



CareerSource Research Coast

Workforce Innovation and Opportunity Act

Local Workforce Plan

Two-Year Modification

January 1, 2023 – December 31, 2024

Local Workforce Development Area 20

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Date Submitted: November 22, 2022 Plan Contact: Tracey McMorris, Vice President of Operations/COO

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WIOA LOCAL WORKFORCE PLAN TWO-TEAR MODIFICATION 2023-2024**INTRODUCTION**

These instructions provide direction for local workforce plans (local plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state.

Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local plan. Chief local elected officials, LWDB members, core program partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state plan as well as [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Director's business and market-driven principles to be the global leader for talent. These principles include:
 - Increasing the prosperity of workers and employers.
 - Reducing welfare dependency.
 - Meeting employer needs.
 - Enhancing productivity and competitiveness.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, as well as other required and optional partners.
- D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefit recipients, individuals with disabilities, and individuals residing in rural areas.
- E. Set forth a strategy to utilize all allowable resources to:
 - Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
 - Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
 - Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including

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Enterprise Florida, Inc. in relation to:

- Job training;
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes;
 - The attainment of a postsecondary degree or credential of value; and
 - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
- Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
 - Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
 - Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.
- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the systemwide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Lead to greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on customer service excellence.

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ATTACHMENTS

Please provide a link to the local board's website showing the attachments described below or upload attachments in a searchable PDF file with the local plan:

- A. **Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .

<https://secureservercdn.net/198.71.233.231/8jq.6c5.myftpupload.com/wp-content/uploads/2020/06/Treasure-Coast-Workforce-Consortium-Interlocal-Agreement-Signed-2016.pdf>

- B. **Executed agreement between the chief local elected official(s) and the local workforce development board.**

<https://secureservercdn.net/198.71.233.231/8jq.6c5.myftpupload.com/wp-content/uploads/2020/06/Treasure-Coast-Workforce-Consortium-Interlocal-Agreement-Signed-2016.pdf>

- C. **Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official.

Please see Section I: Description of the Administrative Entity and Sub-recipient Grantee of the CSRC Administrative Plan – <https://careersourcerc.com/wp-content/uploads/2022/10/Attachment-K-CSRC-Administrative-Plan.pdf>

- D. **Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110– Local Workforce Development Area and Board Governance](#).

<https://secureservercdn.net/198.71.233.231/8jq.6c5.myftpupload.com/wp-content/uploads/2021/09/WDB-of-the-Treasure-Coast-Bylaws-August-2021.pdf>

- E. **Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.**

<https://careersourcerc.com/wp-content/uploads/2022/11/Attchment-E-BOD-Roster-Minutes-and-Approval-Items.pdf>

- F. **Agreements describing how any single entity 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, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

One Stop Operator Request – <https://careersourcerc.com/wp-content/uploads/2022/10/LWDB-20-Request-for-Selection-as-OSO-June-2022-signed.pdf>

CSRC Administrative Plan - <https://careersourcerc.com/wp-content/uploads/2022/10/Attachment-K-CSRC-Administrative-Plan.pdf>

Direct Services Request PY20 - <https://careersourcerc.com/wp-content/uploads/2022/10/Direct-Services-Extension-Request-May-2020-signed.pdf>

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- G. **Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) of the State of Florida WIOA Unified Plan).

<https://careersourcerc.com/wp-content/uploads/2022/10/Comprehensive-One-Stop-Caree-Center-MOU-IFA-7.1.21-6.30-24-FINAL-EXECUTED-BY-ALL-PARTNERS.pdf>

- H. **Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

<https://careersourcerc.com/wp-content/uploads/2022/10/Comprehensive-One-Stop-Caree-Center-MOU-IFA-7.1.21-6.30-24-FINAL-EXECUTED-BY-ALL-PARTNERS.pdf>

- I. **Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.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 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.

<https://careersourcerc.com/wp-content/uploads/2022/10/Comprehensive-One-Stop-Caree-Center-MOU-IFA-7.1.21-6.30-24-FINAL-EXECUTED-BY-ALL-PARTNERS.pdf>

- J. **A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

<https://careersourcerc.com/wp-content/uploads/2022/10/Attachment-J-Input-and-Comment-Processes-for-Plan-Development.pdf>

WIOA LOCAL WORKFORCE PLAN TWO-TEAR MODIFICATION 2023-2024**A. ORGANIZATIONAL STRUCTURE**

The local plan must describe the organizational structure in place in the local area, including:

(1) Chief Elected Official(s)

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

Treasure Coast Workforce Consortium

Chairman

Sean Mitchell, Commissioner

St. Lucie County Board of County Commissioners

2300 Virginia Avenue

Ft. Pierce, FL 34982

(772) 462-1408

mitchellse@stlucieco.org

Doug Smith, Commissioner

Martin County Board of County Commissioners

2401 SE Monterey Road

Stuart, FL 34996

(772) 882-5421

dsmith@martin.fl.us

Susan Adams, Commissioner

Indian River County Board of County Commissioners

1801 27th Street, Building A

Vero Beach, Florida 32960-3365

(772) 226-1919

sadams@ircgov.com

- (b) Describe how the chief local elected official(s) was involved in the development, review and approval of the local plan.

Local stakeholders including local elected officials, economic development organizations, labor organizations, local education providers, core program partners, and mandatory one-stop partners were invited to attend the strategic planning session at the August 31st Board of Director's meeting to offer input into the plan.

The plan was reviewed and approved by the Treasure Coast Workforce Consortium on October 20, 2022.

WIOA LOCAL WORKFORCE PLAN TWO-TEAR MODIFICATION 2023-2024**(2) Local Workforce Development Board**

- (a) Identify the chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.

Leslie Kristof, President
Keiser University
9400 SW Discovery Way
Port St. Lucie, FL 34987
(772) 398-9990
lkristof@keiseruniversity.edu

- (b) If applicable, identify the vice-chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chairperson represents.

Jim Brann, President
The Porch Factory
705 N. 39th Street
Fort Pierce, FL 34947
(772) 465-6772
jbrann@theporchfactory.com

- (c) Describe how the LWDB members were involved in the development, review, and approval of the local plan.

To foster comment and input into the development and review of the local plan, a strategic planning session was conducted at the CSRC Board of Directors meeting on August 31, 2022. Further, the draft plan was reviewed by the Youth Council, Programs and Services, and Executive Committees of LWDB20 in open, public meetings. Comments and responses from LWDB20 committees were reviewed and integrated into the plan.

- (d) Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.

Local stakeholders including local elected officials, economic development organizations, labor organizations, local education providers, core program partners, and mandatory one-stop partners were invited to attend the August 31st Board of Director's meeting to offer input into the plan. To increase public participation, a press release was distributed, and notice was posted on our social media platforms to promote awareness and encourage participation in the strategic planning session.

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

- (a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official (WIOA § 107(d)(12)(B)(i)(III) and 20 CFR 679.420).

LWDB20, CareerSource Research Coast, serves as the fiscal agent.

Brian K. Bauer, 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

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

LWDB20, CareerSource Research Coast, serves as the administrative entity.

Brian K. Bauer, 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

(4) One-Stop Operator and One-Stop Career Centers

- (a) Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator and the effective date of the current agreement in place between the LWDB and the one-stop operator.

LWDB20, CareerSource Research Coast, serves as the One-Stop Operator.

Brian K. Bauer, President/CEO

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- (b) Describe the steps taken to ensure a competitive process for selecting the one-stop operator(s) (WIOA § 121(d)(2)(A)).

On January 31, 2022, CareerSource Research Coast (CSRC) released a Request for Proposals (RFP) to accept vendors' proposals for One-Stop Operator services for July 1, 2022, through June 30, 2026. CSRC conducted an open and competitive procurement process, fully compliant with the procurement standards of the Uniform Guidance at 2 CFR 200.318 through 200.326. CSRC publicly advertised the RFP on its website and notified all individuals subscribed to its vendor list. Receiving no proposals by the original RFP submission deadline of March 23, 2022, CSRC re-released the RFP again on May 11, 2022, with a deadline of June 3, 2022, for which no responses were received.

- (c) If the LWDB serves as the one-stop operator, provide the last date the state board granted approval to the LWDB to serve in this capacity and the approved duration.

CSRC is currently awaiting approval for its formal request to continue serving as the One-Stop Operator, submitted to the Department of Economic Opportunity on 6/30/2022.

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator.

The One-Stop Operator's major function is the coordination of the service delivery among the required One-Stop Partners and their programs. The One-Stop Operator will be responsible to navigate between the One-Stop Partners to ensure the coordination of service delivery for employers and career seekers within the LWDB 20 One-Stop System. The One-Stop Operator will be responsible to:

1. Understand the mission, vision, and service delivery requirements of the required one-stop partners to better strategically align with CSRC priorities and services.

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2. Review, update, and track all Memorandum of Understandings (MOUs) and Infrastructure Agreements (IFAs) to maintain compliance.
 3. The One-Stop Operator will be responsible for monitoring the infrastructure cost responsibilities of the required partners to provide for the maintenance of the Comprehensive One-Stop Career Center as outlined in the Quarterly Cost Reconciliation and Allocation Base Section of the Infrastructure Agreement.
 4. Work with CSRC designated staff to support building relationships with the required partners of the designated One-stop Career Center and track implementation of the activities and services as outlined in the MOUs.
 5. Assure the local One-Stop System has at least one comprehensive One-Stop Career Center that meets the required certification criteria and is compliant with State and Federal Regulations.
 6. Facilitate agreement and support the development of a mutual participant assessment and referral process; an agreed upon data sharing process, and a mechanism to capture performance between all partners.
 7. Provide oversight and ongoing communication with the required partners to ensure referrals and related data sharing are followed through on a timely basis
 8. Review relevant information provided by the state, federal government and the required One- Stop partners to monitor the LWDB20 One-Stop System's compliance and performance.
 9. Coordinate and convene quarterly meetings with all designated partners and CSRC to share information, discuss strategies to positively impact employment outcomes for shared participants, and problem-solve collaboration issues.
 10. Conduct, at a minimum, six site visits of the Comprehensive One-Stop Career Center during each Program Year, July 1st through June 30th. These visits will include interviews with CSRC Management as well as the representatives of the required partner agencies.
 11. Identify and recommend practices that encourage the designated Comprehensive One- Stop Career Center partners to provide services to individuals with barriers to employment, including individuals with disabilities, who may require longer-term services, such as intensive employment, training, and education services.
 12. Manage, track and oversee a customer satisfaction initiative for the services provided through the CSRC Career Center System. Customer satisfaction reports are to be generated on an agreed upon schedule. The One-Stop Operator will be responsible for reviewing customer comments, identifying trend data and making continuous improvement recommendations to the CSRC Management team.
 13. Submit written, quarterly reports to the CareerSource Research Coast Board of Directors. The reports should include:
 - A detail of the duties performed by the One-Stop Operator during the quarter
 - Observations made regarding the collaboration between the required One-Stop System Partners
 - Recommendations to improve the One-Stop partner's integrated service delivery to customers
 - The identification of best practices
- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center, affiliate site or specialized center, as described in CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.

CSRC operates three affiliate Career Centers that provide Wagner Peyser, WIOA Adult/Dislocated Worker/Youth, Trade Adjustment Assistance (TAA), Migrant Seasonal Farmworker (MSFW), Veterans Services, Welfare Transition (WT) programs, and Supplemental Nutrition Assistance Program (SNAP). Two mobile units are available to be deployed for outreach activities, community and hiring events, Rapid Response, and other services as needed. CSRC Career Centers are situated at key locations in each of the counties in the Local Workforce Development Area (LWDA). Under normal operations at the Comprehensive One-Stop Career Center, the Division of Vocational Rehabilitation, Division of Blind Services, Senior Community Service Employment Program, Adult Education and Family Literacy Act, and Postsecondary Career and Technical Education have a physical presence in the Center. The

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Community Services Block Grant and Youth Build are available virtually.

Indian River County Career Center
(Affiliate Site)
1880 82nd Ave
Vero Beach, FL 32966

Garden City Career Center
(Comprehensive Career Center)
2102 Avenue Q
Rooms 4,15-18
Fort Pierce, FL 34950

St. Lucie County Satellite Center
(Affiliate Site)
584 University Blvd
Suite 200
Port St. Lucie, FL 34986

Martin County Career Center
(Affiliate Site)
710 SE Central Parkway
Stuart, FL 34994

CSRC's WIOA Youth program operates as "Youth Connections". WIOA Youth services are available in the Garden City Comprehensive Career Center and the Martin County Career Center affiliate site. Additionally, to better meet the needs of youth in Indian River and St. Lucie Counties, CSRC has a specialized site targeted explicitly to WIOA Youth Services co-located with Treasure Coast Technical College. Situated in an underprivileged area in the City of Vero Beach, it is easily accessible by public transportation routes:

CSRC Youth Connections
4680 28th Court
Room 2-201
Vero Beach, Florida 32967

CSRC Youth Connections
584 NW University Blvd
Suite 400
Port St. Lucie, FL 34986

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.

