

CareerSource Research Coast

**Instructions for
Workforce Innovation and Opportunity Act Local and
Regional Workforce Plan Guidelines
January 1, 2025 – December 31, 2028**

Primary Contact: Tracey McMorris **Telephone:** 866-482-4473 x.528 **Email:** tmcmorris@careersourcerc.com

Secondary Contact: Shelly Batton **Telephone:** 866-482-4473 x.518 **Email:** sbatton@careersourcerc.com

Street Address 584 NW University **City/State/Zip** Port St. Lucie, FL **Website URL:** www.careersourcerc.com
Blvd, Suite 100 34986

Date Submitted: October 1, 2024, November 12, 2024

¹ Local workforce development boards may submit plans with a cover page of their design. The cover page must have all the elements included in this cover page example.

CONTENTS

INTRODUCTION	3
KEY DATES	6
PUBLIC COMMENT PROCESS	6
PLAN SUBMISSION	6
ONLINE FORM	6
ATTACHMENTS	7
PLAN APPROVAL	9
ORGANIZATIONAL STRUCTURE	11
ANALYSIS OF NEED AND AVAILABLE RESOURCES	23
LOCAL WORKFROCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS	32
DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES	41
DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM	59
COORDINATION OF SERVICES	65
PERFORMANCE & EFFECTIVENESS	75
REGIONAL PLAN REQUIREMENTS	77

INTRODUCTION

These instructions provide direction for local and regional workforce development plans (plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\) and Chapter 445.003, Florida Statutes](#). 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. If the local workforce development area (local area) is part of a planning region, the LWDB will submit its regional plan as part of the local plan and will not submit a separate regional plan. The local and regional plan provides the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA, pursuant to 20 Code of Federal Regulations (CFR) 679.500 and 20 CFR 679.540.

Additionally, local and regional 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 local and regional plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local and regional plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local and regional plans. Chief local elected officials, LWDB members, core program partners, combined planning 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 and combined 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's WIOA combined plan and [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 (state board) 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.
 - 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, and the following combined state plan partner programs (per WIOA § 103(a)(1) and (2)): **Temporary Assistance for Needy Families (TANF)** authorized under 42 United States Code (U.S.C.) § 601 et seq. (Florida Department of Children and Families (DCF)).
 - Employment and training programs in the **Supplemental Nutrition Assistance Program (SNAP)** authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. § 2015(d)(4)). (DCF).

- **Work programs authorized under Section 6(o) of the Food and Nutrition Act** of 2008 (7 U.S.C. § 2015(o)). (Florida Department of Commerce (FloridaCommerce) and DCF).
- **Trade Adjustment Assistance for Workers** program authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. § 2271 et seq.). (FloridaCommerce).
- **Jobs for Veterans State Grants (JVSG)** program authorized under 38 U.S.C. § 4100 et seq. (FloridaCommerce).
- **Unemployment Insurance (UI)** programs, known as Reemployment Assistance in Florida, (UI Federal-State programs administered under state unemployment compensation laws in accordance with applicable federal law). (FloridaCommerce).
- **Senior Community Service Employment Program (SCSEP)** authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. § 3056 et seq.) and updated by the OAA Reauthorization Act of 2016, Pub. L. No. 114-144. (Florida Department of Elder Affairs).
- **Employment and training activities carried out under the Community Services Block Grant (CSBG)** Act (42 U.S.C. § 9901 et seq.). (FloridaCommerce).

C. 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, SNAP and TANF benefit recipients, individuals with disabilities, and individuals residing in rural areas.

D. 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 SelectFlorida in relation to:
 - Job training;
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes (F.S).
 - 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.

E. 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.

F. Provide a comprehensive view of the systemwide needs of the local area.

- G. 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.
- H. Achieve greater efficiencies, reduce duplication, and maximize financial and human resources.
- I. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on simplified access to quality customer service.

KEY DATES

Florida Combined Plan Public Comment.....	February-March 2024
Florida Combined Plan Reviewed by Federal Agencies.....	April-June 2024
Local Plan Guidelines Issued	April 29, 2024
Final Revisions and Approval of Florida Combined Plan.....	July-August 2024
Regional and Local Plans Due	October 2, 2024
Regional and Local Plans Approved by State Board.	December 2024
Regional and Local Plans Effective	January 1, 2025

PUBLIC COMMENT PROCESS

Prior to the date on which the LWDB submits a local and regional plan, the LWDB must provide an opportunity for public comment on the development of the plan. To provide adequate opportunity for public comment, the LWDB must:

- (1) Make copies of the proposed plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1) and 20 CFR 679.550(b)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA §108(d)(2) and 20 CFR 679.550(b)(2)).
- (3) Provide no more than a 30-day period for public comment on the plan(s) before its submission to FloridaCommerce, beginning on the date on which the proposed plan is made available (WIOA §108(d)(2) and 20 CFR 679.550(b)(1)).
- (4) Submit any public comments that express disagreement with the plan to FloridaCommerce. WIOA §108(d)(3) and 20 CFR 679.550(b)(1).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan in coordination with the regional plan, as appropriate, required attachments and contact information for primary and secondary points of contact for each plan submitted via the state’s established method for WIOA plan submissions. **Hard copies of plans or attachments are not required. All local and regional plans must be submitted no later than 5:00 p.m. (EDT) on Wednesday, October 2, 2024.**

Please carefully review these instructions prior to submitting plans. Prior to plan submission, please ensure:

- **The LWDB members and chief local elected official(s) reviewed the plan.**
- **The LWDB chair and the chief local elected official signed the appropriate documents. For regional planning purposes, the chief local elected officials of all units of local government that make up the planning region must sign the regional plan to demonstrate that the request specific to the regional planning area is the consensus of all the units of local government involved.**
- The name of the LWDBs are on the plan cover page.
- The plan submitted date as well as primary and secondary points of contact are on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- The plan and all attachments are submitted in a searchable PDF format.²
- The plan is posted online for public comment and submitted in a format compliant with Section 508 of the Rehabilitation Act (29 U.S.C, Section 794) and is accessible to people with disabilities.³
- Responses to all questions are informative and concise. Questions should not be altered or rephrased and the numbering should follow the plan instructions format.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

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 and regional plan:

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

<https://8jq6c5.a2cdn1.secureserver.net/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 LWDB.**

<https://8jq6c5.a2cdn1.secureserver.net/wp-content/uploads/2020/06/Treasure-Coast-Workforce-Consortium-Interlocal-Agreement-Signed-2016.pdf>

² A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader “search” functionality [CTRL+F]. In Microsoft Word **ClickFile > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

³ Best practices for making Word and other documents 508 compliant and accessible to those with disabilities includes using built-in title, subtitle, and heading styles; creating accessible lists; adjusting space between sentences and paragraphs and adding alt+text to visuals. For best results, use the **“Accessibility Checker”** in the **Review** tab in MS Word.

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

<https://careersourcerc.com/wp-content/uploads/2024/09/Attachment-C-CSRC-Administrative-Plan-February-2022.pdf>

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

<https://careersourcerc.com/wp-content/uploads/2024/09/Attachment-D-LWDB-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/2024/10/BOD-Attendance-Roster-JULY-1-2024-JUNE-30-2025.pdf>

<https://careersourcerc.com/wp-content/uploads/2024/10/Board-of-Director-Meeting-Minutes-9-25-2024-.pdf>

F. Organizational chart that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:

- (a) Regional Security Officer.
- (b) Chief Ethics Officer.
- (c) Custodian for purchased property and equipment.
- (d) Personnel Liaison.
- (e) Public Records Coordinator.
- (f) Equal Opportunity Officer.
- (g) Person who promotes opportunities for persons with disabilities.

<https://careersourcerc.com/wp-content/uploads/2024/09/Attachment-F-CareerSource-Research-Coast-Organizational-Chart-July-2024.pdf>

G. 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.

- <https://careersourcerc.com/wp-content/uploads/2024/09/Attachment-C-CSRC-Administrative-Plan-February-2022.pdf>
- <https://careersourcerc.com/wp-content/uploads/2024/09/Attachment-G-CareerSource-Research-Coast-Direct-Services-Extension-Request-March-2023-FINAL.pdf>

H. 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/2024/11/Comprehensive-One-Stop-Career-Center-Umbrella-MOU-IFA-FINAL-7.1.24-6.30.27-Executed-by-Partners.pdf>

I. Executed Infrastructure Funding Agreement 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/2024/11/Comprehensive-One-Stop-Career-Center-Umbrella-MOU-IFA-FINAL-7.1.24-6.30.27-Executed-by-Partners.pdf>

J. 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/2024/11/Comprehensive-One-Stop-Career-Center-Umbrella-MOU-IFA-FINAL-7.1.24-6.30.27-Executed-by-Partners.pdf>

K. 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. The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

<https://careersourcerc.com/wp-content/uploads/2024/10/Attachment-K-Input-and-Comment-Processes-for-Plan-Development.pdf>

L. Planning Region Agreements between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.

N/A

PLAN APPROVAL

FloridaCommerce will review each local and regional plan for the requirements outlined in these guidelines using a plan review checklist that aligns with requirements outlined in these guidelines. If there are questions or concerns, FloridaCommerce will notify the contact(s) included in the plan.

FloridaCommerce will recommend complete and fully compliant local and regional plans to the state board for approval.

Where deficiencies exist or clarity is required, FloridaCommerce will notify the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The plan does not align with the state's WIOA combined plan, strategies and operations approved by the state board, core and combined state plan partners- including alignment of specific programs, additional goals described in Section II of the state's WIOA combined plan, state strategic and administrative policies, and negotiated performance indicators that support the state plan and workforce investment system in accordance with WIOA section 102(b)(1)(E), 20 CFR 676.105, and [Chapter 445.003, F.S.](#)

The plan, including plan modifications, will be considered to be approved upon written notice by FloridaCommerce advising of state board approval or at the end of the 90-day period beginning the day FloridaCommerce receives the plan, or plan modification, unless, in accordance with 20 CFR 679.570, any deficiencies referenced above are identified by FloridaCommerce in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of plans should be submitted to FloridaCommerce at: WIOA-LocalPlans@commerce.fl.gov.

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

(1) Chief Local Elected Official(s)

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

Treasure Coast Workforce Consortium

Jaime Fowler, Commissioner and Chair of the Consortium
St. Lucie County Board of County Commissioners
2300 Virginia Avenue
Ft. Pierce, FL 34982
(772) 462-1413
fowlerj@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

Laura Moss, Commissioner
Indian River County Board of County Commissioners
1801 27th Street, Building A
Vero Beach, Florida 32960-3365
(772) 226-1473
lmoss@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 a strategic planning session meeting on July 26, 2024 to offer input into the plan. In addition, plan updates were reviewed with the Treasure Coast Workforce Consortium at their August 21, 2024 meeting, with their final review and subsequent approval at the September 23, 2024 consortium meeting.

- (c)** If the chief local elected official is a consortium, identify the members of the consortium and which member(s) has authority to sign on behalf of the consortium.

Please see Item 1(a) above.

(2) Local Workforce Development Board

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

Jim Brann, President (term PY24/25)
The Porch Factory
705 N. 39th Street
Fort Pierce, FL 34947
(772) 465-6772
jbrann@theporchfactory.com

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

Will Armstead, Executive Director (term PY24/25)
The Boys & Girls Club of St. Lucie County
3104 Avenue J
Fort Pierce, FL 34947
(772) 460-9918
warmstead@bgcofslc.org

- (c) LWDB member roster which includes name, title, term of appointment mailing address, phone number and email address. Identify the business that the board member represents

<https://careersourcerc.com/wp-content/uploads/2024/11/LWDB-Board-Membership-Roster-for-CSRC-7-1-2024.pdf>

- (d) Describe how the LWDB members, including those described in Public Law 113-128 § 107(b)(2), 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 scheduled on July 26, 2024, which all LWDB members were invited to attend. Plan updates were reviewed with the Youth Council, Programs and Services, and Executive Committees of the Board in open, public meetings. Comments and responses from LWDB20 committees were reviewed and integrated into the plan.

- (e) Describe how the LWDB convened or obtained input from local workforce development system stakeholders including LWDB committee members, combined state plan partners, education, industry and representatives of disability populations and those with barriers to employment 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 a strategic planning session to offer input into the plan.

(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)(1)(iii); 20 CFR 679.420 and 20 CFR 560(6)(14)

LWDB20, The Workforce Development Board of the Treasure Coast /dba CareerSource Research Coast, serves as the fiscal agent.

- (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).

LWDB20, The Workforce Development Board of the Treasure Coast /dba CareerSource Research Coast, serves as the administrative entity.

(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. Include the effective date and end date of the current agreement in place between the LWDB and the one-stop operator. (20 CFR 678.605)

Workforce Coordination Consulting, LLC
349 Northeast Gulfstream Avenue
Port Saint Lucie, FL 34983-1218

Agreement Period: 7/1/2024 – 6/30/2025

- (b) Describe the steps taken to ensure a competitive process for selection of the one-stop operator(s) (WIOA §121(d)(2)(A) and 20 CFR 678.605).

On June 13, 2023, CareerSource Research Coast (CSRC) released a Request for Proposals (RFP) to accept vendors' proposals for One-Stop Operator services from October 1, 2024, through June 30, 2028. 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.

- (c) If the LWDB serves as the one-stop operator, provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and provide the approved duration. (Administrative Policy 093 – One-Stop Operator Procurement).

N/A

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator. (20 CFR 678.620)

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 for navigating 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.
2. Review, update, and track all Memoranda of Understanding (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 center⁴, affiliate site or specialized center, as described in Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.

CSRC operates one specialized site providing 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 operates one Comprehensive One-Stop Career Center, where under normal operations, the Division of Vocational Rehabilitation, Division of Blind Services, Senior Community Service Employment Program, Adult Education and Family Literacy Act, Postsecondary Career and Technical Education, and the Community Services Block Grant have a physical presence in the Center. As of the writing of this plan, there is no local Youth Build program.

CSRC is actively working with community partners to establish additional affiliate sites focused on WIOA, WP, WT, and SNAP services in high-need areas, ensuring critical in-person support is available where it's most needed.