The comprehensive career Center and affiliate career centers are each open Monday through 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 8:00 am to 9:00 am to discuss progress, address issues, and receive important updates pertinent to CSRC operations.

All CSRC Youth Connections specialized sites are open Monday through Friday from 8:00 am to 5:00 pm.

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- (g) For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals).

Program/ Service	Service Delivery Method		
	Indian River County, Port St. Lucie, and Martin County Career Centers	Garden City Comprehensive Career Center	Youth Connections Specialized Site
WIOA (Adult and Dislocated Programs)	Physical Co-location	Physical Co-location	Referrals
WIOA Youth Program	Physical Co- location/Referrals	Physical Co-location	Physical Co-location
Migrant and Seasonal Farmworkers	Physical Co-location	Physical Co-location	Referrals
Wagner-Peyser Act	Physical Co-location	Physical Co-location	Referrals
Jobs for Veterans	Physical Co-location	Physical Co-location	Referrals
Trade Adjustment Assistance	Physical Co-location	Physical Co-location	Referrals
Temporary Assistance for Needy Families (TANF)	Physical Co-location	Physical Co-location	Referrals
Supplemental Nutritional Assistance Program (SNAP)	Physical Co-location	Physical Co-location	Referrals
ReEmployment Services and Eligibility Assessment (RESEA) Program	Physical Co-location	Physical Co-location	N/A
Ticket to Work Program	Physical Co-location	Physical Co-location	Referrals
Adult Education and Literacy Act (AEFLA)	Referrals	Physical Co- location/Referrals/ Electronic Methods	Referrals
Postsecondary Career & Technical Education	Referrals	Physical Co- location/Referrals	Referrals
Farm Worker Career Development Program	Referrals	Physical Co- location/Referrals	Referrals
Youth Build Program	Referrals	Physical Co- location/Referrals/ Electronic Methods	Referrals
Senior Community Service Employment Program (SCSEP)	Referrals	Physical Co- location/Referrals	Referrals
State-Level Blind Services Program	Referrals	Physical Co- location/Referrals	Referrals
State-Level Vocational Rehabilitation Programs	Referrals	Physical Co- location/Referrals	Referrals

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Program/ Service	Service Delivery Method		
	Indian River County, Port St. Lucie, and Martin County Career Centers	Garden City Comprehensive Career Center	Youth Connections Specialized Site
Community Services Block Grant (CSBG)	Referrals	Electronic Methods/Referrals	Referrals

- (h) Pursuant to the CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements, provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.

CSRC hereby certifies that one Comprehensive One-Stop Center in our LWDA meets the One-Stop Certification requirements:

1. Provides the career services described in section 134(c)(2), WIOA
2. Provides access to training services as described in section 134(c)(3), WIOA, including serving as the point of access to training services for participants in accordance with section 134(c)(3)(G), WIOA.
3. Provides access to the employment and training activities carried out under section 134(d), WIOA, if any.
4. Provides access to programs and activities carried out by one-stop career center partners.
5. Provides access to the data, information, and analysis described in section 15(a) of the Wagner Peyser Act and access to all job search, placement, recruitment, and other labor exchange services authorized under the Wagner-Peyser Act.
6. Provides knowledgeable staff, including trained career counselors, as outlined in Administrative Policy 92, available for assistance.
7. Provides access to the general public during regular business days (Monday through Friday).
8. Provides physical and programmatic access to individuals with disabilities.

- (i) Describe any additional criteria (or higher levels of service coordination than required in CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One- Stop Career Center Certification Requirements) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA § 121(g)(3)).

- CSRC serves as the sponsor of seven Registered Apprenticeship Programs and works with industry representatives and local businesses to develop needed apprenticeship training programs. CSRC's current registered apprenticeship programs are in Industrial Manufacturing Technician, Truss Design Technician and Distribution Logistics Technician.
- The annual Career Connect Conference, an industry-driven half-day conference, brings together high school Juniors and Seniors to explore postsecondary training options and career path opportunities in various industry sectors in demand. The conference features keynote speakers and sector industry leaders who engage students with career path opportunities, leadership skills, career readiness and financial aid information.
- To start building talent pipelines that meet the needs of sectors in demand, CSRC serves as a convener for the area's Workforce Readiness Taskforce, which together economic development agencies, educational providers, business leaders representing industry sectors in demand and community partners. This industry-led taskforce aims to organize processes and leverage resources to support a focused sector-based talent development pipeline to meet the needs of employers and

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career seekers throughout the LWDA.

- Summer of Success (SOS) is an innovative eight-week work-readiness training program consisting of soft skills training and work experience through a paid internship. Youth ages 16-24 who reside within the participating County may apply. Priority of enrollment in Summer of Success is given, but not limited to, youth facing life barriers such as criminal offenders, pregnant or parenting youth, youth with disabilities, youth living in a high poverty area, or youth identified as at-risk for street gang activity. SOS provides many young people with their first experience in the workplace, and every step from the online application to the exit evaluation at the end of the program is designed to mimic actual employment closely. Once the internship is complete, the participant will have positioned themselves to enter a Pre-Apprenticeship, Apprenticeship or OJT opportunity, leading to increased wages, additional training, and nationally recognized certifications.
- In conjunction with the Children Services Councils and the Early Learning Coalitions and along with three additional LWDBs, CSRC was selected to participate in the F.A.T.E.S. Demonstration Project (2Gen). As part of a regional initiative, CSRC received funding under the Pathways to Prosperity Initiative to offer individualized career services to a cohort of thirty families in targeted neighborhoods within census tract areas of greatest poverty. Basic and intensive WIOA services, focusing on CSRC's sector strategies, are provided to select families receiving subsidized childcare to encourage career advancement and wage progression. These target families may be provided with career readiness and advancement counseling, coaching, soft-skills development, assistance with training and education, assistance with the cost of transportation, and job placement. Low-income families often experience a disincentive to progress in their wage earning and asset building when an increase in income will disqualify the household from continued access to supportive programs, such as affordable childcare. The design of the F.A.T.E.S. project includes addressing this "cliff effect" by integrating a three-year phase-out period to mitigate the fiscal cliff created by the abrupt termination of childcare benefits after reaching the maximum allowable household income.
- For the second consecutive cycle, CSRC is a partner of the YouthBuild Initiative. Indian River State College (IRSC) applied for and was awarded a Youth Build grant in 2018, and again in 2021. CSRC is a required key partner of the grant that targets 16 to 24-year-old participants who have dropped out of school.
- CSRC holds annual events in the community to include partnering with the City of Ft. Pierce for their signature event, The City of Ft. Pierce Job Fair. Since the first event in 2015, each year it continues to be a success bringing in hundreds of career seekers and up to 130 businesses and community partners. CSRC has also started annual job fair events for the City of Port St. Lucie, with the inaugural event bringing together nearly 500 career seekers and over 70 employers.
- The Homeless Veterans Stand Down is held annual since 2017, focusing on the local homeless Veteran population providing them with food, clothing, mobile showers, health screenings, haircuts, legal services, and much more.

WIOA LOCAL WORKFORCE PLAN TWO-TEAR MODIFICATION 2023-2024**(5) Provider of Workforce Services**

- (a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system.

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 and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.

The role of the One-Stop Operator, as defined by CSRC, does not provide career services.

- (c) Identify and describe what career services are provided by the designated provider of workforce services (except training services).

With the except of WIOA Youth, CSRC Career Center staff provides the complete array of career services available under the required WIOA Title I and Title III programs including, but not limited to:

- Career counseling
- Skills/Interest/Proficiency assessments
- Labor market information
- Employability skills workshops
- Career training
- Job search assistance
- Referrals to jobs
- Follow up services

- (d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.

On June 4, 2020, the CareerSource Florida Board of Directors approved CareerSource Research Coast to serve as the direct provider of workforce services through June 30, 2023.

(6) Youth Service Provider

- (a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services.

WIOA Youth services are contracted to the provider named below through June 30, 2026:

Eckerd Youth Alternatives
100 N. Starcrest Drive
Clearwater, Florida 33765

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- (b) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services. Describe any additional criteria the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

Please follow the link to view CSRC Administrative Plan, and navigate to Section III– Procurement Policies & Procedures, Item N - <https://careersourcerc.com/wp-content/uploads/2022/10/Attachment-K-CSRC-Administrative-Plan.pdf>

- (c) Identify and describe the youth program element(s) provided by each provider.

14 WIOA Required Youth Program Elements	Instructional Activities/Curriculum
1. Tutoring, academic remediation; study skills training, and instruction leading to secondary school completion, including dropout prevention strategies	Computer based training/instructor facilitated, FSA and GED Practice, GED Prep materials, e.g. Khan Academy (online), Practice GED exams, and instructional teacher-aided tools that are also used as a one-to-one instructional resource with minimal guidance (online); 21 st Century Skills
2. Alternative secondary school offerings	Florida Sunshine State Standards; Penn Foster
3. Paid and unpaid Internships with an academic and occupational educational component	Eckerd-documented Internship activities; job shadow activity
4. Occupational skills training with a focus on recognized postsecondary credentials and in-demand occupations	Various. Based on identified occupations/career fields on the Targeted Occupations List with Approved Training Providers
5. Leadership development opportunities, including positive social behavior and soft skills, decision making, teamwork, etc.	Community service, peer-centered activities, Employability Skills, Life Skills curriculum that includes leadership development, health, nutrition, sexual behavior, and substance abuse prevention
6. Supportive Services	Independently driven by participant needs. Supportive services for educational training and employment activities such as gas cards, bus passes, emergency assistance, driver's license, state identification, professional clothing, background checks and childcare
7. Adult mentoring for at least 12 months	Independently driven by participant needs. Case managed and documented. Includes recruitment of both community-based and employer-based mentors and partnership with established mentorship programs
8. Comprehensive guidance and counseling	On-going intensive case management. Community/locally based programming
9. Follow-up services no less than 12 months after exit	Independently driven by participant needs. Contact with employer, postsecondary entities, job retention coaching, academic support, incentives, support, career and education counseling. (Continuous service until participant has completed follow-up period of 12 months)

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14 WIOA Required Youth Program Elements	Instructional Activities/Curriculum
10. Workforce Concurrent Education	Independently driven by participant needs. Utilizing local workforce system, work readiness training. Partnership with postsecondary and local training providers and employers to encourage youth to see education as part of their career pathway
11. Financial Literacy	Independently driven by participant needs. Partnerships with local financial institutions
12. Entrepreneurial Skills Training	Independently driven by participant needs. Partnerships with local business and community-based business organizations
13. Labor Market and Local Employment Information	Independently driven by participant needs. Utilizing local workforce system; ongoing career pathway discussions to include LMI and local career opportunities
14. Postsecondary Preparation and Transition Services	Independently driven by participant needs. Partnerships with postsecondary educational institutions and community organizations

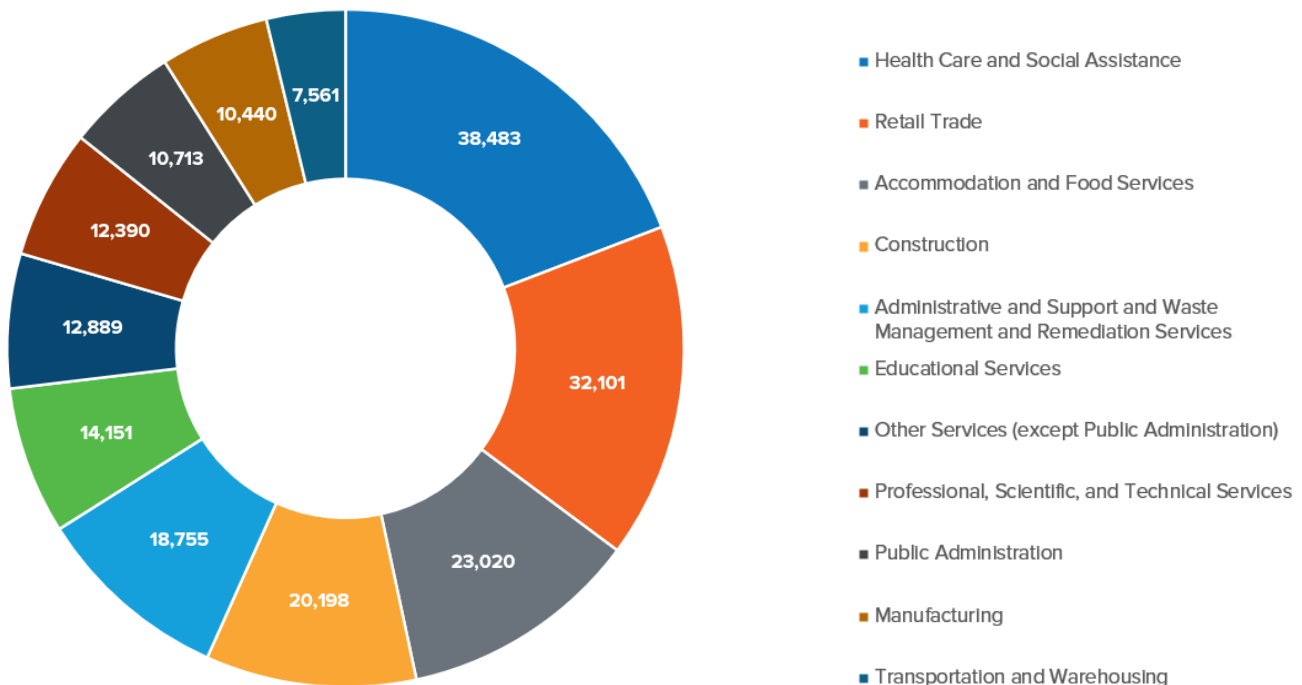
B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local workforce plan must describe strategic planning elements, including:

(1) A regional analysis of:

- (a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and

The table below reflects the percentage of employment in the top industry sectors in the LWDA CSRC serves. As of Q1 2022, total employment was 230,389.



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Please see the table below for additional economic data, including employment and wage trends and forecasts for the leading industries in the LWDA CSRC serves.

Industry	Current		5-Year History		Total Demand	5-Year Forecast			Ann % Growth
	Avg Ann Wages	LQ	Empl Change	Ann %		Exits	Transfers	Empl Growth	
Health Care and Social Assistance	\$56,076	1.15	2,646	1.4%	23,764	8,720	10,592	4,452	2.2%
Retail Trade	\$37,470	1.35	1,338	0.9%	22,706	8,780	12,976	950	0.6%
Accommodation and Food Services	\$24,622	1.21	1,881	1.7%	24,466	8,788	11,972	3,706	3.0%
Construction	\$50,990	1.49	3,820	4.3%	11,387	3,175	6,820	1,393	1.3%
Administrative and Support and Waste Management and Remediation Services	\$41,722	1.26	5,180	6.7%	12,858	4,316	6,947	1,596	1.6%
Educational Services	\$49,192	0.77	-460	-0.6%	8,337	3,105	3,850	1,381	1.9%
Other Services (except Public Administration)	\$37,864	1.29	571	0.9%	8,819	3,069	4,428	1,322	2.0%
Professional, Scientific, and Technical Services	\$75,326	0.75	863	1.5%	6,578	1,925	3,654	999	1.6%
Public Administration	\$62,397	0.99	331	0.6%	5,962	1,993	3,192	777	1.4%
Manufacturing	\$56,427	0.56	1,578	3.3%	5,995	1,886	3,608	501	0.9%
Transportation and Warehousing	\$47,992	0.65	1,753	5.4%	5,068	1,676	2,662	730	1.9%
Top Employment Q2 2022	\$47,224	1.05	19,502	2.1%	136,074	47,434	70,701	17,939	1.7%
Total - All Industries	\$50,010	1.00	19,632	1.8%	151,283	51,406	79,251	20,626	1.7%

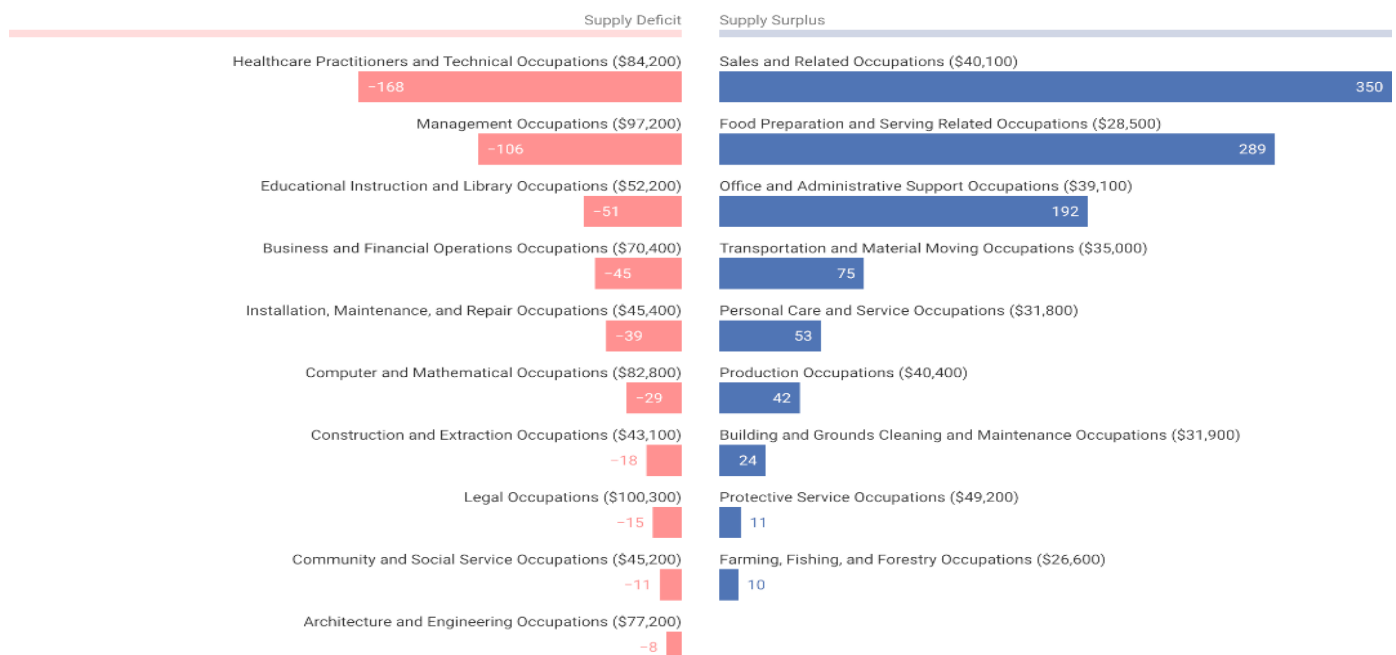
Source: JobsEQ®

- (b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

The table below reflects supply and demand projections for occupations in the LWDA. Red bars in the chart represent occupations where expected demand exceeds supply, and thus suggests additional training and/or support is needed to grow the talent pipeline to sustain the demands of area businesses.

Occupation Gaps

Potential Average Annual Occupation Gaps over 5 Years in CareerSource Research Coast



Source: JobsEQ®
 Data as of 2022Q1 except wages which are as of 2021

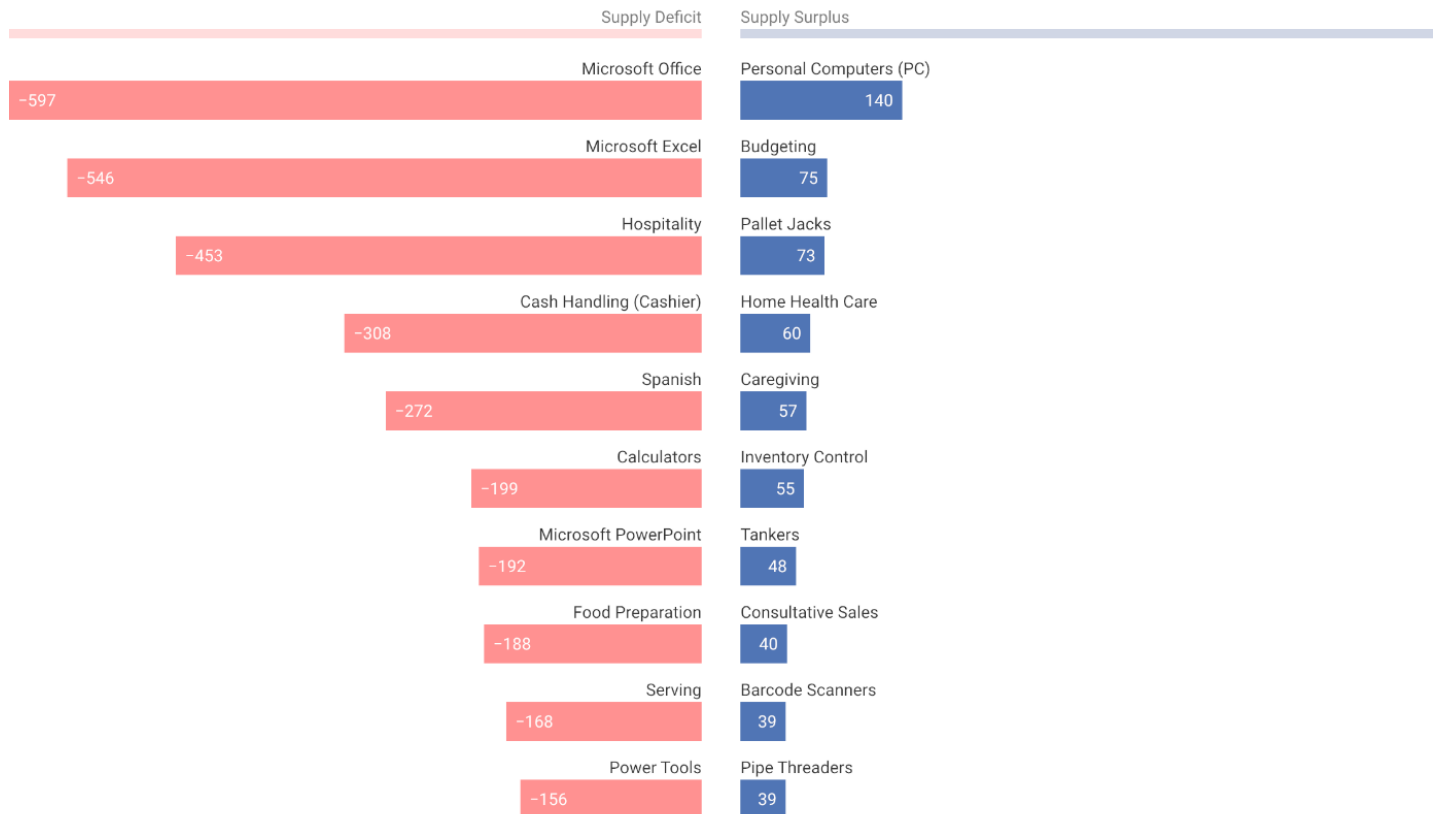
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(2) An analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

The flow of qualified talent into the workforce is the key to a successful economy. The table below reflects the supply and demand of hard skills needed to meet the LWDA employers' needs.

Skill Gaps

Total - All Occupations, CareerSource Research Coast



Source: JobsEQ®
 Data as of 2022Q1; openings and candidate sample compiled in August 2021

The ability to match the skills of talent entering the workforce and the rapidly changing skills needed by employers to remain competitive remains a challenge for the LWDA's employers, who continue to experience a soft skills gap.

Health Care Skills - Recent grads are entering the Health Care industry more comfortable with technology as a primary source of communication and lack the necessary interpersonal skills to communicate with the patients. Critical Thinking continues to be the top skill Health Care employers are seeking, along with Interpersonal, Oral Communications and Collaboration.

Manufacturing Skills - Motivation was identified again as the top skill that they look for in new hires. Employers reported during the focus groups and interviews that they would hire a motivated individual and provide on-the-job training. Companies like to find talent internally however, some employers reported that the motivation to hire from within presents challenges to the employer when the employees chose to not accept an increase in salary/more hours because it would result in a reduction or loss of public benefits for the employee, such as childcare services.

Skilled Trades Skills - Problem Solving, Time Management, and Motivation were identified again as the top skills that employers were seeking in new hires. However, concern was expressed by training programs that

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applicants with industry-specific training, High School and Post-Secondary, are hired by employers for the same pay rate as the applicants hired "off-the-streets" without any training. High School and Postsecondary training programs market to the applicants that they will have improved job prospects with training, only to find that they enter the workforce at the same pay rate as co-workers with only on-the-job training. The flow of talent from the training programs to the companies seeking to hire is the key to assuring that trained graduates are hired at area companies. Training providers are concerned that students will not enroll in the training if they do not see the financial benefit.

Logistics/Transportation & Warehousing Skills - Time Management, Collaboration, and Motivation are key skills required in this industry to be successful. Logistics attracts talent from other related industries including hospitality, that bring the sales skills needed in the distribution of products. Finding applicants that have experience meeting performance standards is a challenge.