⁴A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 ([TEGL 16-16](#)) and Training and Employment Guidance Letter No. 16-16, Change 1 ([TEGL 16-16, Change 1](#)).

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

Indian River County Affiliate Site
 The UP Center
 1400 27th St, Room 206
 Vero Beach, FL 32960

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

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday. (Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements)

The Comprehensive Career Center, affiliate, and specialized sites are open Monday through Friday from 8:00 am to 5:00 pm, excluding Thursday when offices open to customers beginning at 9:00 am. Staff meet Thursdays from 8:00 am to 9:00 am to discuss progress, address issues, and receive important updates pertinent to CSRC operations.

- (g) For each access point, identify how the 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). (Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements)

Program/ Service	Service Delivery Method		
	Indian River County	St. Lucie County Comprehensive Career Center	Youth Connections Specialized Site
WIOA (Adult and Dislocated Programs)	Physical Co-location	Physical Co-location	Referrals
WIOA Youth Program	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	Virtual Service Delivery	Physical Co-location	N/A
Ticket to Work Program	Physical Co-location	Physical Co-location	Referrals

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

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

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 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 sponsors seven Registered Apprenticeship Programs (RAPs), including Industrial Manufacturing Technician, Truss Design Technician, Distribution Logistics Technician, Tech Support Specialist, Network Support Specialist, and Cybersecurity Technician, and Marine Services Technician. CSRC also works with industry leaders and local businesses to develop additional RAPs as needed.

{The rest of this page is intentionally left blank.}

- CSRC hosts an annual youth employment summer program, called Summer of Success, funded by the St. Lucie County Board of Commissions which provides opportunities for young adultly 16-21 with paid work experiences, and incentives for completing the youth-focused soft skills program Youth Employment Success Solutions (YESS)
- Whenever TANF funding allows, CSRC supports local Service Providers offering summer programs that include programming to prevent teen pregnancy.

(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. (Administrative Policy 083-Direct Provider of Workforce Services)

The Workforce Board of the Treasure Coast d/b/a CareerSource Research Coast serves as the provider of workforce services.

- (b)** Provide the effective date and end date that workforce services will be provided, as defined in the current executed agreement between the LWDB and the provider of workforce services.

On June 7, 2023, the CareerSource Florida Board of Directors approved CareerSource Research Coast's designation as a Direct Provider of Workforce Services starting July 1, 2023 through June 30, 2026.

- (c)** Identify and describe which career 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.

- (d)** Identify and describe which career services are provided by the designated provider of workforce services (except training services).

- Labor market information
- Job search assistance
- Referrals to jobs
- Outreach, intake, and orientation
- Eligibility determination for workforce programs
- Career counseling
- Formal, informal, and/or comprehensive skills/interest/proficiency assessments
- Employment plan development
- Employability skills workshops
- Supportive services
- Follow-up services

- (e)** If the LWDB serves as the 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.

(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 (Administrative Policy 120 Youth Service Provider Selection).

WIOA Youth services are contracted to the provider named below through June 30, 2026:
Eckerd Youth Alternatives
100 N. Starcrest Drive
Clearwater, Florida 33765

- (b)** Provide the effective date and end date that youth services will be provided, as defined in the current executed agreement between the LWDB and the provider of youth services.

The current effective date for contracted WIOA Youth services is 07/01/2024 through 06/30/2025. Services are procured every five years and individual agreements are executed annually.

- (c)** 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.

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/2024/09/Attachment-C-CSRC-Administrative-Plan-February-2022.pdf>

- (d)** Describe the roles and responsibilities the LWDB has identified and assigned to the youth service provider.

The Youth Service Provider will provide program-based, workforce development activities and services to targeted youth at a contract value ratio of no less than 75% of funds spent on Out-of-School Youth and no more than 25% of funds spent on In-School Youth.

The Service Provider will provide services to each year’s carryover caseload and to new ISY and OSY youth each program year, as outlined in the statement of work and youth services agreement signed by the service provider and CSRC annually.

Service Provider staff will gather all required eligibility documents, determine eligibility, and input the information into Employ Florida. Files will be checked and reviewed by Service Provider management for eligibility and accuracy prior to being data entered into Employ Florida. An approved basic skills assessment (CASAS) will be used for basic skills assessment to establish standardized Literacy and Numeracy levels. Upon youth participation, the service provider will facilitate intake and assessments through appropriate resources, including CSRC’s assessments, to determine interests, values, aptitudes, and preferences. Youth will be offered the opportunity to enroll in adult basic education, English Language Learning (ELL), or GED remediation to pursue a high school diploma, as appropriate.

The Service Provider will also offer a limited number of scholarships for participants to enroll in Penn Foster, an alternative secondary school that evaluates the youth’s most recent high school transcript and will develop a learning plan that will establish a specific number of courses to be completed, to earn a nationally recognized and accredited secondary diploma. The Service Provider will examine the participant’s work experience and academic history to develop a list of current and potential career choices for participants. This will also help staff members in developing the Individual Service Strategy (ISS), which is required of every enrolled participant.

The Service Provider will also target youth to participate in Internship with a minimum of 90% of contracted WEX hours completed to be considered a successful completion. A minimum of 25% of regional allocation must be spent on Internship expenditures related to participant wages and incentives (YESS Class Completion, Job Shadowing, and Internship Completion

Bonus), staffing and other applicable costs dedicated to the development, execution, and oversight of work-based learning activities. Students will have an opportunity to earn a wage (currently set at \$15.00/hour), and hours of training will be based on the needs of the placement to provide adequate training to proficiency which will be written in the individual training plan with a maximum of 360 hours or 12 weeks, whichever comes first. This will be based on individual participant needs and goals for paid Internship activities. The service provider will be responsible for tracking and ensuring that the appropriate allocated WEX funding is spent by end of the program year.

Additionally, the Service Provider will prepare youth to attain State and Industry recognized credentials and/or industry recognized work readiness certifications as outlined on the Florida Master Credentials List to increase the opportunity to enter unsubsidized employment. The Service Provider will provide recognized credentials that can be stand alone or stacked. The Service Provider also encourages and assists youth to obtain credentials and certifications through partner agencies and schools. Youth will be provided multiple avenues to achieve credentials throughout the program's delivery based on their Individual Service Strategy (ISS) and program-related goals and outcomes.

The Youth Connections program will also offer scholarships for youth participants to pursue certifications in entry-level career paths within in- demand, high growth occupations. The time frame for completing the certifications will be based on the training and the contract with the training provider.

Support Services will be administered through the Service Provider based on the individual needs and barriers of the participant, then reviewed by the Career Coach and by the Service Provider project management staff to ensure compliance with local policies and procedures. These requests, documented in Employ Florida case notes, will be processed for payment by Service Provider's fiscal department and documented in the Youth's file.

A year-round approach to case follow-up will be conducted. Clients in follow-up may receive any of the 14 youth elements allowable in follow-up along with support and capture of required performance outcomes. Clients may receive incentives for placement in employment or education during the follow-up portion of the program and may receive additional support services funding to earn necessary credentialing for performance.

Follow-up services include but are not limited to: tracking progress on the job, the development of increased skills and certifications, support services, financial literacy, and incentives to support retention and/or completion of education and employment services. The Service Provider will complete quarterly follow-ups and will specifically be tracking the 2nd and 4th quarter retention of employment or continuation of post-secondary placement after exit. The Service Provider will assist youth within the parameters of WIOA requirements and comply with the required follow-up increments. This will all be case noted in Employ Florida.

The Service Provider's Career Coaches document and record all activities with a participant through timely and accurate case notes, CSRC's document management system, applications, enrollments, goals (both planned and achieved), program outcomes, and follow-ups. The Service Provider's Manager or their designees will conduct case file reviews on a regular basis.

All youth must be WIOA eligible to receive services in the Youth Connections program. Ineligible youth will be referred to other appropriate community resources and/or to CSRC for universal client services. The Service Provider will market, recruit, and collect eligibility paperwork to determine WIOA eligibility. This is tracked through a project management software and Employ Florida.

- (e) Describe any additional criteria the LWDB has established to ensure providers are best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

CSRC assists the Provider by providing some office space, linkages to other services, and client access to computer resources. CSRC ensures a high level of coordination with the Service Provider and has a designated workforce board staff member assigned to work directly with the service provider and monitor and ensure the annual progress of the WIOA youth contract and goal achievement. This staff person meets regularly with the service provider's manager and staff to review program progress or deficiencies to ensure the program remains on track to meet all goals outlined in the statement of work and agreement. The Service Provider staff works together with appropriate CSRC staff for a seamless delivery of all available services, as applicable.

Additionally, goals for the service provider are set which coincide with the metrics negotiated biannually with Florida Commerce for the WIOA Youth Program. The Service Provider is expected to meet or exceed all negotiated goals, which is also outlined in the statement of work. Progress toward these goals and metrics is measured internally and reviewed with the Service Provider to ensure they are best positioned to meet or achieve all expectations.

- (f) 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)
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

(7) Career Center Staff

- (a) List the position title and number of positions that are considered as local county or municipality employees.

CSRC does not have any positions considered as local county or municipality employees.

{The rest of this page is intentionally left blank.}

ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local 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));**

The average annual earnings per job in the CSRC local workforce development area as of 2023 was \$62,800, over \$20,000 less than the national average. The cost-of-living index in the CareerSource Research Coast region was 107.9, well over the statewide index of 101.3, indicating a potential gap between annual earnings and cost of living. The population in the local workforce development area grew 9.9% between 2018-2023 and is projected to increase by an additional 8.1% between 2023 to 2028. Overall, jobs increased by 10.6% from 2018-2023.



Takeaways

- As of 2023 the region's population increased by 10.6% since 2018, growing by 67,592. Population is expected to increase by 10.9% between 2023 and 2028, adding 76,759.
- From 2018 to 2023, jobs increased by 10.7% in LWDA 20 from 228,044 to 252,513. This change outpaced the national growth rate of 4.3% by 6.4%. As the number of jobs increased, the labor force participation rate increased from 51.9% to 52.1% between 2018 and 2023.
- Concerning educational attainment, 19.1% of the selected regions' residents possess a Bachelor's Degree (2.1% below the national average), and 10.7% hold an Associate's Degree (1.8% above the national average).
- The top three industries in 2023 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Medical and Surgical Hospitals.

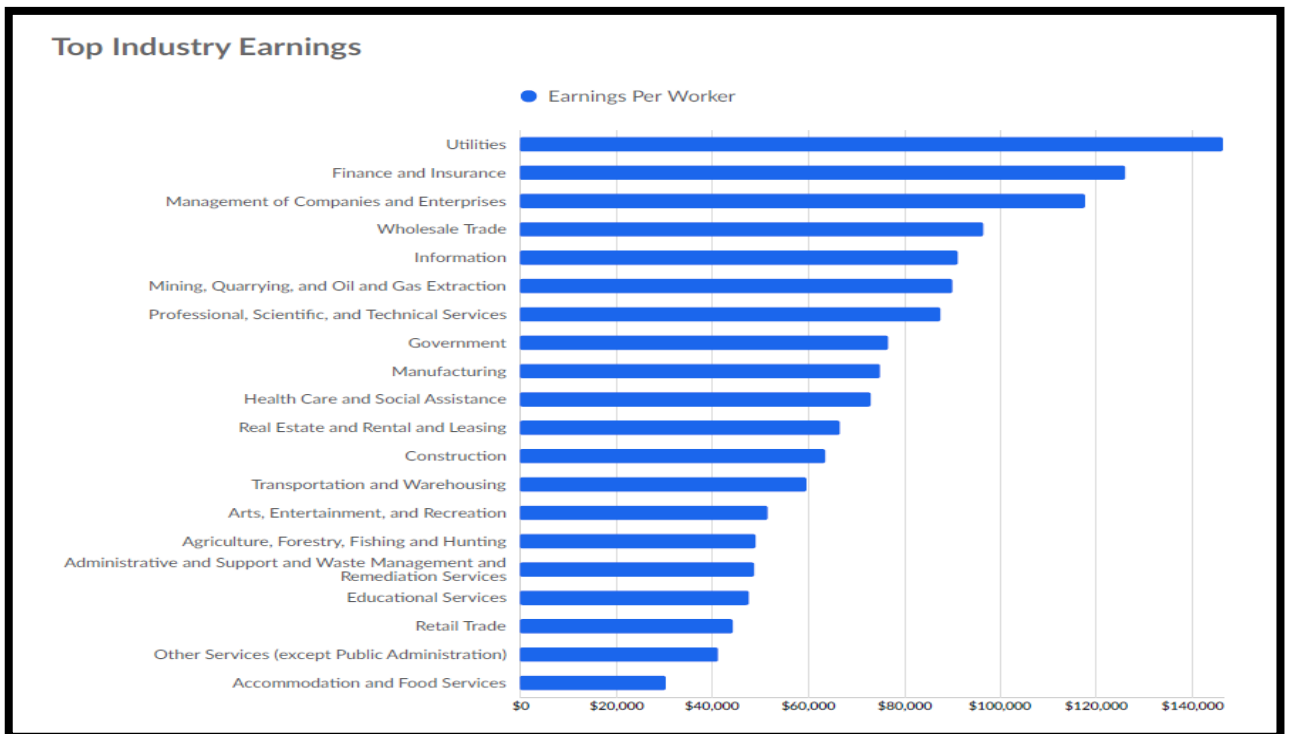
	(2024)	2024)	Jobs (2023)	Living	GRP	Imports	Exports
Region	721,077	308,859	252,513	107.9	\$35.0B	\$45.5B	\$23.7B
State	22,862,344	11,053,173	10,902,352	101.4	\$1.6T	\$1.1T	\$1.0T

The tables below reflect additional economic data, including employment growth forecasts by leading industries and wage trends within those industries for the CSRC local workforce development area.