- (3) An analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

CareerSource Research Coast Summary

	Percent	Value
Population (ACS)	—	638,298
Male	48.8%	311,287
Female	51.2%	327,011
Median Age ²	—	49.4
Under 18 Years	18.0%	114,954
18 to 24 Years	6.8%	43,504
25 to 34 Years	10.1%	64,622
35 to 44 Years	10.1%	64,258
45 to 54 Years	12.1%	77,160
55 to 64 Years	14.8%	94,497
65 to 74 Years	14.8%	94,171
75 Years and Over	13.3%	85,132
Race: White	77.9%	497,365
Race: Black or African American	13.7%	87,309
Race: American Indian and Alaska Native	0.4%	2,470
Race: Asian	1.7%	11,034
Race: Native Hawaiian and Other Pacific Islander	0.1%	565
Race: Some Other Race	2.3%	14,623
Race: Two or More Races	3.9%	24,932
Hispanic or Latino (of any race)	16.3%	103,732
Population Growth		
Population (Pop Estimates) ⁴	—	661,792
Population Annual Average Growth ⁴	1.6%	9,831
People per Square Mile	—	401.2

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CareerSource Research Coast Summary

	Percent	Value
Economic		
Labor Force Participation Rate and Size (civilian population 16 years and over)	52.2%	280,106
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	79.6%	163,495
Armed Forces Labor Force	0.2%	926
Veterans, Age 18-64	5.2%	17,788
Veterans Labor Force Participation Rate and Size, Age 18-64	72.0%	12,805
Median Household Income ²	—	\$58,722
Per Capita Income	—	\$34,701
Mean Commute Time (minutes)	—	26.5
Commute via Public Transportation	0.3%	900
Educational Attainment, Age 25-64		
No High School Diploma	11.1%	33,379
High School Graduate	29.5%	88,579
Some College, No Degree	21.8%	65,599
Associate's Degree	11.7%	35,155
Bachelor's Degree	17.8%	53,399
Postgraduate Degree	8.1%	24,426
Housing		
Total Housing Units	—	305,550
Median House Value (of owner-occupied units) ²	—	\$235,191
Homeowner Vacancy	2.1%	4,111
Rental Vacancy	13.1%	8,573
Renter-Occupied Housing Units (% of Occupied Units)	22.5%	55,055
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	4.6%	11,240
Social		
Poverty Level (of all people)	11.7%	73,767
Households Receiving Food Stamps/SNAP	10.2%	24,861
Enrolled in Grade 12 (% of total population)	1.2%	7,974
Disconnected Youth ³	2.4%	627
Children in Single Parent Families (% of all children)	36.3%	39,331
Uninsured	12.0%	76,026
With a Disability, Age 18-64	11.1%	37,586
With a Disability, Age 18-64, Labor Force Participation Rate and Size	35.5%	13,349
Foreign Born	13.3%	84,799
Speak English Less Than Very Well (population 5 yrs and over)	6.1%	37,383

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- (4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).

The development of a workforce-ready talent pipeline begins in elementary and middle school and continues throughout the educational and work life of the individual. In the shifting landscape, how we prepare students to enter the workforce and upskill or reskill workers currently in the pipeline, must be continuously reviewed with an eye towards identifying the skills, technology, and business processes they need to be successful. Many careers are experiencing rapid change from a predictable pathway leading to defined jobs and a stable skill set, to continuous learning to keep both the employer and worker competitive.

The challenge is to maintain the competitive edge through continuous review and revision of the Workforce Readiness Framework which includes:

- A flexible process for connecting students in educational and training programs to the evolving workforce.
- Strong partnerships between industry leaders and educators who are committed to communicating changing needs.
- Reviewing and revising curriculum to prepare the students for workforce success to avoid periods of obsolescence.
- Continuously identifying workforce readiness resources.

Partnerships in the LWDA have a history of successful partnerships that have demonstrated success in creating new pathways to the workforce. For example:

- CSRC's Registered Apprenticeship Programs – CSRC is the sponsor of seven Registered Apprenticeship Programs, one of which was the first in Florida. CSRC's Registered Apprenticeship Programs target occupations in advanced manufacturing, distribution/logistics, and Information Technology/Cybersecurity.
- Treasure Coast Builders Association (TCBA) Apprenticeships – TCBA, in partnership with the Florida Training Services of Florida, offers apprenticeships in Electrical, HVAC, Welding, Plumbing, and Carpentry.
- Career Connect Conference f/k/a State-of-Jobs Conference (SOJC) – Three annual conferences have been held in the LWDA in collaboration between CSRC and Workforce Readiness Taskforce stakeholders. Postsecondary education options, career readiness, employability skills, and leadership in various career tracks – healthcare, manufacturing, and skilled trades – are presented to high school juniors and seniors. Students remarked that they learned about career options they had never considered pursuing.
- IRSC and Piper Aircraft Apprenticeship Program - The two-year apprenticeship program commenced in the summer of 2019 with an initial cohort of 10 participants and grew to 20 active apprentices by year two. Participants engage in on-the-job training with Piper subject matter experts and classroom instruction delivered by IRSC.
- Healthcare Roundtable of the Treasure Coast - Convenes monthly to discuss workforce issues. The group hosted a Future Healthcare Professionals Career Conference for 200 Martin and St. Lucie County high school students. Workshops included soft skills, financial aid opportunities, career pathways, task management/critical thinking.

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CSRC is dedicated to meeting the needs of both employed and underemployed workers, and career seekers seeking assistance with career decisions, skill training, and job connections and offers career, basic, individualized, follow-up, and training services. CSRC, through the direct services model, serves as the direct services provider and provides all WIOA Adult/Dislocated Worker/Youth, TAA, TANF, SNAP, Wagner Peyser, MSFW, RESEA, and Jobs for Veterans State Grant activities and services throughout the LWDA. Through collaborative efforts with local community-based organizations and educational institutions, as well as the WIOA implementation with core partners and our Comprehensive One-Stop Career Center, career seekers in the LWDA have full access to allowable basic, individualized, follow-up, training and support services.

A significant portion of the unemployed lacks basic skills in demand by employers, and there is a deficiency in short skills. To meet these needs, CSRC offers the Work Certified® program. Work Certified® is a work readiness program that was created in partnership with employers, educators, and workforce professionals to enhance career 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 can demonstrate they are ready to be responsible, productive employees. CSRC can customize the Work Certified® curriculum to target the needs unique to a specific industry as appropriate.

C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure LWDBs are responsive to Florida employers' demand for qualified workforce talent.

- (1) Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on primary indicators of performance described in WIOA § 116(b)(2)(A) (20 CFR 679.560(a)(5)).

CSRC's vision is to be the catalyst empowering our communities toward economic success. To realize that vision and meet the WIOA primary indicators of performance targets, CSRC employs multiple strategies.

Strategic Partnerships

CSRC serves as a convener for the area's Workforce Readiness Taskforce, bringing together economic development agencies, educational providers, business leaders representing industry sectors in demand and community partners. This industry-led task force aims to organize processes and leverage resources to support a focused sector-based talent development pipeline to meet the needs of employers and career seekers throughout its and neighboring LWDA's.

As partners of the Florida Atlantic Workforce Alliance (FAWA), comprised of LWDBs CareerSource Flagler-Volusia, CareerSource Brevard, and CSRC, this strategic Alliance's initiative brings together workforce development, educational institutions, school systems, economic development in Aerospace, Aviation, Cybersecurity, and Advanced Manufacturing employers from Flagler to Martin counties. Sector strategies will emphasize employer workforce needs to fortify the talent pipeline on Florida's east coast. LWDBs comprising the FAWA will engage businesses to be sure that the Alliance is focused on both current and future industry demand.

Strategic Investments

With the Governor's Reserve Set-Aside funding provided to FAWA, public outreach, jobseeker recruitment strategies, and awareness campaigns will be developed to enhance engagement in the many trainings and educational opportunities available in critical sectors. Leveraging state-level marketing capacity through CareerSource Florida will also support FAWA's efforts.

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CSRC will work with its secondary and public postsecondary training providers to address funding gaps and provide wrap-around services for WIOA-eligible participants. This may include classroom training, work-based learning/internships, pre-apprenticeships and apprenticeships, customized training, On-The-Job Training (OJT), and incumbent worker training (IWT). Funding may also be used for support services for students that help address life events and circumstances, enabling eligible participants to have greater success opportunities.

CSRC will provide funding to WIOA-eligible participants for training, support services and placement in the offerings available from local school district career and technical education (CTE) programs, adult education providers, local Florida College System institutions, other training vendors and apprenticeship sponsors. Emphasis will be placed on enrolling youth and adult learners in programs leading to career pathways in critical occupations and industries in demand.

Based on CSRC's analyses including input from EDOs and industry partners, CSRC has identified industries to target for sector strategy initiatives:

- Healthcare and Social Assistance
- Advanced Manufacturing
- Construction
- Transportation and Warehousing
- Administrative and Support
- Aviation and Aerospace (FAWA initiatives).

Customer-centric Culture

All CSRC frontline staff are trained and empowered to provide targeted career counseling to all individuals engaged in the Career Centers. These one-on-one engagements facilitate the development of career pathways and are designed to increase access to and opportunities for the employment, education, training, and support services that individuals need to succeed in the regional and local labor markets, with emphasis on priority populations under WIOA

- (2) Taking into account the analyses described in (1) through (4) in Section B. Analysis of Need and Available Resources above, describe the local area's strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above (20 CFR 679.560(a)(5)).

As a direct-services provider, CSRC carries out two of the four core programs: WIOA Title III: Wagner Peyser and WIOA Title I. B: Adult, Dislocated Workers and Youth programs, utilizing a subcontractor to facilitate WIOA Youth Programs. Partners carrying out the core programs under Title II: Adult Education and Literacy and Title IV: Vocational Rehabilitation programs have a presence on our Board of Directors and are active on-board committees.

A Memorandum of Understanding (MOU) has been 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. An Umbrella MOU has been developed and agreed upon by all the WIOA core partners for the CSRC Comprehensive One-Stop Career Center.

CSRC also utilizes an integrated and expert intake process for all participants entering the Career Centers. CSRC frontline staff are highly familiar with the functions and basic eligibility requirements of each core program and can appropriately assist participants and make knowledgeable referrals to partner programs. This is maintained with continuous cross-training, informational partner meetings, partner program literature/media and staff meetings.

WIOA LOCAL WORKFORCE PLAN TWO-TEAR MODIFICATION 2023-2024**D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES**

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as required partners including, but not limited to TANF, SNAP Employment and Training (E&T), Senior Community Service Employment Program, Community Service Block Grant, programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

(1) Workforce Development System Description: Describe the local workforce development system, including:

(a) All of the programs that are included in the system; and

CSRC's Comprehensive One-Stop Career Center includes the following core partners:

- WIOA Adult, Dislocated Worker, Youth Programs and Youth Build
- MSFW Program
- Wagner-Peyser
- TAA
- TANF
- Jobs for Veterans State Grant
- Community Services Block Grant
- Programs authorized under Florida unemployment compensation laws
- Adult Education and Literacy activities authorized under Title II of WIOA
- Vocational Rehabilitation Program
- Career and Technical Education Programs authorized under the Carl D. Perkins and Technical Education Act of 2006
- Division of Blind Services
- Senior Community Service Employment Program
- Farmworker Career Development Program

(b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and works with entities carrying out core programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).

CSRC employs universal design principles in the operations of the career centers to facilitate access to include partner programs and community-based organizations who serve individuals with barriers/obstacles to employment. CSRC staff and core partner program staff in the Comprehensive One-Stop Career Center, 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 the LWDA. The CSRC service delivery is employer-driven and integrates economic development and educational partners within the LWDA. CSRC's goal is to prepare a skilled workforce for existing and emerging in-demand occupations to meet the employment needs of business in the LWDA.

Enhanced LWDB 20 Board of Directors 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 the local workforce and the specific needs of local employers

WIOA LOCAL WORKFORCE PLAN TWO-TEAR MODIFICATION 2023-2024**(2) Adult and Dislocated Worker Employment and Training Activities:**

Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(b)(6)). This must include a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

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 and internships which provide opportunities to gain the skills and knowledge necessary to perform a job. Career counseling and/or career pathways are grounded in employer partnerships.

In support of workforce development activities, CSRC provides several activities such as: federal bonding; salary and wage trend information; availability of training options; industry sectors talent supply and employment placement assistance which are each 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 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.

WIOA eligible and suitable career seekers receive employment assessments and labor market information, including our LTOL and ETPL, to determine the best career pathway for self-sufficiency. Before being placed in any training program, career seekers are tested using a variety of assessment tools to ensure they are prepared to succeed, including Employ Florida Self-Assessments, SHL assessments, CASAS, TABE, Florida Ready to Work, and CareerScope.

(3) Training Services: Describe how training services outlined in WIOA section 134 are provided, including:

- (a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;

ITAs are linked to in-demand employment opportunities in the LWDA. CSRC provides ITAs for qualified 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 (outlined in local policy) based on whether the occupational training is for an entry level position or high-wage position and is reviewed annually and updated based on available funding. ITAs are approved by an internal committee of rotating raters comprised of Career Planners, Career Center Managers, WIOA Programs Manager, Director of Programs, CFO, and COO. The committee convenes weekly and reviews and rates the merits of ITA requests based upon factors including Priority of Service, target populations and a justification provided by the Career Planner. Based on all factors, the committee determines whether to approve the ITA investment.