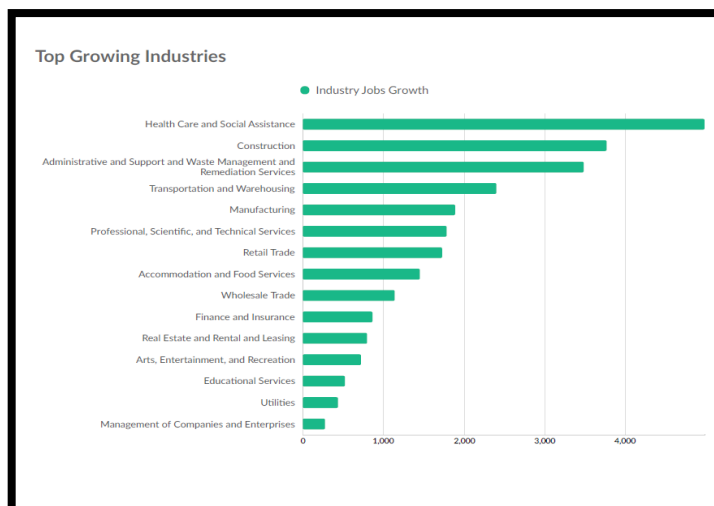
As part of WIOA Strategic Planning, and based upon current employment and projected employment growth, our local board and partners have identified Healthcare and Social Assistance, Construction, Manufacturing, Transportation and Warehousing, and Administrative and Support and Waste Management and Remediation Services as the targeted demand sectors in our area.

Emerging sectors include Utilities, Information and Educational Services. These targeted and emerging industries show a high projected demand between 2024-2029 as well as average earnings near or above the mean earnings within the LWDB 20 area of \$62,400 annually.

NAICS	Description	2024 Jobs	2029 Jobs	2024 - 2029 Change	2024 - 2029 % Change	Avg. Earnings Per Job
22	Utilities	1,711	1,915	203	12%	\$144,236
23	Construction	19,081	20,215	1,133	6%	\$66,234
31	Manufacturing	11,154	11,967	813	7%	\$75,878
48	Transportation and Warehousing	6,387	7,107	720	11%	\$60,426
51	Information	1,637	1,713	77	5%	\$98,715
54	Professional, Scientific, and Technical Services	10,746	11,329	582	5%	\$91,046
56	Administrative and Support and Waste Management and Remediation Services	16,811	18,024	1,213	7%	\$50,913
61	Educational Services	2,977	3,267	290	10%	\$52,368
62	Health Care and Social Assistance	41,106	44,703	3,598	9%	\$72,688
71	Arts, Entertainment, and Recreation	6,648	6,905	258	4%	\$53,089
72	Accommodation and Food Services	24,150	25,009	858	4%	\$30,196
90	Government	24,454	24,970	516	2%	\$80,579



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



As depicted, the top growing industries within Local Workforce Development (LWDA) 20, include Health Care and Social Assistance, Construction, Administrative and Support and Waste Management, Transportation and Warehousing, and Manufacturing, and as such, are CSRC's targeted sectors of focus.

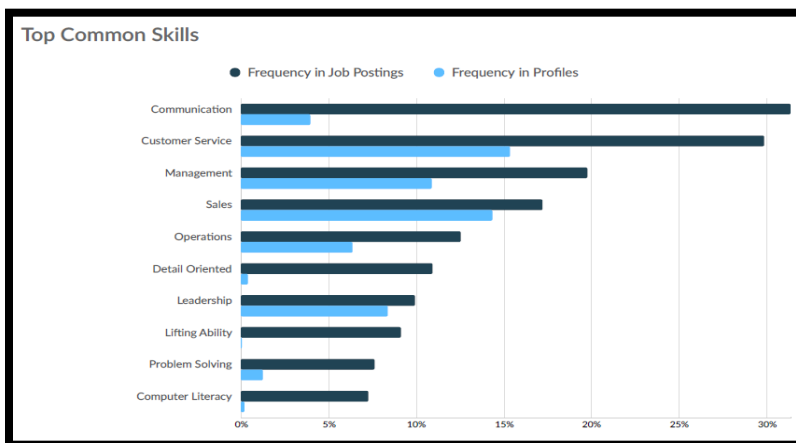
As growth continues within these targeted and emerging industries, additional training

and support will be needed to grow the talent pipeline within these industries to sustain the demands of area businesses.

In addition to monitoring demand within targeted and emerging industries, CSRC maintains strong partnerships with our local educational providers, as well as local industry-specific organizations including the Treasure Coast Manufacturing Association (TCMA) and Treasure Coast Builder’s Association (TCBA), local economic development councils, and local Chambers of Commerce. These organizations provide valuable insight regarding the needs of local businesses across targeted sectors.

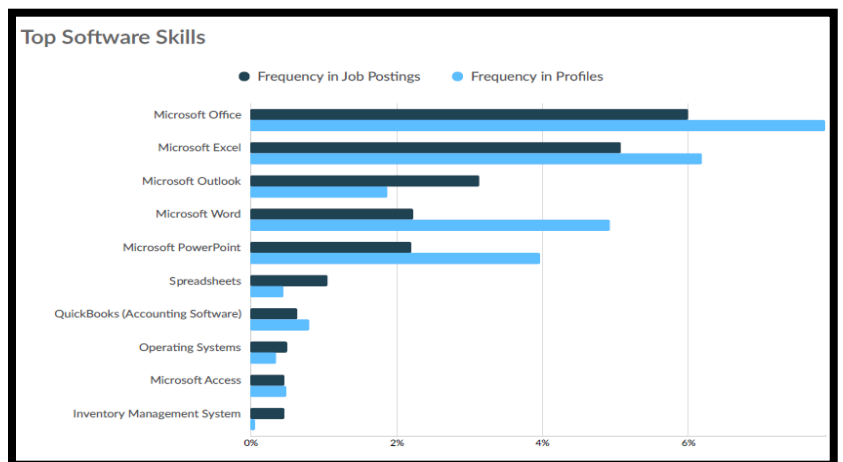
CSRC also continues to convene a Workforce Readiness Taskforce, now statutorily required under the REACH Act, operates as the Education and Industry Consortium. This group comprised of targeted industry leaders and educational providers meet quarterly to discuss employment and training needs as well as trends within these sectors. This provides real time feedback and information specific to each sector and allows us to strategize on an ongoing basis about how best to address any workforce challenges.

- (2) An analysis of the knowledge and skills, including credentials and licenses, 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)).



Overall, the top common skills LWDB 20 employers seek include primarily soft skills such as communication skills, customer service, and problem solving. This data is supported by feedback received from local employers and industry groups who reinforce that these skills are lacking in many jobseekers and employees.

In addition to soft skills, computer software skills continue to be important in meeting employment needs in all industries. Top required skills include Microsoft Office, Outlook, PowerPoint and spreadsheet skills.



Additionally, feedback from employers within CSRC’s local targeted industries outline skill deficiencies specific to each industry, that persist as follows:

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 is identified as the top skill that manufacturers look for in new hires. Employers are willing to provide on-the-job training to motivated workers. 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 are identified as the top skills that employers are seeking in new hires. Training programs/educational institutions are concerned that applicants with industry-specific training, including within high school or post-secondary, are hired by employers for the same pay rate as applicants hired 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, who 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 regional area, including current labor force employment and unemployment data, information on labor market trends, the educational and skill levels of the workforce, including individuals with barriers to employment and current skill gaps (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

CareerSource Research Coast		
	Value	Percent
Population		
Total Population	712,914	
Female	361,579	50.72%
Male	351,335	49.28%
Under 5 years	31,380	4.40%
5 to 9 years	34,072	4.78%
10 to 14 years	35,367	4.96%
15 to 19 years	35,801	5.02%
20 to 24 years	34,152	4.79%
25 to 29 years	33,698	4.73%
30 to 34 years	38,762	5.44%
35 to 39 years	39,544	5.55%
40 to 44 years	38,915	5.46%
45 to 49 years	36,980	5.19%
50 to 54 years	40,695	5.71%
55 to 59 years	45,861	6.43%

CareerSource Research Coast		
	Value	Percent
60 to 64 years	55,376	7.77%
65 to 69 years	57,086	8.01%
70 to 74 years	52,164	7.32%
75 to 79 years	44,615	6.26%
80 to 84 years	30,660	4.30%
85 years and over	27,787	3.90%
White, Non-Hispanic	442,535	62.07%
White, Hispanic	120,703	16.93%
Black, Non-Hispanic	105,299	14.77%
Asian, Non-Hispanic	12,928	1.81%
Two or More Races, Non-Hispanic	12,966	1.82%
Black, Hispanic	7,800	1.09%
Two or More Races, Hispanic	3,988	0.56%
American Indian or Alaskan Native, Hispanic	3,330	0.47%
American Indian or Alaskan Native, Non-Hispanic	1,606	0.23%
Asian, Hispanic	813	0.11%
Native Hawaiian or Pacific Islander, Hispanic	508	0.07%
Native Hawaiian or Pacific Islander, Non-Hispanic	438	0.06%
Population Characteristics		
Millennials (25 – 39)	107,901	
The national average for an area this size is 139,908.		
Retiring Soon	301,569	
Retirement risk is high. The national average for an area this size is 206,200 people 55 or older, while there are 301,569 here.		
Racial Diversity	250,497	
Racial diversity is low. The national average for an area this size is 282,959 racially diverse people, while there are 250,497 here.		
Veterans	52,951	
The national average for an area this size is 35,087.		
Violent Crime	1.6/1,000	
The national rate is 3.6 per 1,000 people.		
Property Crime	7.79/1,000	
The national rate is 18.22 per 1,000 people.		
Labor Force Breakdown		
16+ Civilian Non-Institutionalized Population	596,266	
Not in Labor Force (16+)	286,934	
Labor Force	309,332	
Employed	297,923	
Unemployed	11,409	
Under 16, Military, and institutionalized Population	116,648	
Mean Commute Time (minutes)	26.1	
Commute via Public Transportation	760	
Remote Workers	22,785	
Unemployment	January 2024	% of Unemployed
	3.69%	
Females	6,368	55.82%

CareerSource Research Coast			
	Value	Percent	
Males	5,041	44.18%	
American Indian or Alaskan Native	91	0.80%	
Asian	165	1.44%	
Black or African American	3,948	34.61%	
Native Hawaiian or Other Pacific Islander	40	0.35%	
White	7,165	62.80%	
Hispanic or Latino	2,733	23.95%	
Not Hispanic or Latino	8,676	76.05%	
< 22	175	1.54%	
22-24	475	4.16%	
25-34	2,579	22.61%	
35-44	2,747	24.08%	
45-54	2,332	20.44%	
55-59	1,206	10.57%	
60-64	1,022	8.95%	
65+	872	7.65%	
Educational Attainment			
Less Than 9th Grade	18,480	3.5%	
9th Grade to 12th Grade	31,598	5.9%	
High School Diploma	151,589	28.4%	
Some College	117,878	22.1%	
Associate's Degree	54,447	10.2%	
Bachelor's Degree	101,820	19.1%	
Underemployment			
Education Level	Jobs Requiring Ed. Level	Population at Ed. Level	Difference
No Formal Education Required	20%	9%	11%
High School Diploma or Equivalent	42%	28%	13%
Some College, Non-Degree Award	9%	22%	(13%)
Associate's Degree	2%	10%	(8%)
Bachelor's Degree	23%	19%	4%
Housing			
Total Housing Units	309,701		
Occupied Housing Units	251,671		
Median House Value	244,150		
Median Monthly Rent	\$1,171		
Social			
Poverty Level	71,833	11.20%	
Foreign Born	86,218	14.25%	
Disabled Population	97,081	15.3%	

Jobs and population are trending up in LWDA 20. Jobs are projected to grow by 15,847 over the next five years and the population is expected to grow by 56,918 during the same timeframe. Jobs are currently outpacing the national average, but average local earnings are below the national average by \$19,900. Unemployment in the region has trended down, with a slight increase since January 2024. The highest unemployment is in the age range of 35-44, followed by 25-34. More females than males are unemployed. Since COVID, remote work has trended up and continues to grow and is in high demand. Individuals are also looking for more flexibility in their work schedules.

The labor force participation rate is beginning to trend down, likely due to the large percentage of individuals nearing retirement age. Locally there are 301,569 individuals in the age range making up 42% of the population.

A majority, 67.4%, of the regional workforce lives in St. Lucie County but most, 45.6%, work in Martin County.

Educational level is considered a local barrier to obtaining employment. The highest level of education for 28.4% of the workforce is a high school diploma. This falls short of the 42% of job opportunities that require a high school diploma. Individuals with a bachelor's degree make up 19.1% of the workforce, trailing below the national average by 2%, and less than the percentage of job opportunities in the area requiring a bachelor's degree.

Additional barriers observed working with the local workforce are transportation, age, and justice- involved. Many older individuals in their 70's and 80's are seeking employment to offset the rising economy. Given most have been out of the workforce for several years, their skill levels do not match the requirements of jobs available. We have also seen an uptick in individuals who have been justice-involved, which presents limited opportunities for employment. Local transportation is limited. Each of the areas in the region has a local bus system but does not travel outside of their area. Currently, there is no public transportation that will travel outside of the region, for example, to the bordering Palm Beach County, where many individuals work.

The largest skills gap reported by local employers continues to be soft skills, skills such as communication, teamwork, problem-solving, and work ethic. Technical skills are lacking as technology continues to evolve at a fast pace. Employers have also shared leadership/supervisory skills that are lacking. In many instances, employees are promoted from within due to exemplary work in their current position but lack the basic supervisory/leadership skills necessary for the new position and often fail. With much of the current workforce retiring or nearing retirement, there is a gap between those leaving the workforce and those who possess the basic skills required to fill these positions. This is prevalent in skilled trades occupations

- (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 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.
- Healthcare Roundtable of the Treasure Coast – CSRC representatives participate in the monthly meetings to discuss workforce issues.
- TCBA and Treasure Coast Manufacturers Association (TCMA) Skilled Trades Boot Camp – CSRC works collaboratively with TCBA and TCMA every year with providing opportunities to youth via the Summer of Success (SOS) Program. Designated slots in the boot camp are set aside for youth participating in SOS. In some cases, youth were offered full time employment following the boot camp.

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. Additionally, the Migrant and Seasonal Farmworker Outreach Specialist offers voluntary conversational English classes one night per week to those individuals whose primary language is Spanish. The class has been attended by MSFWs working with the Outreach Specialist as well as individuals referred by community partners.

During the current program year, CSRC has enrolled over 60 individuals in various on-the-job training opportunities with the St. Lucie County Fire District, Treasure Coast Food Bank, Cleveland Clinic Hospitals, and several local businesses and doctor's offices. CSRC has also had several individuals participate in opportunities with the Truss Design Technician and the Industrial Manufacturing Technician apprenticeships. Occupational training opportunities have been funded by CSRC for over 60 individuals. The training provided tends to be limited in selection with a majority being in Commercial Vehicle Driving and the healthcare field. Diversification in training is important. To address this, each Career Planner is given annual goals for outreach. The outreach's purpose is to identify programs on the ETPL that are underutilized or not used at all and facilitate informational sessions with students in the identified programs.

The region has strong Career and Technical Education (CTE) programs throughout the local school systems, mainly in the high schools. Providing these opportunities to lower grades is believed to be a necessity to begin developing the workforce pipeline and satisfy the need to replace the current generation of skilled workers who are nearing retirement. The Reimagining Education and Career Help (REACH) Act requires each school district to ensure that every high school student has access to at least one work-based learning opportunity. It also requires school districts to ensure that each high school hosts a career fair during the school year and

will allow middle school students who want to continue their CTE education in high school to attend a high school that offers the program regardless of zip code.

CSRC works with local partners such as Indian River County and Treasure Coast Builders Association/Treasure Coast Manufacturing Association's to assist and support their respective summer boot camps for high school students. These opportunities provide education and exposure to career pathways for those not attending college.

Employers have expressed a need for soft skills training and supervisory/leadership training. CSRC currently provides soft skills workshops for job seekers in the career centers and has supervisory/leadership curriculum utilized for staff. CSRC can work with employers to determine their specific needs and provide customized training to their employees onsite.

CSRC's Business Services Team works diligently to identify second chance employers to provide opportunities to those job seekers who have been justice-involved. Although there has been success there is still a need for additional second chance employers to include employers who will work with those who have extreme circumstances. Older individuals seeking employment face challenges given their age and lack of current skills. CSRC refers many of these individuals to our partner AARP to assist them in finding positions with organizations who welcome them and are willing to train them.

{The rest of this page is intentionally left blank.}

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) and (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 (Education and Industry Consortium), comprised of representatives of educational entities and businesses in our service delivery area of Martin, St. Lucie and Indian River Counties. This group meets quarterly (more frequently, as needed), and 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 the Local Workforce Development Area. Through the work of the Workforce Readiness Taskforce, CSRC obtains local community-based information related to educational programs and industry needs to shape programs, services and partnerships in the LWDA. This ensures CSRC is informed about the current workforce and talent needs of our targeted industries and existing educational and training offerings. The Taskforce also allows businesses to closely collaborate with workforce and education stakeholders to eliminate barriers and identify talent pipeline opportunities.

Another important method for understanding and preparing a local skilled workforce in targeted and emerging industries includes maintaining strong partnerships with local industry-specific organizations including the Treasure Coast Manufacturing Association (TCMA) and Treasure Coast Builder's Association (TCBA), local economic development councils, and local Chambers of Commerce. These organizations provide valuable insight regarding the needs of local businesses across targeted sectors.

Additionally, CSRC partners with CareerSource Brevard Flagler Volusia as part of the Florida Atlantic Workforce Alliance (FAWA). This strategic Alliance's initiative brings together workforce development, educational institutions, school systems, economic development partners and employers in Aerospace/Aviation, Cybersecurity, and Advanced Manufacturing from Flagler to Martin counties.

With the Governor's Reserve Set-Aside funding provided to FAWA, public outreach, jobseeker recruitment strategies, and awareness campaigns are in development to enhance engagement in the many trainings and educational opportunities available in critical sectors. Industry Councils have been formed with partners throughout the region and continue to meet to identify the most pressing need in each sector. A marketing campaign is underway to include a website providing in-depth information about occupations in Advanced Manufacturing, Cybersecurity and Aviation/Aerospace. It includes labor market information, career pathways, apprenticeship and internship opportunities, special events, and resources for training and certifications in those targeted industries. Leveraging state-level marketing capacity through CareerSource Florida will also support FAWA's efforts.

Strategic Investments

CSRC works closely with local secondary and public post-secondary 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 the needs and barriers of the participant, enabling eligible participants to have greater success with their training.

CSRC provides funding to WIOA-eligible participants for training, support services and placement for in-demand occupations as administered by local school district career and technical education (CTE) programs, adult education providers, local Florida College System institutions, other training vendors and apprenticeship sponsors. Emphasis is placed on enrolling youth and adult learners in programs leading to career pathways in critical occupations and industries in demand which result in credentials as outlined on the Master Credentials List.

Based on CSRC's analyses including labor market information, input from local economic development agencies, and local 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 and Waste Management and Remediation Services
- 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 combined state plan partner programs to align resources available to the local area, to achieve the strategic vision and goals described in number (1) above (20 CFR 679.560(a)(6)).

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, track referrals to identify shared customers, define customer service delivery, create common performance indicators, and to develop and implement operational policies. An Umbrella MOU has been developed and agreed upon by all 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.

The lack of soft skills in the labor force continues to be an area of concern for employers. CSRC has developed a Soft Skills Workshop that is offered on a regular basis to job seekers. Job seekers learn to identify soft skills and why they are important in the workplace. The workshop educates the job seeker on the elements for effective communication, teamwork, the importance of stress management, tools for effective time management, problem solving strategies, and overall professionalism. The Florida Ready to Work (FRTW) Program provides foundational employability skills training and those who successfully complete the program earn up to three stackable credentials, providing evidence the individual is ready to work. Designated CSRC staff have been trained in facilitating FRTW and can work with both job seekers and employers. CSRC plans to incorporate FRTW into the current Soft Skills workshop, allowing job seekers to easily take advantage. CSRC Business Services will include the FRTW information as part of their overview of services when meeting with employers sharing that CSRC staff can assist in facilitating as part of the employer's onboarding process.

Hard skill deficiencies have also been identified as an area of concern in our targeted industries. CSRC has several tools such as Kenexa aka Prove It Tests that can be utilized to assess hard skills for employers during the recruitment phase, and by job seekers to assist in their overall strategy of proving job readiness and to also promote their aptitude via their resume.

Current labor market information shows the high school diploma/GED attainment rate is falling behind the number of local jobs requiring that level of education. The WIOA Youth Program will continue to work with young adults who are lacking their diploma/GED and will assist with the attainment of their GED, as well as share the impact of earning their GED on future earning potential. The Welfare Transition and SNAP programs can assist in the payment of GED classes for participants in the program. Participants who are without their diploma/GED, will be encouraged to enroll in classes to earn their GED. The CLIFF Tool will also be utilized to visually show the client their increased earning potential over time if they earn their GED and continue their education.

Local labor market information reflects the age range of 25–44, with 35-44 being the highest, as the demographic with the highest unemployment rates. It is believed that much of this may be attributed to the lack of affordable childcare or the recent high demand for flexible work schedules to include remote and hybrid work. CSRC Business Services will share labor market data with employers emphasizing the importance of adjusting to the current demands of the labor market, suggesting providing more flexibility in the workplace and moving away from the traditional workplace structure/expectations to meet the needs of the employee. Employers will also be encouraged to consider providing childcare or assisting with childcare.

The aging workforce is placing stress on the labor market as there is not a large enough labor pool to replace them as they leave the workforce. Locally, this is more evident in the skilled trades sector and has recently been a focus for the area. Schools are providing more opportunities for students to begin learning a trade while in school while emphasizing this can be a career pathway financially comparable to attending college and earning a degree. Providing opportunities earlier in the education cycle can result in entering the workforce earlier and replacing those who are aging out. OJT opportunities and apprenticeships are utilized to increase skills and to provide mentoring from those who are experienced and likely to be leaving the workforce soon. The WIOA Youth Program provides participants with internship opportunities with local employers exposing them to an occupation of interest and the opportunity to learn on the job. Youth who complete their work experience and desire to continue in the field will be considered for an on-the-job training opportunity.

There is an influx of older individuals, well beyond retirement age, seeking employment due to economic conditions. Most have been out of the workforce for years and are lacking current basic employment skills such as preparing a resume, interviewing skills, use of technology, and hard skills. To maximize their competitiveness in the labor market, CSRC offers several workshops to include interview preparation, application and resume success, job search strategies, and soft skills in the workplace. CSRC also has access to free online tools that can assist with increasing knowledge and skill level in a variety of areas including technology. AARP is a partner in the Comprehensive Career Center and can assist with providing opportunities for work experience to this population.

(3) Describe the LWDB's strategies to work with core and combined partners to contribute to the following statewide goals:

(a) Increase local labor force participation.

To increase local labor force participation, CSRC understands that tapping into non-traditional talent pipelines is a great opportunity. CSRC currently partners with the Indian River County (IRC) Sheriff's Department to host job fairs for those nearing re-entry. This has proven to be effective in providing immediate opportunities to both the employer and individual upon re-entry. CSRC will continue to partner with IRC to provide realistic opportunities to this demographic. Also, in our Jobs for Veterans State Grant Program, the Disabled Veterans Outreach Program (DVOP) Specialist conducts outreach to veterans nearing re-entry educating them on available services and employment advocacy upon re-entry. The DVOPs also attend Veterans Court in their respective counties monthly to mentor veterans who are justice involved and share with them services and advocacy available to them. CSRC has identified second chance employers throughout the region who are willing to work with individuals who are justice involved. Career Planners participate in career events at local jails to provide an overview of basic employment and training services available upon re-entry.

CSRC continues to operate as an Employment Network in the Ticket to Work program providing individuals who are receiving Social Security disability benefits the opportunity to transition back into work without risking their benefits.

CSRC has also developed a Recovery Friendly Workplace Toolkit to raise awareness with employers about how to respond to risks associated with substance use disorder (SUD). The Toolkit is a great resource for employers interested in providing second chances to those in SUD recovery. CSRC partners with local Recovery Centers to provide services to individuals who are nearing completion of their program.

Removing and/or mitigating issues surrounding dependent care for individuals who would otherwise be in the workforce is also key to increasing the labor force participation. Affordable childcare is a challenge faced by many in the local area. The Families Ascent to Economic Security (FATES) project is a collaborative effort between CSRC and the Early Learning Coalitions. FATES targets low-income families who often face considerable disincentives in their pursuit of economic growth as increased income disqualifies the household from continued access to subsidized, supportive programs. 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. As the initial point of entry into the project, CSRC provides comprehensive career counseling, skill development opportunities, supportive services, and assistance with funding for education and training in high-skilled, high-wage, in-demand jobs. A crucial component of the FATES project is removing the automatic net financial loss 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 allows the family to build assets, improve financial management skills, and prepare for the third year when the subsidy ends.

There is also a lack of childcare providers to meet the needs of job seekers in the area. The Department of Children and Families is currently working on a plan where family members could potentially be paid to care for children in their home. As this plan progresses and we learn more, CSRC will ensure to share this information as appropriate when working with job seekers, as well as educate employers about this emerging issue and assist in developing strategies to assist with childcare, whether it is assisting with payment or providing childcare as a benefit.

(b) Ensure local jobseekers and employees aged 25-70 have a credential of value.

To support career seekers in acquiring the skills and credentials of value 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 for growth. The list is disseminated directly and via the CSRC website to employers, training institutions, jobseekers 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 credentials, degrees and/or industry-recognized certificates or certifications as outlined on the Florida Master Credentials List.

Additionally, CSRC works directly with local employers to encourage and provide funding for ongoing credential attainment for existing employees. CSRC sponsors seven current Registered Apprenticeship programs active in Florida, including the areas of manufacturing, logistics, truss design, information technology and marine. An Apprenticeship Navigator actively markets these apprenticeships and educates relevant employers, emphasizing the benefits of the training and resulting credential of value to both the employer and the employee.

Additional opportunities for credential attainment by current employees may be provided through Incumbent Worker Training, either by utilizing CSRC's WIOA funds or through a grant awarded by Florida Commerce. The Incumbent Worker Training Program provides grant funding for continuing education and training of incumbent employees at existing Florida businesses. The program provides training reimbursement grants to businesses that pay for preapproved, direct, training related costs. Funding is awarded to ensure competitiveness of the business or retention/layoff aversion of employees receiving training. The training provides existing employees opportunities to acquire new or improved skills by earning a credential on the Master Credentials List.

(c) Median wages greater to or equal to 75% of the median hourly wage in Florida.

CSRC prioritizes high-skill, high-wage occupations for WIOA-funded training programs, which contributes to the goal of achieving median wages equal to or greater than 75% of the median hourly wage in Florida. Its local ETPL is divided into two funding tiers, with higher-entry wage occupations receiving greater WIOA funding for tuition, fees, and books. This tiered approach ensures that job seekers are encouraged and financially supported to pursue occupations that lead to higher wages upon program completion and credential attainment. Additionally, CSRC continuously reviews local labor market data to ensure that the training provided aligns with occupations that meet or exceed the target wage threshold, maximizing long-term earning potential for participants.

- (d) Increase the second quarter after exit employment rate by 10% for each of the following populations:

Maintaining long-term employment starts with understanding why individuals leave their jobs or the workforce, and proactively addressing these challenges. Through discussions with Workforce Readiness Task Force members as well as direct feedback from local employers, the primary universal issues identified are poor time management, attendance, and soft skills.

To tackle these universal concerns, CSRC offers a targeted soft skills workshop, and extends the option to bring the training directly to employers for on-site sessions. This flexible approach helps employees develop and/or improve critical skills like communication, problem-solving, and punctuality, which are essential for workplace success.