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ITAs, in the form of a voucher as payment to the training institution, are issued on a semester/term, 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 LTOL, or to obtain specific skills certification leading to one of the occupations in demand.

The thresholds for allowable investment will be categorized in the below two tiers:

<u>Tier</u>	<u>Entry Wage</u>	<u>Maximum ITA Investment</u>
Tier 1	Up to \$15.00 per hour	Up to \$3,500
Tier 2	\$15.01+ per hour	Up to \$5,000

While an ITA is the primary method used for procuring training services under WIOA Title 1 Adult and Dislocated Worker apart from OJT, IWT, Internship, Apprenticeship and Pre-Apprenticeship, in certain circumstances, a training contract may be used to provide training services instead of an ITA. Under section 134 (c) (3) (G) (ii) of WIOA “the contract exceptions to an ITA”, CSRC may utilize training contracts if at least one of the circumstances listed below applies:

- On-the-job training, which may include placing participants in a Registered Apprenticeship program, customized training, incumbent worker training or transitional jobs
- If CSRC determines that an institution of higher education or other provider of training services could provide the most appropriate training to facilitate the training of a cohort of multiple individuals for jobs in-demand sectors or occupations, provided that the contract does not limit consumer choice.

(b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and

If CSRC determines that providing training through a combination of ITAs and contracts is the most effective approach, this approach will be used to support placing participants in programs such as Registered Apprenticeships, Registered Pre-Apprenticeships and/or other similar types of training.

(c) How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(b)(18)).

CSRC staff utilizes Labor Market Information to include tools such as Help Wanted Online and Employ Florida 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. CSRC team members 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 LTOL and the local ETPL. Career seekers are referred to workshops, online 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 prior to making an informed decision about their training.

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- (d) How the LWDB ensures 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)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

Through collaboration with other LWDBAs, CSRC ensures that the training provided in the LWDBA is linked to local and regional in-demand industry sectors and/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 the CSRC's LTOL.

CSRC makes use of National, State and Local Labor Market Analytics along with input from industry leaders, economic development organizations and job openings of 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.

CSRC's Business Services team works closely with employers and area industry associations in establishing and retaining apprenticeships and work-based learning opportunities designed to support and sustain sector driven initiatives. CSRC has assisted in the development and local availability of Apprenticeships for Industrial Manufacturing Technicians, Pharmacy Technicians, Truss Designers, Logistics Technicians, Tech Support Specialists, Network Support Specialists, Cybersecurity Specialists, and continues to pursue expansion of Apprenticeship opportunities in the LWDBA.

For youth ages 16-24, CSRC's WIOA Youth program utilizes the LTOL to identify employment and training needs locally. Training funds are then allocated based on targeted occupations with a solid job growth outlook. Information on targeted occupations in the LWDBA 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.

- (e) How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.

Work-based training activities are an important part of CSRC's service delivery model. Work-based training is employer-driven and provides an opportunity for CSRC to increase employer engagement, implement sector strategies and encourage industry partnerships.

CSRC focuses funding on those work-based training activities most likely to result in self-sufficient and unsubsidized employment for the participant. Such work-based training activities include On-the-Job Training (OJT), Registered Apprenticeships (RA), Customized Training (CT) and Incumbent Worker Training (IWT). Other work-based learning activities such as Pre-Apprenticeships (PA) or Work Experiences/Internships may be considered dependent upon the needs of the participant.

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(4) Youth Workforce Investment Activities: Describe and assess the type and availability of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

- (a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).

Youth workforce investment activities are administered through a subrecipient agreement with a contracted WIOA Youth program provider. Currently, youth services are contracted through Eckerd Youth Alternatives. Additionally, CSRC operates a Youth Council comprised of private businesses, educational partners, and community-based organizations which enhance youth workforce investment activities through their own programs. 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 (IEP) records, provided by local school districts or through medical records. CSRC also partners with Vocational Rehabilitation to better serve youth with disabilities.

- (b) Include the local area's design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

CSRC ensures quality delivery of the required fourteen elements of WIOA Youth programming by providing incentive plans, establishing youth goals and providing various program activities. 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/internship), Youth Employment Success Solutions (YESS™) employability and soft skills training, and occupational credential options that are stackable.

- (c) Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility](#).

Participants are considered “basic skills deficient” if their TABE or CASAS test results are at a National Rating Scale (NRS) of four (4) or below. CSRC’s WIOA Youth program, also will accept ELL/ESL 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.

- (d) Define 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" and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).

CSRC defines 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” as basic skills deficient. Participants are considered “basic skills deficient” if their TABE or CASAS test results are at a National Rating Scale (NRS) of four (4) or below. CSRC’s WIOA Youth program, also will accept ELL/ESL 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.

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- (e) Define the term "requires additional assistance to complete an educational program or to obtain or retain employment" and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (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:

- Youth who have one or more biological parent incarcerated, institutionalized or sentenced by a court of law to incarceration/institutionalization for more than one year. Documentation must be provided by court, institution, or Department of Corrections records.
- Youth who have been victims of domestic violence or intimate partner violence as documented by law enforcement or domestic violence organization.
- Youth who are documented gang members as defined and documented by local law enforcement.
- Youth who 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 25% or greater.
- Youth who 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 documented by employer records, pay records, or Suntax.
- Youth at risk of dropping out of high school due to grades/credits/attendance/not passing proficiency exams or has had an out of school suspension or expulsion from school.
- Is attending an alternative school/education program or has been enrolled in an alternative school within the past 12 months.

In accordance with WIOA guidelines, in-school 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. To further operationalize this policy, it is set forth as a standard local operating procedure.

- (5) Self-Sufficiency Definition:** Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Describe the definition of "self-sufficiency" used by your local area for:

- (a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and

For employed WIOA Adults, CSRC utilizes the Living Wage Calculator for the Port St. Lucie, Florida metropolitan statistical area as outlined on the Living Wage Calculator website at <https://livingwage.mit.edu/metros/38940> to determine self-sufficiency. Because wage information is updated annually, the website referenced provides the most current local wage rate that allows residents to meet minimum standards of living. The Living Wage Calculator, produced annually by Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology, is an alternative measure of basic needs that draws upon geographically specific expenditure data related to a family's minimum food, childcare, health insurance, housing, transportation, and other necessities (e.g., clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency.

For unemployed Adults, self-sufficiency is determined based on household income compared to 200% of the Lower Living Standard Income Level (LLSIL) for family size. The Family Unit Size 1 and Family Unit Size of 2 are set at the same level.

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(b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).

For Dislocated Workers, self-sufficiency is defined as earning income below the wage at dislocation. All Dislocated Workers who are working 'maintenance' jobs (a job with a lower rate of pay than the job at the time of dislocation) should not exceed their dislocation wage to be considered for WIOA training.

If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of "self-sufficiency" used for those programs as well. NOTE: if the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area's self-sufficiency standard.

CSRC bases self-sufficiency on a career seeker's household income. Individuals who have a household income at or above 200% of the Lower Living Standard Income Level (LLSIL) are considered self-sufficient.

(6) Supportive Services and Needs-Related Payments: Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local area must align with the supportive services outlined in [CareerSource Florida Administrative Policy 109 – Supportive Services and Needs-Related Payments](#).

Supportive services are available to those WIOA Ad/DW participants enrolled in WIOA career or training services when necessary to successfully overcome barriers that affect their ability to participate in training activities authorized under WIOA. Supportive services are requested at the Career Planner's discretion, with approval from WIOA Program Management staff when the following conditions are met and appropriately documented:

- The participant must demonstrate financial need.
- The participant's barrier for which the supportive service intends to overcome must be documented in the Individual Employment Plan (IEP).
- The supportive service must not be available through other agencies, programs, or services. If available through other sources, staff must document how/why referrals to other agencies for the supportive service would create a hardship for the participant.
- The participant must complete and sign a Statement of Need detailing their financial need for support and the cost of the requested supportive service. A copy of the form must be maintained in the participant's case file.
- Staff has recorded the appropriate code in the State's Management Information System, Employ Florida, along with a supporting case note documenting the need for the supportive service, as reflected in the IEP.

To maximize training dollars, CSRC provides limited support services to WIOA enrolled individuals which may include licensing fees, background screenings, physicals/drug screenings, transportation assistance, tools, uniforms and footwear required on a job site. To leverage funding for supportive services, CSRC coordinates with other entities and programs offered by core partners such as TAA, WT, VR, Blind Services, CSBG, Veteran Services and community-based organizations.

A specific monetary cap does not limit supportive services. Instead, limits are based on the participant's documented need during their WIOA participation and established training provider and employer requirements.

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For needs-related payments, staff must first determine whether a participant has a financial need and has exhausted all other means of financial support before an NRP is requested. NRPs must be used to address the participant's barriers identified during the initial or objective assessment process. The plan for addressing those barriers, including CSRC's provision of NRPs, must be documented in the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS).

NRPs are based on the availability of funds. CSRC will only consider NRPs for eligible WIOA participants enrolled in a full-time training program attending no less than 20 days of class/labs per month or those accepted into a full-time training program beginning within 30 calendar days. For consideration of approval, staff must complete a Needs-Related Payment Support Analysis Form to document the participant's monthly income and expenses. The NRP request cannot exceed the deficit between the participant's monthly income and expenses, as documented in the NRP Support Analysis Form.

The participant must also submit a signed "Statement of Need" form clearly stating the need for NRP. Approved NRPs will be issued directly to the participant and cannot be issued to a third party on behalf of the participant.

NRP levels will be reassessed monthly during the participant's training activity to confirm that a financial deficit still exists.

(7) Individuals with Disabilities: 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 the ability to meet the needs of customers with disabilities as well as other protected population groups:

- CSRC continues to operate as an Employment Network (EN) in the Ticket to Work (TTW) program.
- Utilize a Disability Navigator for the LWDA.
- Increase the usage of assistive technology services and devices to improve service delivery and communication.
- Provide training to all CSRC 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's staff, other partner program staff and CSRC 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.
- Provide employers with disability awareness training.
- Develop and maintain a list of local agencies and resources that assist individuals with disabilities and make this information available to CSRC staff and participants.

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(8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs: Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).

- Referrals to RA claimants to an array of training and education resources.
- Enhanced career services including assistance with employability workshops, skills assessments, job referrals and WIOA eligibility screening for RA claimants.
- Provision of assistance to employers in the LWDA for 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.

(9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB's strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

CSRC considers all staff to be veteran representatives and strives to provide the highest quality of service to veterans and covered persons. Every individual visiting a career center is asked if they are currently serving or have ever served in the US military or are they an eligible spouse. If the answer is yes, staff immediately provide notification of priority of service and ensure the individual is aware of the programs available and the eligibility requirements. Staff facilitates the completion of a screening questionnaire to determine whether the individual meets the eligibility criteria for the Jobs for Veterans State Grant (JVSG) program. All eligible individuals are immediately referred to a Disabled Veteran Outreach Program (DVOP) Specialist for the receipt of individualized career services. The DVOP completes an objective assessment to identify goals and barriers. Based on the results of the objective assessment, the DVOP and eligible individual develop an employment plan focusing initially on removing or managing the identified barrier(s) to become work ready. When the DVOP believes the eligible individual is work ready, a case conference is scheduled with the Local Veterans Employment Representative (LVER), the eligible individual, and the DVOP. If the LVER concurs the eligible individual is work ready, they begin providing job development and advocacy services.

If a veteran or covered person is determined not eligible for the JVSG program, frontline staff will continue working with the individual to provide services needed. Just as with the eligible individual, once they have been determined work ready via a case conference with the LVER, job development and advocacy services are provided by the LVER.

Each career center has a dedicated space and computer to be utilized for the DVOP to meet with an eligible individual virtually in the instance a DVOP is not physically available in the center. In situations where a DVOP is not available at all, frontline staff continue to serve the eligible individual by providing the services identified during the initial screening. Once the identified services have been provided, a referral to a DVOP is made and the DVOP will follow up with the eligible individual within 48 business hours.

To provide the best coverage and services available for veterans and covered persons, the CSRC JVSG Team consists of three DVOPs and two LVERs. One DVOP is assigned to each of the three counties within the LWDA and is housed in the respective Career Center. The LVERs split the region north and south. One covers Indian River County and Ft. Pierce with the other covering Martin County and Port St. Lucie. To ensure priority of service is being shared/provided as required, quarterly monitoring is completed at all career centers and feedback is shared with management to be addressed accordingly.

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(10) Entities Carrying Out Core Programs: Describe how the LWDB works with entities carrying out core programs to:

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.
- (b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and
- (c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida's Master Credentials List.

To expand eligible career seekers' access to training and activities that lead to a career path, all CSRC frontline staff have been cross trained to understand the services, resources, and eligibility requirements of all programs.

All CSRC and core partner staff in the Comprehensive One-Stop Career Center are cross-trained to understand the services, resources, and eligibility requirements of all available programs and services.