While soft skills are universally important, different demographic groups face other unique challenges that can affect job retention and CSRC aims to address their specific needs, in an effort aim to equip individuals with the tools they need to remain employed and thrive in their careers.

a. Individuals 55 years and older

To increase the second quarter after exit rate of elder workers by 10%, CSRC focuses on strategies to increase their employment stability. Many individuals aged 55 and older may lack the technical or up-to-date skills needed in today's workforce, which can affect their ability to secure stable employment. To address this, CSRC offers on-the-job training opportunities to help them acquire new skills or enhance existing ones. In partnership with AARP, CSRC also connects elder workers to valuable work experience opportunities, helping them transition back into the workforce. For those in need of skill upgrades in their current roles, CSRC offers Incumbent Worker Training, providing pathways to career advancement, industry-recognized credentials, and improved job retention.

b. Youth

Understanding the unique challenges that young adults face when entering the workforce—such as lack of experience, skills gaps, and limited awareness of career pathways—is key to increasing the employment after exit rate for youth. To address these challenges, CSRC collaborates with partners and local employers to provide young adults with valuable work experience opportunities, boot camp training, soft skills development, and career exploration activities. Through these experiences, youth gain the skills and credentials needed to succeed in the workplace. Additionally, CSRC offers extensive support and incentives to keep youth engaged in activities designed to prepare them for long-term employment. By aligning our programs with employer needs and offering pathways to industry-recognized credentials, we ensure that participants are well-equipped to secure and maintain employment after they exit the program.

c. Individuals receiving SNAP and TANF benefits

One of the primary challenges for SNAP and TANF participants is managing childcare and, in many cases, overcoming educational barriers. To address these issues, CSRC Career Planners start by conducting a comprehensive assessment using the Career Ladder Identifier and Financial Forecast (CLIFF) Tool. This tool visually illustrates how income impacts public assistance over time, and compares different occupations to help participants understand the relationship between earning potential and self-sufficiency.

By using the CLIFF Tool, Career Planners can facilitate informed discussions about whether to continue receiving public assistance or pursue a career pathway. This clarity helps participants make deliberate decisions that align with their long-term goals.

In addition, WT participants who secure employment are eligible for one year of transitional childcare assistance, which supports their ability to balance work and family responsibilities. They also have access to transitional education and training related to their current job or future career opportunities. Furthermore, CSRC facilitates the FATES program, which offers three years of graduated childcare cost assistance, helping participants manage expenses as they transition into the workforce and sustain employment.

These strategies are designed to remove barriers to employment and support participants in maintaining and advancing their careers after program exit.

d. Individuals without a high school diploma or speakers of other languages

CSRC has a comprehensive strategy to enhance the after-exit employment rate for individuals without a high school diploma and those with limited English proficiency (LEP). This strategy focuses on both educational support and employer engagement to ensure long-term employment success for these individuals.

For individuals without a high school diploma, CSRC works closely with partners and programs to provide essential instruction in reading, writing, and English. These programs help individuals achieve their GED, which is a key milestone in opening doors to better employment opportunities. Once they have their GED, they are guided into credential programs and career pathways designed to secure long-term, gainful employment.

CSRC simultaneously works to expand the network of employers who are open to hiring individuals without a high school diploma. By educating these employers about the benefits of workplace literacy programs and encouraging them to invest in GED preparation for their employees, CSRCs help build a more inclusive job market that supports employee skill development and retention.

Similarly, CSRC connects LEP individuals to English for Speakers of Other Languages (ESOL) classes to enhance their language skills and improve their job prospects. CSRC's strategy also includes engaging employers in the development of workplace literacy programs and supporting ESOL classes. This dual approach encourages employers to invest in language training, fostering a more inclusive work environment that supports employee growth and loyalty.

By implementing these strategies, CSRC aims to improve the after-exit employment rate for both demographics. Our efforts to address educational and language barriers, combined with our focus on employer engagement, ensure that individuals are well-prepared for sustained success in the workforce after program completion.

e. Individuals with disabilities

To enhance the after-exit employment rate for individuals with disabilities, CSRC employs focuses on providing essential support and increasing job opportunities, aimed at not only offering resources but also to reduce stigma and boost employers' willingness to hire individuals with disabilities.

To that end, CSRC partners with the Department of Vocational Rehabilitation to deliver

tailored employment support services to these individuals. This collaboration ensures that individuals receive the specific assistance needed to secure and maintain meaningful employment. Additionally, CSRC works with core and community partners to offer sensitivity training to employers, fostering greater disability awareness and creating a more inclusive work environment and helps employers understand the needs of individuals with disabilities and supports their integration into the workforce.

To further incentivize employers, CSRC educates them about available tax incentives and subsidies for hiring and training individuals with disabilities. By emphasizing these financial benefits, CSRC helps employers recognize the value of building a diverse and inclusive workforce.

Additionally, CSRC operates an Employment Network under the Social Security Administration's Ticket to Work program, which provides intensive services and support to individuals with documented disabilities, assisting them in re-entering the workforce and achieving long-term career success.

(e) Increase total newly registered apprentices annually.

CSRC's Apprenticeship Navigator is essential in growing Registered Apprenticeship Programs (RAPs), which significantly increases the number of registered apprentices each year. This growth provides more candidates with hands-on experience and the skills needed in their chosen fields.

The REACH Act's mandate for schools to host job fairs that include career exploration and employment opportunities offers CSRC a valuable chance to engage with upcoming graduates. At these events, the Apprenticeship Navigator educates students about the benefits of registered apprenticeships and provides information on available programs. Additionally, the Navigator reaches out to pre-apprenticeship programs to inform participants about registered apprenticeship options and boost registration numbers.

To enhance visibility and access, all apprenticeship opportunities are posted as job orders on Employ Florida, allowing job seekers to easily find and apply for them. CSRC also promotes these opportunities through direct interactions with career center staff, media campaigns, press releases, flyers, brochures, community meetings, job fairs, and school and association events.

(f) Increase registered apprenticeship programs.

CSRC's Apprenticeship Navigator is pivotal in expanding Registered Apprenticeship Programs (RAPs), with performance goals specifically aimed at increasing the number of programs. The Navigator facilitates employer participation in existing RAPs and assists in creating new ones.

To achieve this, the Navigator conducts targeted outreach, including one-on-one meetings with employers, presentations at industry associations, local Chambers of Commerce, economic development councils, and city and county commission meetings. Additionally, the Navigator engages in media campaigns, job fairs, and other public events to raise awareness and encourage participation.

(g) Increase registered pre-apprenticeship programs.

The Apprenticeship Navigator meets and collaborates with local school board employees to promote pre-apprenticeship as a vehicle for students to develop a career pathway, earn industry certifications and increase their chances of being hired and accepted into a

registered apprenticeship program. This is coordinated through one-on-one engagement, school board meetings, CTE meetings and our Workforce Development Taskforce. New pre-apprenticeships in the areas of health sciences, manufacturing and distribution logistics have been developed as a result of this ongoing outreach and collaboration. There will be an increase in pre-apprenticeships as more CTE and school board staff are made aware of the value of pre-apprenticeship as an important foundation to a successful career pathway.

- (h) Increase percentage of 12th grade secondary career and technical education enrollment.

CSRC works closely with school districts within its LWDA, and participates in the CTE local needs taskforce, assisting to identify employer training needs in the community, so schools can offer CTE classes that are relevant to industry needs. CSRC collaborates and participates in student career fairs and speak directly to students about the benefits of career and technical education classes, to explore future career pathways and provide valuable training to enter the workforce. CSRC also follows, promotes, and shares relevant social media posts that highlights CTE programs to increase community awareness of these programs available at our schools and to normalize and promote education and career pathways that are alternatives to traditional college matriculation.

- (i) Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials that directly support the sector.

To build a talent pipeline for targeted new and emerging industries, CSRC takes a proactive approach in assisting individuals to earn credentials that align with industry demands. The local targeted occupation list is continually evaluated and updated to ensure it reflects new and emerging sectors. Regular meetings between CSRC's Business Services Team and employers provide valuable insights into current job openings, desired skills, and relevant certifications. This information is shared in bi-weekly internal meetings led by Business Services, where career services staff are briefed on labor market trends, guiding their efforts to help clients pursue credentials that meet the needs of these industries. Through this process, CSRC ensures that individuals are prepared with the skills and qualifications necessary to thrive in the evolving job market.

{The rest of this page is intentionally left blank.}

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 core and combined state plan partners (described in Introduction Section C, above) including, but not limited to TANF, SNAP Employment and Training (E&T), JVSG, SCSEP, CSBG 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 the programs included in the system; and

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

- WIOA Adult, Dislocated Worker, and Youth Programs
- MSFW Program
- Wagner-Peyser
- TAA
- TANF
- SNAP E&T
- Jobs for Veterans State Grant
- Reemployment Services and Eligibility Assessment Program
- 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 [Chapter 445.003, F.S.](#).

CSRC employs universal design principles in the career centers' operations to facilitate access to partner programs and community-based organizations that serve individuals with barriers/obstacles to employment. Individuals interested in training can make informed decisions based on local demand, wages, cost, and performance of the provider. Local training providers are held to a performance standard based on completion, credential attainment, and employment upon completion. CSRC is focused on meeting expenditure requirements by expanding local eligibility and funding of approved programs. 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.

{The rest of this page is intentionally left blank.}

- (c) How the LWDB works with entities carrying out core and combined 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 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.

CSRC staff acted in advisory roles for the Perkins V Comprehensive Local Needs Assessment providing valuable feedback regarding local demand in high skill, high wage career fields.

(2) Adult and Dislocated Worker Employment and Training Activities:

- (a) Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(6)).

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. Short-term prevocational services, occupational skills training, and OJTs are the most utilized and successful services in the LWDA while customized training, internships, and incumbent worker training is offered and available, it has been utilized the least. Moving forward there will be a focus on increasing the utilization of those services currently underutilized.

CSRC utilizes a Training Provider Scorecard to track progress and performance. All training providers must submit performance data and are held to specific performance standards relative to completion, certification, and employment of the training programs offered.

- (b) Provide 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. 20 CFR 679.560(b)(21)

CSRC has a local policy outlining veterans, recipients of public assistance, low-income individuals, and individuals are served prior to others who are seeking individualized career

and training services. CSRC also has an internal committee who meets weekly to evaluate individuals being considered for training services. The committee rates each individual based on several categories, one of which is priority of service. Individuals falling into these populations are provided with the highest potential rating.

(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, Program Coordinators, 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.

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 be categorized in the below two tiers:

Tier	Entry Wage	Maximum ITA Investment
Tier 1	Up to \$15.00 per hour	Up to \$10,000
Tier 2	\$15.01+ per hour	Up to \$15,000

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.

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(18)).

CSRC utilizes Labor Market Information to include tools such as the labor market analytics platform Lightcast 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.

- (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 LWDA's, CSRC ensures the training provided in the LWDA 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's LTOL is evaluated quarterly by the Board and based on local demand, programs can be recommended for addition or removal.

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 LWDA.

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 LWDA 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.

- (4) **Youth Workforce Investment Activities:** Provide a description and assessment of 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 and overseen by a designated member of the CSRC Board staff. 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 plans and providing various program activities, as dictated by the needs of the youth participant. At the time of enrollment, an Individual Service Strategy (ISS) is developed in conjunction with the Youth. During the development of the ISS, the Individual Service Strategy form is reviewed and completed which includes a description of all fourteen program elements on page four. Each element is reviewed with the youth and the ISS contains relevant elements identified based on the participant’s needs. The ISS is signed by the Youth and may be modified to include additional program elements as the Youth participates.

WIOA Required Youth Program Elements	Instructional Activities/Curriculum
1. Tutoring, academic remediation; study skills	Computer based training/instructor facilitated, FSA

training, and instruction leading to secondary school completion, including dropout prevention strategies	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)
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

Additionally, Youth workforce investment activities implemented by CSRC include an incentive policy that drives youth to achieve skills gains tied to education and vocational activities, 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.

{The rest of this page is intentionally left blank.}

- (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 [Administrative Policy 095 – WIOA Youth Program Eligibility](#).

Participants are considered basic skills deficient if their CASAS test results indicate a National Rating Scale (NRS) level of four (4) or below for reading and/or five (5) or below for math. Both scores indicate a grade level equivalent of eighth grade or below. Participants whose NRS levels exceed these minimum scores are considered basic skills sufficient. 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 of school attended as documentation of basic skills deficiency.

- (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 CASAS test results indicate a National Rating Scale (NRS) level of four (4) or below for reading and/or five (5) or below for math. Both scores indicate a grade level equivalent of eighth grade 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 as documentation

- (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 parents are 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.

- (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.

- (c)** 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 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.

CSRC has expanded their supportive services to include all outlined in CSFL Administrative Policy 109. Limits are indicated below.

- No limitations
 - Background Screening, Books, Exams, Fees (other than those included in ITA request), Supplies, Tools, Educational Testing Fees, Licensing Fees
- Once per program year
 - Driver's License, Permit, State ID, Shoes, Vehicle Insurance and Registration
- Bi-weekly
 - Gas/Prepaid/Uber Cards
- Monthly
 - Bus Passes
- Once per lifetime
 - Vehicle Repair
- \$500 per program year
 - Health Care (medical or counseling), Physicals/Drug Screening
- \$1,000 per program year
 - Childcare/Dependent Care
- Uniforms - 2 Tops and 2 Bottoms Per Program Year (**unless participant provides documentation from the training program/potential employer with the # of uniform items required)

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.
- Continue to utilize assistive technology services and devices such as Fusion™ Magnification and Screen Reading Software and additional TTY/TDD equipment to ensure accessibility for all customers regardless of location.
- 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.
- 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.
- 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.

- (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(c) and 20 CFR 679.560(b)(3)(iv)).

CSRC ensures seamless access to the Reemployment Assistance (RA) program in our Resource Rooms, offering RA beneficiaries a range of support. CSRC Resource Rooms are staffed with y trained and knowledgeable professionals, available to guide individuals through the RA filing and bi-weekly certification processes, as well as resolving basic issues in CONNECT.

Direct-dial access to FloridaCommerce's RA team is available in each Resource Room to help customers resolve claim-related concerns.

Through its operation of the Reemployment Services and Eligibility Assessment (RESEA) program, CSRC provides mandated RA beneficiaries orientations, employment plan development, important labor market information, and tailored workforce services to propel them forward in securing gainful employment.

CSRC also refers RA claimants to the full array of training and employment resources available, including employability workshops, skills assessments, job referrals and WIOA eligibility screening for RA claimants.

- (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 or Consolidated Position (CP) for the receipt of individualized career services. The DVOP/CP completes an objective assessment to identify goals and barriers. Based on the results of the objective assessment, the DVOP/CP 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. Given they are a combination of both LVER and DVOP, the CP does not have to arrange a work ready case conference and can begin advocacy immediately upon their determination of being work ready.

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 two DVOPs, one CP, and two LVERs. The DVOPs and CP are assigned to each of the three counties within the LWDA and are 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 Port St. Lucie. The CP covers Martin County. 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.

{The rest of this page is intentionally left blank.}

(10) Entities Carrying Out Core Programs and Combined State Plan Partner Programs:

Describe how the LWDB works with entities carrying out core and combined state plan partner programs to:

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; (20 CFR 679.560(b)(2)(i))

In collaboration with community partners and employers, CSRC offers services to assist individuals with barriers develop career pathways as follows:

- **Summer of Success (SOS)** is an innovative four-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. For the past two years, in addition to the four-week program, the SOS Program has worked closely with the local Skilled Trades Boot Camp. Participants attend the week-long camp engaging in hands-on training, learning the latest techniques and industry best practices from seasoned professionals. For some, this has resulted in an offer of employment at the end of the camp.
- **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 the 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) and the Early Learning Coalition (ELC) of St Lucie and Martin Counties.

As the initial point of entry into the project, CSRC provides comprehensive career counseling, skill development opportunities, supportive services, and assistance with funding for education and training in high-skilled, high-wage, in-demand jobs. In 2019, the Federal Reserve Bank of Atlanta created a customized career counseling tool specifically targeted to CSRC's industry sectors and the in-demand jobs within our local area. This tool continues to be 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.

- **Second Chance Job Fairs** – In addition to job fairs held in the community to target second chance employers and justice-involved individuals, CSRC has teamed up with the Indian River County Sheriff's Department to host second chance job fairs onsite at the local jail, providing individuals with an opportunity of securing employment prior to their release.

- (b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; (20 CFR 679.560(b)(2)(ii) and

To expand 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 identify the career seekers' needs through assessment and/or by assisting them to develop a career plan.

- (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 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.

Career Planners are tasked with conducting at least four outreach activities per year at local training providers to educate individuals about career services and opportunities available.

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.

(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; (20 CFR 679.560(b)(3(i)) and

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, credentialing, and other advantages of using CSRC programs and services. CSRC has a very active business services team that proactively offers services to employers to meet the workforce needs of the LWDA.

The Business Services Team is actively engaged with partner organizations such as economic development organizations, human resources associations, local area chambers of commerce and regional trades support organizations and apprenticeship sponsors. Associated activities include participating in and facilitating job fairs and business development events, which provides organic opportunities for ongoing employer engagement. Targeted engagement of employers is also facilitated through reporting within Employ Florida with goals to ensure that , and goals developed for Business Navigators providing the Business Services Team with a list of existing employers so that they may maintain engagement with them year over year.

Additionally, after Employ Florida verification, newly registered businesses 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.

- (b)** Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3(ii))

Based on a thorough needs analysis conducted with the employer during the initial engagements, a plan is developed to tailor the appropriate CSRC services and programs to best serve the employer's identified needs. 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 supports the needs of businesses in the local area by providing a variety of activities tailored to support the needs of the business. These may include, but are not limited to the following activities, as needed:

- 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 to improve responsiveness and better prepare workers for the sector.
 - Rapid Response or layoff aversion strategies, as appropriate.
- (c) Utilize community-based information related to educational programs and industry needs contained in the quarterly reports submitted to the LWDB by the local area's education and industry consortium. (CareerSource Florida Strategic Policy 2023.09.19.A.2)

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, [U.S. Chamber of Commerce Foundations' Talent Pipeline Management](#), 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.

In 2018, CSRC formed a Workforce Readiness Taskforce, convening economic development agencies, educational providers and industry leaders representing the sectors in demand. The mission of this industry led taskforce was 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. This taskforce has now become CSRC's local Education and Industry Consortium, formalizing membership to ensure representation from each local targeted industry sector (Healthcare and Social Services, Manufacturing, Skilled Trades, Transportation/Warehousing and Administrative and Support and Waste Management and Remediation Services), and educational partners. Although there are formal members of the Taskforce, CSRC serves as convener for the group and in addition to bringing together economic development agencies, educational providers, industry leaders representing sectors in demand includes additional relevant partners in discussion on a quarterly basis, or as needed.

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 current and future 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.

The Workforce Readiness Taskforce seeks to:

- 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 strategic recommendations to address these issues.
- Increase early student exposure to career-related education.
- Market career pathways to industries and career seekers.
- Develop resources to grow and sustain a pipeline of skilled, qualified workers to meet the needs of targeted sectors.

Members provide feedback on the problems and indicators that are barriers/obstacles to CSRC's sector strategy implementation objectives and the Taskforce discusses solutions

to overcome any barriers or obstacles.

Based on local needs, CSRC maintains outreach efforts to educate employers about incentives for work-based training opportunities such as incumbent worker training, on-the-job training, and customized training for eligible individuals. CSRC also recognizes the need for workplace soft skills from feedback from Taskforce members and other employers. As a result, CSRC has developed a workshop for jobseekers or employees focusing on soft skills required for success in the workforce. The workshop encourages appropriate worksite behavior, communications skills and other relevant skills critical for obtaining and retaining employment. Local education entities, including K-12 and post-secondary, have also begun including fundamental soft skills to students in their classroom curriculum.

- (12) Enhancing Apprenticeships:** Describe how the LWDB enhances the use of registered apprenticeships to support the local economy and comply with CareerSource Florida Strategic Policy 2019.02.13.A.1 – Registered Apprenticeship Strategic Policy. Describe how the LWDB and apprenticeship navigators work with industry representatives, education partners, and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners.

Describe strategies and operations that promote and support statewide apprenticeship goals that include, but are not limited to:

- (a)** Increasing total number of new apprentices and pre-apprentices per year

CSRC's Apprenticeship Navigator is essential in growing Registered Apprenticeship Programs, which significantly increases the number of registered apprentices each year. This growth provides more candidates with hands-on experience and the skills needed in their chosen fields.

The REACH Act's mandate for schools to host job fairs that include career exploration and employment opportunities offers CSRC a valuable chance to engage with upcoming graduates. At these events, the Apprenticeship Navigator educates students about the benefits of registered apprenticeships and provides information on available programs. Additionally, the Navigator reaches out to pre-apprenticeship programs to inform participants about registered apprenticeship options and boost registration numbers.

To enhance visibility and access, all apprenticeship opportunities are posted as job orders on Employ Florida, allowing job seekers to easily find and apply for them. CSRC also promotes these opportunities through direct interactions with career center staff, media campaigns, press releases, flyers, brochures, community meetings, job fairs, and school and association events.

- (b)** Increasing total number of registered apprenticeship programs and program occupations

CSRC's Apprenticeship Navigator is pivotal in expanding Registered Apprenticeship Programs (RAPs), with performance goals specifically aimed at increasing the number of programs. The Navigator facilitates employer participation in existing RAPs and assists in creating new ones.

To achieve this, the Navigator conducts targeted outreach, including one-on-one meetings with employers, presentations at industry associations, local Chambers of Commerce, economic development councils, and city and county commission meetings. Additionally, the Navigator engages in media campaigns, job fairs, and other public events to raise awareness and encourage participation.

Ongoing outreach and education is conducted by the apprenticeship navigator to promote

the benefits of registered apprenticeship. Meetings are conducted individually with local businesses to discuss their training needs. Presentations are conducted at industry associations, economic development, Chambers of Commerce with education partners and at networking events. Employers interested in apprenticeship are introduced to existing registered apprenticeships that they can participate in, or a meeting is coordinated with the apprenticeship training representative from the Florida Department of Education for more in depth information about the development of a new registered apprenticeship program or occupation. The apprenticeship navigator and apprenticeship training representative typically conduct these in tandem to ensure a smooth collaboration. This fosters the relationship with the employer and the apprenticeship navigator, ensures the employer has a local contact, available for any questions or assistance and facilitates timely assistance with funding when the new program is approved and implemented.

(c) Increasing total number of registered pre-apprenticeship programs

The Apprenticeship Navigator will meet and collaborate with local school board employees to promote pre-apprenticeship as a benefit for students to develop a career pathway, earn industry certifications and increase their chances of being hired and accepted into a registered apprenticeship program. This is achieved through one-on-one engagement, school board meetings, CTE meetings and our Workforce Development Taskforce. School board staff are encouraged to meet with the apprenticeship navigator and the apprenticeship training representative to get details and assistance on developing new pre-apprenticeship programs.

(d) Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.

Through the Florida Atlantic Workforce Alliance (FAWA) a collaboration has been developed by workforce development, employers, economic development professionals, educators and stakeholders from Flagler to Martin Counties to address employment needs in the areas of Advanced Manufacturing, Information Technology and Aviation. At the first meeting, it was agreed that there needed to be an emphasis on registered apprenticeship and promoting the benefits of this model for targeted industries and their future workforce development. This publicity of registered apprenticeship and pre-apprenticeship is being accomplished through a dynamic marketing campaign that includes a dedicated website and social media promotion to expand registered apprenticeship and pre-apprenticeship in emerging industries.

(e) Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.

A key strategy involves actively connecting with Registered Apprenticeship Program (RAP) sponsors and participating employers to raise awareness about WIOA funding that can support apprentices. By educating employers and apprentices on how WIOA services can help offset training and instructional costs, CSRC ensures that more apprentices can access the financial support they need to succeed.

Additionally, CSRC is committed to expanding RAPs within LWDA 20. By leveraging initiatives aimed at growing apprenticeship programs, it seeks to increase the number of apprentices in its LWDA. This comprehensive approach ensures that both employers and apprentices benefit from the resources available through WIOA, fostering a stronger, more skilled workforce

{The rest of this page is intentionally left blank.}

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 ensures seamless, integrated services for career seekers and employers, offering a comprehensive range of support. Collaborating closely with mandated partners and local stakeholders, CSRC coordinates service delivery effectively. These partners, represented on the CSRC Board of Directors, actively engage in board committees, cross-referrals, community events, and partner meetings to address service gaps, leverage resources, and enhance efficiency.

CSRC integrates all WIOA-required partner programs at full-service locations and the centrally located Comprehensive One-Stop Career Center. This promotes cross-program alignment, ensuring career seekers have easy access to all services through direct service or partner referrals, no matter their entry point.

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

All locally represented WIOA-required partners participated in developing the Umbrella MOU for the Comprehensive One-Stop Career Center and its program-specific addendums, detailing each organization's services and financial contributions under the IFA. These core partners engaged in planning meetings with the One-Stop Operator to discuss WIOA implementation and service delivery logistics at the center. They also participate in annual cross-training sessions to ensure all staff and partners are familiar with available programs and services, including eligibility requirements. Quarterly partner meetings facilitate information sharing, feedback on cross-referrals, customer satisfaction, and follow-up timeliness.

The Department of Housing and Urban Development (HUD) and the Second Chance Re-Entry Programs are not represented at the Comprehensive One-Stop Career Center, as they do not receive employment and training funding in the LWDA and thus have no role in planning or implementation. However, CSRC partners with and refers to HUD when appropriate. CSRC also collaborates with local organizations and municipalities to serve justice-involved individuals across the LWDA, including cross-referrals and visits to local prisons/jails, where CSRC staff present program and service orientations to inmates upon their release.

- (b) Identify any optional/additional partners included in the local one-stop delivery system and how their inclusion in the local system achieves state and local strategies, operations and performance outcomes.

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

Additional partners included in the One-Stop delivery system community-based organizations, such as Boys & Girls Club, City of Fellsmere, City of Fort Pierce, City of Sebastian, City of Stuart Police Department, Department of Juvenile Justice, Devereux, Early Learning Coalitions, Economic Opportunities Council, Indian River County Sheriff's Department, local chambers of commerce, Mustard Seed, Children's Services Councils, Treasure Coast Homeless Service Council, United Against Poverty, IGNITE Youth Alliance, Project Lift, Business Development Board of Martin County, Economic Development Organizations.

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, 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 fully implement [CareerSource Florida Strategic Policy 2021.09.15.A.1 – Availability of Services to Floridians](#) and promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.

CSRC has set a standard of high-quality services to both business customers and job seekers that minimize unnecessary burdens, prioritize customers' unique needs by conducting thorough assessments, and provide customers with clear and consistent communication throughout service delivery.

CSRC is committed to supporting unemployed and underemployed workers and career seekers with career decisions, skill training, and job connections. Services include:

- Basic, individualized, follow-up, and training services
- Referrals to core partners
- Matching employers with qualified candidates
- Programs and services provided:
- Resource Room and Internet Access
- Re-Employment Assistance
- Career Exploration
- Career Fairs and Hiring Events
- Career Resources
- Interest, Skill, and Aptitude Assessments
- Employability Skills Workshops
- Training Opportunities for skill upgrading
- Financial Aid

- Job Search Skills
- Networking Opportunities
- Referrals to core partners and community-based organizations

Outreach and recruitment strategies include:

- Website access at www.careersourcerc.com, updated frequently with current employment news and information
- Social media platforms: LinkedIn, Facebook, Twitter, YouTube
- Workforce TV
- Printed media: news releases, flyers, brochures
- Career fairs and events
- Community meetings and partnerships

Career services are available to all career seekers, regardless of program eligibility, and are tailored to meet individual needs. Universal career seekers can use the resource room self-services, where friendly staff and core partner staff provide program information. User-friendly computers and brochures offer additional resources, and information on accessing Employ Florida outside of business hours is available. Career seekers can register, complete online assessments, post resumes, and conduct job searches from any computer. Employers can register, post job opportunities, and search for candidates. Career center and partner staff provide additional services, including labor market information and targeted occupation data.

To promote business services integration through the One-Stop system, the CSRC Business Services team engages business customers by offering employer services such as job fairs, recruitment events, grants, and Labor Market Information. The Business Services team also:

- Gathers and provides labor market intelligence
- Informs companies about workforce-related topics and services, making appropriate referrals
- Acts as an intermediary for economic development activities and entities
- Provides feedback to businesses on regional skills gaps, program development, and market evaluation
- Collaborates with local and regional economic development professionals on business retention and expansion activities
- Educates businesses on CSRC's sector-based, business-driven system
- Manages job orders in the job matching system
- Promotes and implements OJT, internships, and apprenticeships
- Ensures adequate job opportunities for career seekers in 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 upon request. Adaptive services include screen reading software and screen magnification software are available. 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.