During the initial engagement with a career seeker, CSRC staff conduct a thorough intake assessment to identify skills, needs, and barriers and provide guidance and direction based on the unique situation of the participant. WIOA implementation with core partners also provides greater opportunity to connect career seekers to employment, training, education, and supportive services.

Career 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, individualized, follow-up and training services are provided to career seekers based on need. Staff identifies the career seekers' needs through assessment and/or by assisting them to develop a career plan.

To support the full range of career seekers in acquiring the skills needed to attain jobs in high growth, high-wage industries and occupations, CSRC makes use of the Local Targeted Occupation List (LTOL) to identify and target training for those occupations in demand and with high potential growth. The list is disseminated directly and via the CSRC website 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 (ETPL) is compiled listing approved training programs, training institutions, cost and requirements for career seekers enrolling in the chosen training program. Approved training programs must lead to post-secondary credential, degrees and/or industry-recognized certificates or certifications.

The Business Services team analyzes businesses' employment needs and identifies job opportunities. OJT's, Internships, and Apprenticeships are other means of providing services to all career seekers, especially those with barriers to employment. These 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 WIOA Youth Program works closely with community-based organizations and works with county operations to provide transportation services to youth participants. CSRC Youth Program Career Coaches assist with expanding employment opportunities in the private sectors such as the trade industry. CSRC has 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 skills gains as well as stackable and portable credential attainment leading youth towards the fulfillment of long-term career goals.

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CSRC has expanded services to assist individuals with barriers develop career pathways as follows:

- Summer of Success (SOS) is an innovative six-week work-readiness training program consisting of soft skills training and work experience through paid internship. Youth ages 16-24 who reside within the participating county may apply. Priority of enrollment in Summer of Success is given, but not limited to, youth facing life barriers such as: criminal offenders, pregnant or parenting youth, youth with disabilities, youth living in a high poverty area, or youth identified as at-risk for gang activity. SOS provides many young people with their first experience in the workplace, and every step from the online application to the exit evaluation at the end of the program is designed to closely mimic actual employment. Once the internship is complete, the participant will have positioned themselves to enter a Pre-Apprenticeship, Apprenticeship or OJT opportunity which will lead to increased wages, additional training, and nationally recognized certifications.
- CSRC is a partner of the YouthBuild program at IRSC. YouthBuild is designed to assist low-income residents of St. Lucie County who are ages 16-24 and in need of a high school diploma, become self-sufficient, productive members of the community. Students attend GED and college classes, receive educational, job placement and career assistance, construction credentials and earn money while working part-time building Habitat for Humanity homes. Students also can earn a Certified Logistics Associate and Information Technology credential. Counseling/case management services and leadership training is also provided to the students.
- FATES (Families' Ascent to Economic Security). Low-income families often face considerable disincentives in their pursuit of economic growth as increased income disqualifies the household from continued access to subsidized, supportive programs. This phenomenon is known as a cliff effect. Through the support of the W. K. Kellogg Foundation and the Department of Economic Opportunity, the Families' Ascent to Economic Security (FATES) project was created as a two generational approach to mitigating the cliff effect, specifically access to affordable, high-quality childcare. The FATES project consists of two main elements: (1) career readiness combined with sector strategies to encourage the wage progression of targeted low-income families and (2) integrating a phase-out period to lessen the fiscal cliff created by the abrupt termination of childcare benefits. This project is a collaborative effort between CareerSource Research Coast (CSRC), the Early Learning Coalition +65(ELC) of St Lucie and Martin Counties, the Florida Children's Council, and the Children Services Councils of St Lucie and Martin Counties.

As the initial point of entry into the project, CSRC provides the comprehensive career counseling, skill development opportunities, supportive services, and assistance with funding for education and training in high-skilled, high-wage, in-demand jobs. The Federal Reserve Bank of Atlanta joined our partnership in 2019 and created a customized career counseling tool specifically targeted to CSRC's industry sectors and the in-demand jobs within our local area. This tool is utilized by CSRC staff to visually map an individual's career pathway while identifying potential fiscal cliffs throughout the period of wage progression.

A crucial component of the FATES project is removing the automatic net financial loss that occurs once the family's income exceeds the maximum allowable amount to qualify for subsidized childcare. Therefore, instead of the automatic termination of childcare assistance due to income, ELC places the family on a three-year graduated cost phase-out plan subsidized by the FATES project. This three-year plan provides the family with the opportunity for asset building, improving financial management skills, and for preparing for the third year when the subsidy will end.

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Each week during the month of April 2022, one of the four Career Centers hosted a Second Chance Job Fair focusing on individuals who were returning to society and seeking employment. Working in collaboration with the Business Services Team, second chance employers were solicited and invited to attend. At least six individuals were interviewed and hired on the spot.

(11) Employer Engagement: Describe strategies and services used in the local area to:

- (a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and
- (b) Support a local workforce development system that meets the needs of businesses in the local area.

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

Employer engagement in the LWDA is facilitated by the Business Services Team, who works diligently to educate business customers by providing information on financial incentives, cost savings, and other advantages of using CSRC programs and services. The Business Services Team reaches out to businesses through contact lists developed from participation at job fairs, business development events, economic development activities, human resource associations, and local area chambers of commerce. Additionally, after verification, newly registered businesses in Employ Florida are engaged by a Local Veterans Employment Representative (LVER) to conduct outreach and advocate for Veterans. If not at the initial meeting, a follow-up meeting is set up to identify the needs of the business. Based on the needs identified in this meeting, a plan is developed utilizing CSRC services and programs. These services may include recruitment, OJT, IWT, apprenticeships and customized training provision for in-demand jobs or high-growth industry sectors within the LWDA.

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

- Recruitment and pre-screening of qualified applicants.
- Easy access to post job listings through Employ Florida.
- 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.
- 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 workforce talent pool for the LWDA by defining career pathways for career seekers 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.
- CSRC facilitates a very active business services team that proactively offers services to employers to meet the workforce needs of the LWDA.

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(12) Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners. Describe how job seekers are made aware of apprenticeship opportunities.

CSRC serves as a registered apprenticeship sponsor and collaborates with industry representatives and local businesses to develop needed apprenticeship training programs. CSRC's registered apprenticeship contains (7) occupations, Industrial Manufacturing Technician, Truss Design Technician, Distribution Logistics Technician, Marine Services Technician, Tech Support Specialist, Network Support Specialist, and Cybersecurity Support Technician. CSRC also supports other registered apprenticeship programs including Piper Aircraft's Aircraft Rigging & Fabrication, CVS Health's Pharmacy Technician, IRSC's Electrical and HVAC apprenticeships, Florida Training Services' Carpentry Apprenticeship and various construction trades apprenticeships sponsored by the local labor unions.

CSRC actively encourages career seekers to utilize apprenticeship programs as a career pathway to high-demand, high-wage occupations that are needed in the LWDA. 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 are made aware of registered apprenticeships opportunities through one-on-one engagements with CSRC staff, media campaigns involving press releases, social media, flyers and brochures, community meetings, school and association presentations and partnerships with faith community-based organizations. Registered apprenticeship opportunities are listed on the CSRC website and social platforms and listed on the local ETPL. Additionally, all apprenticeship opportunities are entered as job orders in Employ Florida. allowing career seekers to access pertinent information about all apprenticeship opportunities. Career Planners are responsible for managing apprenticeship job orders and sourcing eligible candidates to present to employers. All CSRC and Partner team members are educated about the career path opportunities apprenticeship programs provide.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY 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 the CSRC Board of Directors and actively participate in committees of CSRC board, 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 all required partner programs identified in WIOA in full-service locations and the CSRC Comprehensive One-Stop Career Center centrally located in the LWDA. 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.

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- (a) Describe how required WIOA partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.

All required partners under WIOA, with two exceptions, were engaged in the process of developing the Umbrella MOU for the Comprehensive One-Stop Career Center and the addendums that detail each respective organization's programs and services, as well as their financial contributions to the Comprehensive One-Stop Career Center under the IFA. Each of these core partners participated in a planning meeting to discuss the WIOA implementation of the Comprehensive One-Stop Career Center. Additional planning meetings were scheduled with each partner to finalize the logistics of service delivery in the Comprehensive One-Stop Career Center. Each partner also participates in a bi-annual cross training for all staff and partners of the Comprehensive One-Stop Career Center to ensure all staff and partners are aware of and familiar with the array of available programs and services. Quarterly meetings are also held to include all partners. During the meeting, every partner can share information with the group. Feedback is also provided regarding the shared referral process, to include frequency of use, customer satisfaction feedback, and timeliness of follow up.

The Department of Housing and Urban Development (HUD) and the Second Chance Re-Entry Programs are not represented in the Comprehensive One-Stop Career Center as neither entity receives funding for employment and training in the LWDA and as such, have made no contribution to the planning or implementation and will have no physical presence in the Comprehensive One-Stop Career Center. CSRC does partner with and make referrals to HUD. CSRC also partners with the Re-Entry Programs in the LWDA. The partnership involves cross referrals and CSRC visits to local prisons/jails where CSRC staff present orientations about programs and services available to inmates.

- (b) Identify any optional/additional 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:

- The Workforce Readiness Taskforce
- The Treasure Coast Builders Association
- The Treasure Coast Manufacturer's Association
- The Green Collar Task Force, a collaboration of representatives from St. Lucie County, CSRC, and a consortium of eight trade unions, a green-collar building/construction jobs apprenticeship project was developed for the LWDA. 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 the LWDA

Other non-required partners provided through the One-Stop delivery system include many community-based organizations within the LWDA 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 Coalitions, Economic Opportunities Council, Indian River County Sheriff's Department, local chambers of commerce, Mustard Seed, Restoring the Village Gang Initiative, Children's Services Councils, Treasure Coast Homeless Service Council, United Against Poverty, Incubate Neighborhood Center, IGNITE Youth Alliance, Project Lift, Business Development Board of Martin County, Economic Development Organizations, and Do You Give A Ruck, Inc.

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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 of St. Lucie County, Business Development Board of Martin County, Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Council of Social Agencies St. Lucie County, Early Learning Coalition of St. Lucie County, Roundtable of St. Lucie County, Indian River County Economic Development Council, Local Coordinating Board of the Transportation Disadvantaged of Indian River, St. Lucie, and Martin Counties, St. Lucie County Education Foundation, Indian River and St. Lucie County Chambers of Commerce, Martin County Interagency Coalition, Treasure Coast Council of Local Governments, Treasure Coast Human Resources Association, Treasure Coast Manufacturers Association, Treasure Coast Builders Association, United Way, Treasure Coast Advisory Board, Treasure Coast Regional Planning Council, Marine Industries Association of the Treasure Coast, and Veterans Court St. Lucie County.

(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 job seekers.

CSRC is dedicated to meeting the needs of unemployed and underemployed workers and career seekers needing assistance with career decisions, skill training, and job connections. It offers them basic, individualized, follow-up, and training services and referrals to core partners. CSRC provides a match between the employer looking for qualified candidates and the career seeker needing employment. Programs and services for both groups include:

- Resource Room and Internet Access
- Re-Employment Assistance
- Career Exploration
- Career Fairs
- Hiring Events
- Career Resources
- Interest, Skill, and Aptitude assessments
- Employability Skills Workshops
- Opportunities for training, to upgrade skills and learn emerging skills
- Financial Aid
- Job Search Skills
- Networking Opportunities
- Referrals to core partners and other community-based organizations

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 Employ Florida. The website is updated frequently providing current employment news and information.
- LinkedIn
- Facebook
- Twitter
- YouTube
- Workforce TV
- Printed media, news releases, flyers, and brochures
- Career fairs and events
- Community meetings and partnerships

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Career services are provided to all career seekers regardless of program eligibility. Basic, individualized, follow-up and training 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, to include core partner staff at the CSRC Comprehensive One-Stop Career Center, in the resource rooms provide information about the programs offered through the system. Computers are user friendly, and brochures provide additional information about programs and services. Information is also provided on accessing Employ Florida from outside any of the CSRC Career Centers. Career seekers may register from any computer and complete online assessments from a Career Center or from home, post resumes and conduct job searches. Employers may register, post-employment opportunities and conduct candidate searches. Career center and partner staff in the CSRC Comprehensive One-Stop Career Center 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, the CSRC Business Services team works diligently to engage business customers by providing employer services, such as job fairs, recruitment events, grants and Labor Market Information. The Business Services team 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 sector based, business driven system.
- Manage job orders from participating employers in job matching system.
- Work on skills development with promotion and implementation of OJT's, Internships and Apprenticeships.
- Assure adequate job opportunities to meet the needs of career seekers in any of the Career Centers.

- (a) Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, 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 on 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. Adaptive services include screen reading software and screen magnification software. Cross training for frontline staff at all the CSRC Career Centers is provided to accommodate individuals with disabilities. CSRC has also hosted agencies such as the Division of Blind Services, Council on Aging and Vocational Rehabilitation to provide sensitivity training to all staff.