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

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

- (c) 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) and 20 CFR 560 (b)(5)(ii)).

CSRC provides virtual services, specialized centers, and one Comprehensive One-Stop Career Center.

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 available 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 into 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.
- Before 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, FLORIDA, and Gazelle (financial ITA tracking system) to collect data, and 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.

{The rest of this page is intentionally left blank.}

- (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)).

<https://careersourcerc.com/wp-content/uploads/2024/09/Attachment-C-CSRC-Administrative-Plan-February-2022.pdf>

- (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 the 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 the 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.

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 rest of this page is intentionally left blank.}

- (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. 20 CFR 679.560.

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, all partners exclusively utilize the Crosswalk Agency Referral System. 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 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.

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 in the Career Center bi-weekly 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 FloridaCommerce 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)).

CSRC has developed a service delivery system that provides training and employment services that align and support the efforts of the economic development organizations within the LWDA. CSRC provides various services to employers including posting job vacancies, recruitment assistance, recruitment events, job fairs, labor market information, tax credit information, skills assessment and training grants. Additionally, 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 clients in the LWDA and CSRC supports participating businesses with employment and training services as needed and requested.

Additionally, CSRC coordinates workforce investment activities with regional economic development activities in a variety of methods:

- Work with local and regional economic development professionals in business retention, and expansion activities as needed. This includes serving as a subject matter expert on workforce needs and availability and local labor market information within the LWDA. CSRC's Business Services Manager and staff regularly meet in conjunction with local economic development entities and existing or prospective companies to provide details regarding workforce availability, demographic information, recruitment services, and information regarding available training grants. This work with economic development partners supports the attraction, growth and retention of businesses in the region and provides additional employment within the LWDA.
- Attend monthly meetings of local economic development councils within the region and provide input, as needed, regarding workforce development topics.
- Make presentations to business, civic and trade organizations regarding workforce related topics and services.
- Maintain relationships with other economic development organizations such as chambers of commerce, human resources organizations, and local trade organizations (Treasure Coast Builder's Association, Treasure Coast Manufacturer's Association) etc.
- Encourage entrepreneurship by working with Small Business Development Center (SBDC), SCORE mentoring and IRSC's entrepreneurship programs which foster business start-ups.
- Utilize sector strategies to support businesses in meeting their human resource needs.
- Review and recommend workforce development-funded appropriate training curriculum and credentials.
- Map the talent pipeline for respective sectors and identify where the talent is 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 provides Rapid Response services to all employers who experience a mass layoff or closure. CSRC may become aware of a Rapid Response event from FloridaCommerce, its early warning network, or from other sources. Regardless of how CSRC is notified or becomes aware, its Rapid Response team springs into action for any of the four types of Rapid Response Events:

1. [Worker Adjustment and Retraining Notification \(WARN\)](#)

Any employer that provides written notice of a mass layoff or closure with intent to meet the federal WARN requirements.

2. [Non-WARN event](#)

Any employer experiencing a mass layoff or closure, even if it is not subject to the federal WARN requirements.

3. [Trade Adjustment Assistance Petition Filings](#)

Any employer for which a TAA petition has been filed with the U.S. Department of Labor (USDOL).

4. [Natural and Other Disasters](#)

Any employer experiencing a mass layoff or closure due to natural or force majeure disasters.

Upon notification of any of the above, CSRC's Rapid Response team, comprised of Rapid Response Coordinators/Business Navigators, Recruiter, Career Planners, and LVERs are activated and play an important role in the provision of information, resources, and services to assist affected employers and workers. The Rapid Response team may also include community partner organizations who are activated as appropriate, based on the characteristics of the employers, workers, and situation.

Upon notice of any Rapid Response event, the designated Rapid Response Coordinator will establish contact with the employer within two business days to glean all required information and acts as the single point of contact for arranging and scheduling Rapid Response activities.

The following services are made available, at a minimum, to affected employers and workers as appropriate:

- Immediate and on-site contact with the employer, representative of the affected workers, which includes an assessment of and a plan to address:
 - Layoff plans and schedules of the employer.
 - Background and probable assistance required for the affected workers.
 - Reemployment prospects for workers.
 - Available resources to meet the short and long-term assistance needs of the affected workers.
 - Investigation of possible trade impact.
- The provision of information about and access to Reemployment Assistance benefits and programs, such as Short Time Compensation, comprehensive career center services, employment and training activities, including information on the TAA program, Pell Grants, the GI Bill, and other resources.
- The delivery of other available services and resources including workshops, classes, and job fairs, to support reemployment efforts of affected workers.
- The provision of emergency assistance adapted to the mass layoff.
- Delivery of services to worker groups for which a petition for TAA has been filed.
- The provision of limited, additional assistance to local areas that experience Rapid Response events when such events exceed the capacity of the local area to respond with existing resources.

Additionally, as appropriate for the situation, CSRC may offer additional layoff aversion strategies as follows:

- Ongoing engagement, partnership, and relationship-building activities with businesses in the community, to create an environment for successful layoff aversion efforts and to enable the provision of assistance to affected workers in obtaining reemployment as soon as possible.
- Assisting employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs.
- Developing, funding, and managing incumbent worker training programs or other worker upskilling approaches as part of a layoff aversion strategy or activity.
- Connecting companies to state Short-Time Compensation or other programs designed to prevent layoffs or to quickly reemploy dislocated workers, employer loan programs for employee skill upgrading; and other Federal, state, and local resources as necessary to address other business needs.
- Establishing linkages with economic development activities at the Federal, State, and local levels, including Federal Department of Commerce programs and available State and local business retention and expansion activities.
- Partnering or contracting with business-focused organizations to assess risks to

companies, propose strategies to address those risks, implement services, and measure the impacts of services delivered.

- Conducting analyses of the suppliers of an affected company to assess their risks and vulnerabilities from a potential closing or shift in production of their major customer.
- Engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses.
- Coordinate with local government divisions and organizations and local non-profit organizations to plan for and respond to natural and other disasters.
- Connecting businesses and workers to work-based learning opportunities before or after layoff to help facilitate rapid reemployment.

(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. Describe how:

(a) Selected industries or sectors are driven by high-quality data (cite data source used);

CareerSource Research Coast utilizes labor market data and information from Florida Commerce, the U.S. Department of Labor (USDOL) and Lightcast in the projection of workforce and industry demands of the LWDA. Annual projections of current and future industry and occupation growth are reviewed along with reports from partners such as local and regional economic development organizations and chambers of commerce and input from area industry leaders to identify targeted industry sectors. Using high quality data and the reported industry labor market activity, CSRC ensures that education and training opportunities stay aligned with the needs of the labor market. CSRC uses a similar framework for identifying in-demand occupations. CSRC has aligned services delivered to career seekers and employers by emphasizing work-based learning and training as a priority to support sector strategy implementation. CSRC understands that work-based learning and training is important for career seekers as it teaches job-specific skills and can directly connect career seekers to job opportunities.

(b) Sector strategies are founded on a shared, regional vision;

Members of CSRC's Executive and Business Services Teams meet regularly with regional industry representatives, education partners, business leaders, and economic development organizations. Conversations occur formally each quarter through the Workforce Readiness Taskforce (Education and Industry Consortium) revolving around current labor market information and trends within the region. Strong relationships with economic development professionals throughout the region are reinforced with a shared focus on targeted industries. In addition, CSRC utilizes input from its Board of Directors, which also represents these key partners in developing strategies for the region. This, combined with feedback from local trade organizations, employers, education partners and economic development, ensures that sector strategies are based on a shared, regional vision. Sector-driven services delivered to employers and job seekers are strategically provided to meet both current and future demands within the region.

(c) The local area ensures that sector strategies are directed by industry;

Current priority industry sectors identified by high quality data by CSRC include healthcare and social services, construction trades, manufacturing, transportation and warehousing, and administrative and support and waste management and remediation services. These priority industry sectors are the focus of the work of CSRC's Education and Industry Consortium (Workforce Readiness Taskforce). The mission of this industry-led taskforce

is to organize processes and leverage resources to support a regionally focused and sector-based talent development pipeline to meet the needs of employers and career seekers for the LWDA.

- (d) The local area ensures that sector strategies are aimed at strategic alignment of service delivery systems;

The Programs and Services Committee of the Board reviews annual industry and workforce projections, demand occupations lists, and regional workforce occupational training offerings to suggest and approve industry-driven changes to workforce services. This committee also reviews occupations eligible for WIOA-funded workforce training and reviews eligibility of eligible training providers within the LWDA prior to any vote by the CSRC Board of Directors. The work of Programs and Services ensure that sector strategies, regional targeted occupations and available workforce training programs are aligned.

Both the Programs and Services Committee and Board of Directors have members representing each targeted industry to ensure adequate representation of these industries

- (e) The local area transforms services delivered to job seekers/workers and employers through sector strategies; and

Through focused engagement with relevant sector employers and educators, CSRC has developed and executed services to meet their needs. CSRC sponsors seven registered apprenticeships within our targeted industry sectors due to feedback from local employers and their need for a skilled workforce. We have also tasked our Business Services staff to regularly engage with employers in their assigned industry sectors to target work-based training opportunities such as OJT to meet the employers' needs to recruit and train new talent. In providing these opportunities for employers, we in turn provide job seekers the opportunity to train for positions in demand sectors that are likely to result in self-sufficiency.

- (f) The sector strategies are measured, improved and sustained.

CSRC assigns Business Navigators both geographically and by targeted industry sector. Each Business Navigator has one or more assigned industry sectors, and they focus on serving employers within their assigned sector. Each Business Navigator has performance goals that are reviewed quarterly, to ensure that they are effectively carrying out existing strategies. Business Navigator performance goals includes targets for work-based learning expenditures, outreach, business penetration rate and repeat business rate.

- (5) **Coordination with Relevant Secondary and Postsecondary Education:** Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities (including activities related to the Credentials Review Committee, as appropriate) to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

CSRC partners with local manufacturing employers who hire and train qualified individuals in high-demand occupations through CSRC's registered apprenticeship programs.

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.

WIOA Youth services focuses on serving both in and 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 provides work experience opportunities to youth over the Summer. 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.

The Workforce Readiness Task Force, which includes our educational partners as well as industry leaders, discusses the Master Credential List and the credentials that have been identified to be removed. CSRC acts as a bridge to the Credential Review Committee (CRC) by locally facilitating the process and providing guidance to petition for programs in local demand. CSRC is the liaison to the CRC, attends meetings and gathers information to share with the Workforce Readiness Taskforce and educational partners.

- (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, childcare fees, vehicle repair, 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.

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.

- (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, objective assessment, labor market information, development of an employment plan, and the scheduling of a work search activity is provided to Reemployment Services and Eligibility Assessment (RESEA) participants. Although RESEA participants are selected by FloridaCommerce and are mandated to receive these minimum services, they are often engaged in additional services and activities.

- (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 into 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 receive 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, collaborates 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.

(9) Reduction of Welfare Dependency: Describe how the LWDB coordinates workforce investment activities to reduce welfare dependency, particularly regarding how services are delivered to TANF/Welfare Transition and SNAP E&T participants, to help individuals become self-sufficient. This description must include:

(a) How the CLIFF suite of tools is used to support the case management of participants, consistent with CareerSource Florida Strategic Policy 2023.06.07.A.5;

The CLIFF Tool is utilized with all WT and SNAP participants during their initial appointment. This allows the Career Planner to help clients better understand how an increase in wages, additional hours worked, or participation in public assistance programs may better position them for financial stability. It also details the long-term financial implications of a new career. Career Planners review a minimum household budget that identifies the estimated level at which after-tax income positions the participant to cover basic expenses. Additionally, staff working with any individual receiving public assistance utilize the CLIFF Tool to assist the individual with making informed decisions regarding their career pathway.

(b) Information and data on activities related to initiatives in the local area that support the self-sufficiency of public benefit recipients (i.e., Hope Florida); and

CSRC works collaboratively with DCF to assist individuals referred through the Hope Florida Initiative to obtain gainful employment. Upon receipt of a Hope Florida participant referral, CSRC's Hope Navigator immediately attempts to engage the participant, documenting all efforts in the agreed-upon referral tracking system. Once the Hope Florida participant is registered in Employ Florida, CSRC's Hope Navigator will conduct an in-depth assessment and develop a strategy to address all factors impeding the Hope Florida participant's success in obtaining gainful employment. CSRC's Hope Navigator also screens the participants for any other programs for which they may be eligible, including WIOA-funded training. The strategy developed by the Hope Navigator is the roadmap for the participant's success and CSRC's Hope Navigator mentors, coaches and guides the participant as they complete the objectives identified in the strategy.

Once the Hope Florida participant is determined job ready, they attend a case conference with a Business Navigator and are then prioritized for targeted job placement including job developments and the development of OJT opportunities as appropriate.

- (c) Strategies and services 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. The CLIFF Tool is utilized with all participants to assist in determining career goals and assist in understanding the relation of increasing wages on public assistance, as well as the benefits of pursuing self-sufficient employment. 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., GED and 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.

{The rest of this page is intentionally left blank.}

PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and chief local elected official(s) with WIOA § 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))

As of the writing of this plan, negotiations for local levels of performance for PY2024-25 and PY2025-26 have not yet occurred.

- (2) Actions the LWDB will take toward becoming or remaining a high- performing board, consistent with the factors developed by the state board pursuant to WIOA §101(d)(6).

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 with 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:

- Improve upon, design, and implement practices that actively engage targeted industry sectors, and promote career pathways, registered apprenticeships, and 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.
- Maintain 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 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) 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 invited and encouraged 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.

- (4) Actions the LWDB took to implement and assess the use and effectiveness of the following WIOA waiver(s) in effect for Florida, if applicable.
- (a) Waiver associated with the requirement at WIOA § 129(a)(4)(A) and 20 CFR 681.410 that State and local areas expend 75 percent of local formula youth funds on out-of-school youth. The response should include programmatic outcomes including the increase of:
- a. Youth that attained a measurable skill gain;
 - b. Youth that attended post-secondary education;
 - c. Youth that participated in occupational skills training;
 - d. ISY who participated in work experience opportunities; and
 - e. Youth that earned an industry-recognized credential.
- (b) Waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY). The response should include programmatic outcomes including:
- a. Improved response of the LWDB and youth providers' to the workforce needs of ISY;
 - b. Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;
 - c. Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and
 - d. Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.