The Disability Navigator also regularly visits all Career Centers and provides training on the Ticket to Work Program as well as strategies for working with individuals with disabilities. He is available to staff to answer questions and provide guidance regarding the provision of services to this population of career seekers.

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- (b) Describe how entities within the one-stop delivery system use principles of universal design in their operation.

CSRC and their One-Stop partners make every attempt to accommodate the needs of the diverse range of participants served. Examples of some steps that are taken to incorporate principles of universal design in CSRC operations are:

Equitable Use

- During group orientations, all career seekers are asked if they require additional assistance to fully access CSRC 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 seekers either online or on paper.
- Marketing materials are provided in paper and electronic formats.

Simple and Intuitive

- CSRC communicates important information to career seekers in English, Spanish and Creole. In each access location, career seekers check in on a computer using an interactive, automated scan card 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 CSRC 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 is displayed graphically and closed captioned 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. CSRC 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.

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- (c) Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B)).

CSRC provides virtual services, full-service/affiliate career centers, and one Comprehensive One-Stop Career Center. Full-service/affiliate centers are in each county within the LWDA, and the Comprehensive One-Stop Career Center is in St. Lucie County.

Virtual services are available by accessing our website where individuals can register for upcoming events, get information about programs and services and contact information. CSRC also provides career seekers with Microsoft Teams access to connect with core partners of the Comprehensive One-Stop Career Center and provides a resource for them to use for virtual employment interviews.

CSRC has two full service mobile units that are deployed as needed into outlying communities within the LWDA to provide easy access to those residents. The mobile units are also utilized for community events as well as hiring events to service those attending

- (3) Integration of Services:** Describe how one-stop career centers implemented and transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA 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. Examples include:

- At all access locations, scan cards are utilized to streamline career seeker check-ins and avoid bottlenecks at the reception desk.
- Career seekers can pre-register for hiring events and employability workshops on the CSRC website. (Google forms/database management to engage registrants)
- Formal referral process to track participant referrals to/from all partner programs.
- Web-based assessments available to career seekers to determine career seekers' transferable skills and skill gaps.
- DocuSign is used during certain phases of the development and execution of work-based training plans and agreements.
- Prior to coming to a career center, career-seekers interested in training services can complete a Google-based Interest Form that directs them to register in Employ Florida and update their work history, education background and resume; view CSRC's Local Targeted Occupations List (LTOL) and Eligible Training Provider List (ETPL); and tell what type of training and industry they are interested in pursuing, and why.

For testing and assessments, CSRC utilizes technology such as SHL – AMCAT Assessment (formerly Prove-It), CareerScope, My Next Move, and CASAS. CSRC utilizes the One-Stop Service Tracking (OSST), Employ Florida, Salesforce, FLORIDA, FWIPRS and Gazelle (financial ITA tracking system) to collect data, track and report local performance measures and program activity. CSRC also utilizes DocuPhase for server-based file/document storage. In addition, CSRC utilizes local and state data-based queries with approved access to the State data warehouse to help manage performance.

- (4) Sub-grants and Contracts:** Describe the competitive process used by the LWDB to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).

Please see Attachment K – CSRC Administrative Plan Section III – Procurement Policies & Procedures, Item N.

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- (5) Service Provider Continuous Improvement:** Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

CSRC ensures service providers achieve program quality and outcomes that meet the objectives of federal, state, and local programs and of the LWDA by providing technical assistance and guidance, as needed; regularly monitoring; comparing results with CSRC Board of Directors, Federal and State standards, and requiring corrective actions when necessary. Corrective actions require following up to ascertain that corrective actions are completed, and documenting progress through regular reporting to CSRC staff and Board of Directors.

Service provider contracts include the required outcomes and quality standards required by the CSRC Board of Directors. CSRC utilizes various team members with programmatic experience to ensure that contracted service provider programs are following federal/state/local regulations and to provide technical assistance, guidance and training as needed. Contracted service providers are monitored regularly by CSRC and CSRC's contracted, independent monitoring firm. Any issues discovered are reported to the Vice President of Operations and the service provider. CSRC requires contracted service providers who are out of compliance with any contractual agreements, the law, and/or program regulations to complete corrective action plans. These providers are required to respond in writing with a Corrective Action Plan within twenty (20) working days from the request of the CSRC Board of Directors.

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 CSRC's Program & Services Committee and Youth Council and makes recommendations to the CSRC Board of Directors 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 (ETPL) approved by the CSRC Board of Directors which details the approval process to become an eligible training provider for the LWDA.

CSRC has developed an Occupational Skills Training Provider Agreement for eligible training providers. The Agreement requires that all training providers submit performance information as well as cost information on an annual basis or as costs change.

A Training Provider Scorecard is a tool utilized by CSRC to provide performance information. The Score Card is reviewed by the CSRC Programs & Services Committee and the CSRC Board of Directors on an 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 Eligible Training Provider List. These levels are as follows:

- Income earnings for all individuals who complete the programs that are equivalent to or above the state's minimum wage in a calendar quarter.
- An employment rate of at least 75% for all individuals, with programs linked to an occupation, as calculated by obtaining employment in the field in which the participant was trained; and
- A completion rate of at least 75% for all individuals.

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- (1) Coordination of Programs/Partners:** Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers.

CSRC is dedicated to meeting the needs of employers and career seekers and strategically aligns our workforce system with economic development, education and the core partners required under the implementation of WIOA. CSRC collaborates with its core partners through joint agreements, MOUs and joint planning. With the implementation of WIOA, CSRC has entered an Umbrella MOU with the required core partners which outlines how individualized career services are coordinated across programs/partners in the CSRC Comprehensive One-Stop Career Center to serve the needs of individuals. In some instances, CSRC 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.

To streamline the service delivery of shared participants of the Comprehensive One-Stop Career Center partners, CSRC developed a Google based formal referral system for all partner programs to use to send, receive, and track participant referrals. The Google based referral system was utilized through June 30, 2022. As of July 1, 2022, the Crosswalk Agency Referral System, an online platform, is being used exclusively by all partners. Crosswalk allows the user to view services of other participating agencies to assist in making an effective referral. Crosswalk serves not only partner agencies in our local area but also statewide.

Upon visiting any of the CSRC Career Centers, 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 the needs of a career seeker.

Basic services include assistance with filing RA 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 VR, the Division of Blind Services, Adult Education and Literacy, the Senior Community Service Employment Program, the Community Services Block Grant, Career and Technical Education, and to Temporary Assistance to Needy Families. These are core partners who are co-located and/or available by Microsoft Teams in our Comprehensive One-Stop Career Center.

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/Dislocated Worker and Youth Programs

Career Planners provide staff-assisted interviews to fully explain the available basic 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 career seekers to develop an appropriate Individual Employment Plan (IEP) to guide them through their training or employment process in order to achieve their goals.

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

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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 the LWDA have established a referral process for adult and youth for GED and ESOL Services. As part of their service delivery for the Comprehensive One-Stop Career Center, a representative from the Adult Education and Literacy program is available virtually twice per month via Microsoft Teams for participants to gain more information about the program or help facilitate the enrollment process.

Trade Adjustment Assistance (TAA)

TAA services include initial assessment, provision of labor market research, individual counseling, interest and aptitude testing, development of an individual employment plan, referrals to supportive services, classroom training, on the job training, post-secondary education, and remedial education. TAA Services are provided by the TAA Coordinator merit staff person 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.

Temporary Assistance for Needy Families (TANF)

Welfare Transition (WT) Program participants receive individualized career services through the one-stop delivery system including career exploration, career counseling and planning, assisted job search, job referrals, job development, referrals to workforce preparation workshops, and federal bonding services. An Individual Responsibility Plan is created with WT participants to identify specific career and education goals and steps necessary to work toward self-sufficiency. Participants are assigned to community service and work experience activities at community partner worksites to teach and/or strengthen basic job skills. WT participants may be provided with support services to assist with overcoming barriers to education and employment. CSRC offers access to Rosetta Stone® education software to all WT Program participants demonstrating a language barrier. The LWDA's established referral process is utilized for GED, ESOL, post-secondary classroom training, and for the variety of programs and services available through partner organizations. WT participants are often co-enrolled in WIOA to enhance training opportunities as the WT Program offers a wide variety of support services. Classroom training and OJTs are a coordinated effort between programs.

- (2) Coordination with Economic Development Activities:** Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

The focus of CSRC is to develop a seamless service delivery system that provides training and employment services that aligns and supports the economic development efforts of the LWDA. As a standard, 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. CSRC works closely with the local Small Business Development Center's (SBDC) entrepreneurial development programs. The SBDC serves as the primary entity offering counseling and training to small business participants in the LWDA and CSRC supports participating businesses with employment and training services as requested.

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To further coordinate workforce investment activities with economic development activities CSRC aims 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 LWDA.
- 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 LWDA 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 entrepreneurship program to the veteran population served by CSRC.
- 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.

(3) Coordination with Rapid Response: Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7)). The description must include how the LWDB implements the requirements in [CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System](#) and [CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration](#).

CSRC coordinates Rapid Response Services in the LWDA 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, ReEmployment Assistance, WIOA, TAA and LVERs. The unit receives notices of closures and mass layoffs, including those covered under the Worker Adjustment and Retraining Notification (WARN) Act. 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 career, basic, individualized, follow-up and training services to affected workers.

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(4) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §108(b)(4)A)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

- (a) Describe how selected industries or sectors are selected based on, and driven by, high-quality data (cite data source used);
- (b) Describe how sector strategies are founded on a shared/regional vision;
- (c) Describe how the local area ensures that the sector strategies are driven by industry;
- (d) Describe how the local area ensures that sector strategies lead to strategic alignment of service delivery systems;
- (e) Describe how the local area transforms services delivered to job seekers/workers and employers through sector strategies: and
- (f) Describe how the local area measures, improves and sustains sector strategies.

CSRC combines labor market data and analysis from several sources including the DEO, JobsEQ, The Conference Board Help Wanted Online, and with input from area industry leaders to identify target sectors. Using high quality data and the reported industry labor market activity, the sectors identified include healthcare, construction trades, manufacturing and distribution logistics, and administrative and support and waste management and remediation Services. To ensure that education and training opportunities stay aligned with the needs of the labor market CSRC uses a similar framework for identifying in-demand occupations. According to labor market data, the outlook for occupations in demand sectors is very strong, especially as the career seeker progress in a career pathway. CSRC has better aligned services delivered to career seekers and employers by emphasizing work-based learning as a priority to support sector strategy implementation. CSRC understands that work-based training is an important service for career seekers as it teaches job-specific skills and can directly connect career seekers to job opportunities.

To obtain input from industry, CSRC partnered with business sectors representatives, economic development councils, chambers of commerce, educational partners, labor and trade organizations to participate in a second Skills Gap Analysis Study. The study aimed to achieve the following objectives:

- Validate target industries for the LWDA in order to prioritize sectors for gap analysis
- Conduct sector workforce demand analysis through interviews supported by quantitative data analysis
- Compare supply to demand to identify gaps in regional education and training opportunities
- Validate the impact and effectiveness of strategies implemented by the Workforce Readiness Taskforce
- Provide additional recommendations to improve the regional labor force and grow the economy of the LWDA.

The second study focused on skills gap analysis for four industries – Healthcare, Manufacturing, Distribution Logistics and Construction Trades. The preliminary report resulting from the study, outlined strategies for continuing building a dynamic educational and training framework based on the input from community industry sector leaders. The recommendations outlined in the preliminary report focus on expanding existing partnerships and communication between education and business, expand the modalities for developing skills training, marketing and leadership strategies to broaden the regional talent pool.

As a result of the first study, CSRC formed a Workforce Readiness Taskforce by convening economic development agencies, educational providers and industry leaders representing the sectors in demand. The mission of this industry led taskforce is to organize processes and leverage resources to support a focused sector-based talent development pipeline to meet the needs of employers and career seekers for the LWDA.

CSRC serves as convener for the area's Workforce Readiness Taskforce, bringing together economic

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development agencies, educational providers, industry leaders representing sectors in demand and community partners. The mission of this industry led taskforce is to organize processes and leverage resources to support a focused sector-based talent development pipeline to meet the needs of employers and career seekers for the LWDA. The taskforce aligns workforce development strategy and partner resources to meet the needs of targeted industry sectors.

To accomplish this shared mission, the industry led taskforce is:

- Regionally based; focused and aligned with the LWDA's priority sectors.
- Driven by business industry representatives.
- A mechanism for industry partners and local area stakeholders to work together more proactively to support growth in these sectors.
- Supported by partner organizations including economic development, workforce development, postsecondary education, K12 education, and other industry and community-based organizations.

The Workforce Readiness Taskforce seeks to:

- Develop an asset map featuring available training resources and services.
- Strengthen education and training programs by forming connections among public partners and businesses to meet employers' needs.
- Address occupational and soft skill gaps by facilitating the strategic recommendations resulting from the Treasure Coast's Skills Gap Study.
- Increase early student exposure to career-related education.
- Market career pathways to industries and career seekers.
- Secure alternative funding and other resources to grow and sustain a pipeline of skilled, qualified workers to meet the needs of targeted sectors.

The sector specific committees within the taskforce focus on the different aspects of strategy implementation and will provide feedback on the problems and indicators that are barriers/obstacles to CSRC's sector strategy implementation objectives.

CSRC's Business Services team actively seeks financial resources to help support sector driven initiatives. Employers participating in CSRC's apprenticeships contribute an annual fee per apprentice to help offset the cost of training and support services for WIOA ineligible career seekers. CSRC also hosts the Career Connect Conference, the industry driven half-day conference brings together high school Juniors and Seniors to explore post-secondary training options, and career path opportunities in various industry sectors in demand. The conference features keynote speakers and sector industry leaders who engage students with career path opportunities, leadership skills, career readiness and financial aid information.

(5) Coordination with Relevant Secondary and Postsecondary Educations: Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

CSRC partners with several community-based secondary and postsecondary education programs and entities to coordinate and enhance services to eligible individuals. Examples of these include the Lincoln Park Common Good Career Pathways Initiative, which offers tuition-free training opportunities for residents of low-income community to gain industry certifications in Manufacturing/Certified Production Technician (CPT), Certified Logistics Associate (CLA) and Certified Nursing Assistant (CNA); a training agreement with the Treasure Coast Food Bank, which offers an Introductory Food Service & Hospitality Culinary Training Program for low-income individuals; and partnerships with a broad range of manufacturing employers who hire and train qualified individuals in high-demand occupations through CSRC's pre-apprenticeship and registered apprenticeship programs.

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CSRC collaborates with the Indian River County Economic Development, Indian River County School District, Treasure Coast Technical College (a local post-secondary education provider) and area manufacturers to engage in a one to two-week manufacturing boot camp which provides a mechanism for marketing apprenticeship opportunities available locally. The group targets underrepresented populations of Indian River County, particularly recent graduates of secondary education school. The boot camp includes tours at local manufacturing sites, hands-on activities, and soft skills to build a foundation on the benefits of a career path in manufacturing. Participants who complete the boot camp and qualify for WIOA Adult/DW training services can move directly into the IMT registered apprenticeship.

CSRC hosts the Career Connect Conference, the industry driven half-day conference brings together 600 plus high school Juniors and Seniors to explore post-secondary training options, and career path opportunities in various industry sectors in demand. The conference features keynote speakers and sector industry leaders who engage students with career path opportunities, leadership skills, career readiness and financial aid information.

WIOA Youth services focuses on serving out of school youth in the LWDA. Local area high schools and local adult education programs refer youth who withdraw from school to our offices for GED services. A summer work initiative, Summer of Success, in partnership with the St. Lucie County School District with funding provided by the St. Lucie County Board of County Commissioners and Allegany Franciscan Ministries serves in-school youth, while WIOA Youth Services serves out of school youth. WIOA Youth services frequently works with Indian River State College as well as 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), as well as community events focused on youth to provide information and support for Youth.

CSRC staff members receive Comprehensive Adult Student Assessment System (CASAS) training and are certified to administer this assessment to career seekers utilizing our system. This assessment assists CSRC 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. CSRC staff visit local adult education facilities to provide information to students and instructors about the resources available. CSRC, in partnership with local employers, collaborates with adult education and literacy to develop career pathways for high demand careers in the LWDA.

(6) Coordination of Transportation and Other Supportive Services: Describe how the LWDB coordinates WIOA Title I workforce investment activities with the provision of transportation assistance, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11) and 20 CFR 679.560(b)(10)).

- CSRC follows the flexible guidance provided by WIOA, using discretion to provide the supportive services it deems appropriate when a participant has a critical need. To maximize training dollars, CSRC provides limited support services to WIOA enrolled individuals which may include licensing fees, transportation, tools, uniforms, and footwear required on a job site. To leverage funding for supportive services, CSRC coordinates with other entities and programs offered by core partners such as TAA, WT, VR, Blind Services, CSBG, Veteran Services and community-based organizations.
- WIOA Youth supportive services may be provided when a need has been identified, when the participant will not be successful without this support, and when no alternate funding is available to pay for such supportive service. Supportive services may include work uniforms, work boots, tools or equipment, supplies, test(s), license(s), physicals. Funding to provide transportation support services for participants varies, but may include bus passes, gas cards, taxi fare, and driving permit/driver's license fees.

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- In each county that comprises the LWDA, the Career Center Manager serves on the Local Coordinating Boards for the Transportation Disadvantaged (LCB-TD) Advisory Committee to give voice to the needs of career seekers as it pertains to transportation. The LCB-TD in each of the counties work in concert to provide public transportation for individuals traveling to/from the adjoining counties. This allows career seekers access to career opportunities throughout the LWDA and not just their county of residence.
- To provide as many students as possible the opportunity to participate and explore career paths in various in-demand sectors, CSRC assists with funding the transportation costs incurred by St. Lucie, Martin, and Indian River County School Districts for the annual Career Connect Conference. The students are provided transportation to the industry driven half-day conference which brings together 600 plus high school Juniors and Seniors to explore post-secondary training options, and career path opportunities in various industry sectors in demand. The conference features keynote speakers and sector industry leaders who engage students with career path opportunities, leadership skills, career readiness and financial aid information.

- (7) Coordination of Wagner-Peyser Services:** Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided in the local area through the one-stop delivery system (WIOA §108(b)(12) and 20 CFR 679.560(b)(11)).

To improve service delivery and avoid duplication of services, CSRC developed a formal intake process to identify a 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, Employ Florida 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 or the Division of Blind Services as appropriate. Reemployment services, which include orientation, assessment, labor market information, and the scheduling of a work search activity is provided to Reemployment Services and Eligibility Assessment (RESEA) participants. Although RESEA participants are selected by DEO and are mandated to receive these minimum services, they are often engaged in additional services and activities. As a best practice, all participants attending a scheduled RESEA orientation, meet one on one with a WIOA Career Planner to discuss Career Pathways and to determine if additional training is needed for them to secure self-sufficient employment.

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- (8) Coordination of Adult Education and Literacy:** Describe how the LWDB coordinates WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB carries out the review of local applications submitted under Title II WIOA § 108(b)(10), consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA § 232 (20 CFR 679.560(b)(12)).

The providers of Adult Education and Literacy for the LWDA are represented on the CSRC Board of Directors. They actively participate on the Youth Council and the Programs and Services Committees. Information is shared at these meetings to address service gaps, leverage resources, and improve effectiveness. MOUs are in place with the two (2) providers of these activities and services in the LWDA, IRSC, and Treasure Coast Technical College (Indian River County School District). The purpose of these 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 partners are also listed on the CSRC ETPL.

IRSC, as a core and required partner of the CSRC Comprehensive One-Stop Career Center, has entered in to the CSRC Umbrella MOU. Under this MOU, IRSC provides access to adult education and literacy services at the Comprehensive One-Stop Career Center.

CSRC staff members Comprehensive Adult Student Assessment System (CASAS) training and are certified to administer the assessments to career seekers accessing our system. These assessments assist Career Center staff in determining the need for referral to our adult education and literacy partners. Career Centers and 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. CSRC staff visit local adult education facilities to provide information to students and instructors about our resources. CSRC, in partnership with local employers, collaborate with adult education and literacy to develop career pathways for high demand careers in the LWDA.

Strong partnerships with the local school systems provide industry sector focus for youth of the LWDA. 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.

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- (9) Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620

CSRC promotes the reduction of Welfare Dependency through the coordination of workforce development services, workforce investment activities, and support from community partners. At the time of referral, TANF and SNAP participants complete a comprehensive online assessment to identify employment history and goals, education history and goals, skills, interests, and needs for/barriers to employment. CSRC staff utilizes this assessment to create an individualized plan to guide the participant toward suitable employment and educational opportunities. CSRC's goal for participants engaged in both the TANF and SNAP program is unsubsidized, self-sufficient employment on a career pathway offering the potential for long-term wage progression. This goal is supported through CSRC's service delivery method. TANF and SNAP participants are provided with a variety of career services through the one-stop delivery system including career exploration, career counseling and planning, assisted job search and placement, job development, referrals to workforce preparation workshops, federal bonding services, and referrals to partner organizations for services unavailable through CSRC. Participants are assigned to community service and work experience activities to learn and/or strengthen basic job skills. Formal assessments are administered to identify and support career choices and to determine aptitude and suitability for training. SNAP and TANF participants may be co-enrolled in the WIOA Adult/Dislocated Workers and/or WIOA Youth Programs for post-secondary education and training opportunities. Classroom training and OJTs are a coordinated effort between all programs. CSRC's established referral process is utilized for GED, ESOL, post-secondary classroom training, and for the variety of programs and services available through partner organizations. CSRC helps with the cost of formal adult education programs (e.g., ESOL) through local training providers and offers access to Rosetta Stone® education software to TANF and SNAP participants demonstrating a language barrier.

TANF and SNAP participants are referred to partner organizations for housing, utility assistance, substance abuse/mental health services, legal assistance, immigration services, and supportive services not available through CSRC. CSRC provides TANF participants with supportive services to assist with barrier removal. Support services include, but are not limited to, assistance with childcare, assistance with the cost of childcare registration fees and monthly parent co-payment, incentives, vehicle repair, gas assistance, vehicle insurance, work related tools/equipment, licensure fees, background screenings or other costs to comply with employers' hiring conditions, and uniforms.

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G. PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and CLEO(s) with WIOA section 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))

LWDB 20 CareerSource Research Coast WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	91.6%	91.6%
Employed 4th Qtr. After Exit	91.1%	91.1%
Median Wage 2nd Quarter After Exit	\$9,203	\$9,203
Credential Attainment Rate	88.0%	88.0%
Measurable Skill Gains	85.3%	85.3%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	88.0%	88.0%
Employed 4th Qtr. After Exit	92.5%	92.5%
Median Wage 2nd Quarter After Exit	\$8,638	\$8,638
Credential Attainment Rate	75.4%	75.4%
Measurable Skill Gains	77.3%	77.3%
Youth:		
Employed 2nd Qtr. After Exit	81.2%	81.2%
Employed 4th Qtr. After Exit	78.8%	78.8%
Median Wage 2nd Quarter After Exit	\$3,261	\$3,261
Credential Attainment Rate	88.2%	88.2%
Measurable Skill Gains	81.0%	81.0%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	65.3%	65.3%
Employed 4th Qtr. After Exit	62.6%	62.6%
Median Wage 2nd Quarter After Exit	\$5,540	\$5,540

- (2) 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 action steps CSRC will take toward remaining a high-performing board under WIOA to achieve the goals and objectives of our strategic vision are consistent to Florida’s strategic vision for WIOA implementation, and the three goals set to accomplish the 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:

WIOA LOCAL WORKFORCE PLAN TWO-TEAR MODIFICATION 2023-2024

CSRC has set goals in correlation to CareerSource Florida Inc.'s strategic vision and the three goals to accomplish the vision.

- Improve upon, design and implement practices that actively engage targeted industry sectors, promote career pathways, registered apprenticeships and promote skill-based initiatives.
- Improve career exploration, educational attainment and skills training for in-demand industries for youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.
- Establish strong partnerships with core and other partner programs, share data as appropriate, establish common goals, utilize a shared customer base (employers and career seekers) and provide opportunities for career seekers at all skill levels.
- Expand and enhance partnerships on projects where CSRC assesses, career plans, case manages, funds the support and training needs of underserved populations such as the following projects currently underway.
- Develop and expand pre-apprenticeship opportunities for youth and other low skilled individuals which will provide them short-term classroom and employability skills training in preparation for a career pathway in a Registered Apprenticeship program.
- Provide and participate in cross-agency training to CSRC 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.
- Utilize a customer service survey in each of the Career Centers that allows participants to provide immediate feedback about their customer service experience directly to the Career Center Manager. Participants can also request to be contacted for follow up, which is completed by the respective Career Center Manager.
- Develop performance criteria to use for assessment of effectiveness and for continuous improvement.
- Expand and enhance outreach activities, access to transportation and other supportive services.
- Review, revise and develop policies and procedures that ensure a coordinated and responsive service delivery system.

(3) Describe how the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

All individuals referred to or from a partner agency are contacted to complete a customer satisfaction survey and follow up on the services provided by the referring and receiving agency as well as the response time of the receiving agency. Results are provided to all partners and reviewed at each of the quarterly partner meetings. Results are also included in the One-Stop Operator Quarterly Report that is shared with the CSRC Board of Directors. Significant issues identified in the survey results are also discussed individually with the appropriate partner agency.



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 CareerSource Research Coast**

Treasure Coast Workforce Consortium

Leslie Kristof , Chair

Sean Mitchell, Chief Local Elected Official

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10/26/2022
 Date

10/20/2022
 Date