N/A. CSRC has not implemented either waiver. CSRC excels in services to Out of School Youth and although it has incrementally increased services to In-School Youth each year, it has not yet neared a threshold to apply either waiver, though it intends to keep increasing services to In-School Youth.

{The rest of this page is intentionally left blank.}

REGIONAL PLAN REQUIREMENTS

LWDBs in an identified planning region will have to work together to formulate a regional plan as an addendum to each of their local plans. Once identified, planning regions will remain in effect if federal and state requirements for planning regions continue to be met. With each submission of the regional plan to the state, the respective LWDBs and chief local elected official(s) will certify that the requirements to be identified as a planning region continue to be met. The regional plan must include:

(1) Names of the LWDBs that comprise the planning area. ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))

CareerSource Research Coast and CareerSource Palm Beach County comprise the Palm Beach-Treasure Coast Regional Planning Area (RPA).

(2) Description of how the planning region shares a single labor market, shares a common economic development area, and possesses federal and non-federal resources, including appropriate education and training institutions, to administer activities under WIOA, subtitle B. ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))

Shared labor market: Below is a table of the most recent US Bureau of Labor Statistics' defined metropolitan statistical areas that are incorporated within the four counties in the RPA.

County	LWDB	Metropolitan Statistical Area
Indian River	Research Coast	Sebastian-Vero Beach
Martin	Research Coast	Port St. Lucie
Palm Beach County	Palm Beach County	Miami-Fort Lauderdale-Pompano Beach (AND West Palm Beach-Boca Raton-Boynton Beach Metropolitan Division)
St. Lucie	Research Coast	Port St. Lucie

CareerSource Research Coast includes Port St. Lucie and the Sebastian-Vero Beach MSA. Palm Beach County is a part of the Miami-Fort Lauderdale-Pompano Beach MSA but also includes the West Palm Beach-Boca Raton-Boynton Beach Metropolitan Division – which is the northernmost portion of the Miami MSA.

While the RPA includes multiple MSAs, there are further relationships evidenced by economic development areas, similar industrial composition, commuting patterns, and other features that evidence an Atlantic coast region capable of planning and leveraging similar experiences to amplify workforce development efforts. For the sake of regional planning, this area encapsulates a shared labor market.

Common economic development area: Below is a table of selection of economic development organizations that are represented amongst the four counties of the two local workforce development areas in the RPA. The table includes information on the Enterprise Florida Region of each county, the US Economic Development Administration (EDA) Economic Development District (EDDs), and three columns of additional economic development organizations (EDOs) that are located within the two local workforce development areas. While Enterprise Florida is currently transitioning as an organization (SelectFlorida was formed in 2023 as Direct Support Organization for FloridaCommerce to promote international trade and investment), the regional geographies remain unchanged in the transition from Enterprise Florida to SelectFlorida.

County	LWDB	SelectFlorida Region	EDA/EDDs	Additional EDO	Second Additional EDO	Third Additional EDO
Indian River	Research Coast	Southeast	Treasure Coast Regional Planning Council	Indian River County Chamber of Commerce		
Martin	Research Coast	Southeast	Treasure Coast Regional Planning Council	Business Development Board of Martin County		
Palm Beach	Palm Beach County	Southeast	Treasure Coast Regional Planning Council	Business Development Board of Palm Beach County	Palm Beach County Department of Housing and Economic Development	Economic Council of Palm Beach County, Inc.
St. Lucie	Research Coast	Southeast	Treasure Coast Regional Planning Council	St. Lucie County Economic Development Council		

All four counties in the RPA across the two local workforce development boards are located within the same SelectFlorida region (Southeast). The Treasure Coast Regional Planning Council covers Indian River, Martin, Palm Beach, and St. Lucie Counties exclusively as a regional planning and economic development body. The RPA each has an appointed individual on this Council, the CEO of LWDB 21 CareerSource Palm Beach County and the CEO of LWDB 20 CareerSource Research Coast. In addition to the regional economic development lens showcasing a common economic development area, each county also has the local economic development capacity to focus on local projects and priorities.

During our first planning session held on May 21, the Regional Planning Area (RPA) collaborated to determine the regional in-demand sectors, which are:

- Targeted Industries: Healthcare, Skilled Trades (Construction)
- Emerging Sectors: Manufacturing (Marine), Logistics/Distribution

The recommended sectors were based upon labor market information (LMI) from the Community Economic Development’s report and the aforementioned information, as well as insight garnered from both local area’s business engagement teams.

Federal and non-federal education and training providers to administer programs under WIOA subtitle B: The below table encapsulates the local workforce development areas' most recently publicly posted local eligible training provider list. The CareerSource Florida State Board of Directors recently approved FloridaCommerce Administrative Policy “Eligible Training Providers List Requirements” (page 116 of the September 19, 2023, Board Meeting). This admin policy directs that moving forward, the local ETPLs will be a subset of the state level ETPL – with a recognition that LWDBs have the discretion to add additional requirements for training providers except for registered apprenticeship programs moving forward. This list showcases ample coverage of training providers within the RPA.

LWDB	Provider
Research Coast	Fortis
Research Coast	Indian River State College
Research Coast	Keiser University
Research Coast	PC Professor
Research Coast	Treasure Coast Technical College
Research Coast	Treasure Coast Medical Institute
Research Coast	CareerSource Research Coast
Research Coast	CVS Health
Research Coast	Florida Behavioral Health Association
Research Coast	Florida East Coast Electrical JATC
Research Coast	Florida Training Services
Research Coast	Learning Alliance Corporation Apprenticeship, GNJ
Research Coast	Machining Solutions
Research Coast	OpenClassrooms
Research Coast	Palm Beach County Ironworkers JATC
Research Coast	Pipe U Registered Apprenticeship
Research Coast	Piper Aircraft
Research Coast	Society for Human Resource Management Foundation

Palm Beach County	Academy for Nursing and Health
Palm Beach County	Barry University
Palm Beach County	Brainstation Education
Palm Beach County	Cambridge College of Healthcare and Technology
Palm Beach County	Capscore Academy for Healthcare Education
Palm Beach County	Care Hope College
Palm Beach County	Chancellor Institute
Palm Beach County	College of Health and Allied Development
Palm Beach County	Connecticut School of Broadcasting
Palm Beach County	DATS of Florida
Palm Beach County	Dentrilogy Academy
Palm Beach County	Emergency Educational Institute
Palm Beach County	Florida Atlantic University
Palm Beach County	HCI College
Palm Beach County	International College of Health Sciences
Palm Beach County	ITech Technical
Palm Beach County	Jose Maria Vargas University
Palm Beach County	Keiser University
Palm Beach County	LiveIT Academy
Palm Beach County	Medical Career Academy
Palm Beach County	Medical Institute of Palm Beach
Palm Beach County	Palm Beach Code School
Palm Beach County	Palm Beach County School Board
Palm Beach County	Palm Beach State College
Palm Beach County	PC Professor
Palm Beach County	QM Career Institute
Palm Beach County	Ruby's Academy for Health Occupations
Palm Beach County	South Florida Academy of Air Conditioning
Palm Beach County	South Florida Healthcare Institute
Palm Beach County	Southeastern College
Palm Beach County	Suncoast Trucking Academy
Palm Beach County	The Academy - Ft Lauderdale
Palm Beach County	The CDL School

(3) Analysis of regional and local population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries.
[\(Administrative Policy 123: Regional Planning Area Identification and Requirements\)](#)

Population centers and changes: The following tables showcase total population in 2017, total population in 2022, the change in that total population from that period, and the percentage growth. The next table after that showcases the same data but restricted only to the working age population of 25–65-year-old residents. This data is sourced from the US Census Bureau American Community Survey and is presented on a county level. Following the tables is a brief narrative showcasing trends throughout the RPA.

County	LWDB	2017 Total Population	2022 Total Population	2017-2022 Change	2017-2022 Growth
Indian River	Research Coast	147,981	160,986	13,005	8.8%
Martin	Research Coast	155,719	159,399	3,680	2.4%
Palm Beach County	Palm Beach County	1,426,772	1,494,805	68,033	4.8%
St. Lucie	Research Coast	298,763	334,682	35,919	12.0%

County	LWDB	2017 Working Age Population (25-65)	2022 Working Age (25-65) Population	2017-2022 Working Age Change	2017-2022 Working Age Growth
Indian River	Research Coast	66,989	71,349	4,360	6.5%
Martin	Research Coast	73,246	73,180	-66	-0.1%
Palm Beach County	Palm Beach County	708,643	734,394	25,751	3.6%
St. Lucie	Research	146,320	163,215	16,895	11.5%

All four counties in RPA experienced population growth. St. Lucie County grew the most in relation to relative population, with a 12% increase in population from 2017 to 2022. Palm Beach County added the greatest number of total residents with a population increase of nearly 70,000 people during the period. Palm Beach County would be the population center of this region, with nearly 1.5 million residents living in the county in 2022. Nearly $\frac{3}{4}$ of a million of those residents are between the ages of 25-65. There are more than 2.1 million residents living within the four counties of the RPA.

{The rest of this page is intentionally left blank.}

CareerSource Research Coast

The commuting patterns are split by “Work” and “Home” destinations. The “Home” destination reports showcase where workers live who are employed within the LWDB. The “Work” destination reports showcase where workers are employed who live within the borders of the LWDB.

Home Destination - Full LWDB

Total All Jobs

	2021	
	Count	Share
Total All Jobs	206,242	100.0%

Work Destination - Full LWDB

Total All Jobs

	2021	
	Count	Share
Total All Jobs	251,748	100.0%

Jobs Counts by Counties Where Workers Live - All Jobs		
	2021	
	Count	Share
St. Lucie County, FL	75,711	36.7%
Indian River County, FL	36,818	17.9%
Martin County, FL	30,979	15.0%
Palm Beach County, FL	14,321	6.9%

Jobs Counts by Counties Where Workers are Employed - All Jobs		
	2021	
	Count	Share
St. Lucie County, FL	58,601	23.3%
Martin County, FL	48,220	19.2%
Palm Beach County, FL	37,166	14.8%
Indian River County, FL	36,687	14.6%

{The rest of this page is intentionally left blank.}

CareerSource Palm Beach County

The commuting patterns are split by “Work” and “Home” destinations. The “Home” destination reports showcase where workers live who are employed within the LWDB. The “Work” destination reports showcase where workers are employed who live within the borders of the LWDB.

Home Destination - Full LWDB

Total All Jobs

	2021	
	Count	Share
Total All Jobs	612,502	100.0%

Jobs Counts by Counties Where Workers Live - All Jobs		
	2021	
	Count	Share
Palm Beach County, FL	394,018	64.3%
Broward County, FL	76,890	12.6%
Miami-Dade County, FL	31,315	5.1%
St. Lucie County, FL	18,141	3.0%
Martin County, FL	15,267	2.5%
Orange County, FL	7,703	1.3%
Hillsborough County, FL	7,422	1.2%
Lee County, FL	6,356	1.0%

Work Destination - Full LWDB

Total All Jobs

	2021	
	Count	Share
Total All Jobs	586,130	100.0%

Jobs Counts by Counties Where Workers are Employed - All Jobs		
	2021	
	Count	Share
Palm Beach County, FL	394,018	67.2%
Broward County, FL	82,014	14.0%
Miami-Dade County, FL	34,406	5.9%
Orange County, FL	9,402	1.6%
Martin County, FL	8,080	1.4%
Hillsborough County, FL	7,635	1.3%
Lee County, FL	4,705	0.8%
St. Lucie County, FL	4,695	0.8%

Industrial composition and location quotients: Included is a county level breakdown of location quotients (LQs) for each of the counties included in the initially requested RPAs. LQs measures the counties industrial specialization relative to the entire US based off population and the number of jobs. An LQ of 1 indicates an average concentration of that industry while an LQ greater than 1 indicates a specialization and less than 1 a lack of industry concentration. The data included are at a 2-digit NAICS level for 2022. Following the table is a brief narrative highlighting similar industry strengths amongst counties represented in the RPA. These values are sourced from Lightcast.

County	LWDB	Agriculture, Forestry, Fishing and Hunting	Mining, Quarrying and Oil and Gas Extraction	Utilities	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Information	Finance and Insurance	Real Estate and Rental and Leasing	Professional, Scientific, and Technical Services	Management of Companies and Enterprises	Administrative and Support and Waste Management and Remediation Services	Educational Services	Health Care and Social Assistance	Arts, Entertainment, and Recreation	Accommodation and Food Services	Other Services (except Public Administration)	Government	Unclassified Industry
Indian River	Research Coast	1.61	0.08	0.82	1.48	0.50	0.57	1.50	0.42	0.33	0.72	1.55	0.77	0.35	1.05	0.64	1.28	2.65	1.14	1.73	0.57	0.66
Martin	Research Coast	0.80	0.17	1.16	1.54	0.55	0.80	1.25	0.49	0.47	0.68	1.17	0.79	0.22	1.43	0.38	1.44	1.87	1.21	1.65	0.51	0.67
Palm Beach County	Palm Beach County	1.04	0.08	0.87	1.18	0.38	0.85	1.15	0.60	0.75	1.01	1.83	1.18	0.94	1.37	0.81	1.03	1.92	1.17	1.64	0.61	0.87
St. Lucie	Research Coast	0.71	0.02	1.73	1.48	0.63	0.82	1.41	1.05	0.32	0.41	1.15	0.71	0.15	1.15	0.71	1.06	1.12	1.20	1.20	1.01	0.80

Location quotients are a measure of the concentration of industry employment in a given geography relative to total population. For the sake of the analysis, the LQs are broken down on a county level and at the highest NAICS level (2 digits). The primary portion of this analysis will highlight industry strengths for each county. The secondary portion will highlight shared industry strengths to capitalize moving forward.

- **Indian River County** (CareerSource Research Coast) has an LQ greater than 1 for Agriculture/Forestry/Fishing (1.61), Construction (1.48), Retail Trade (1.50), Real Estate (1.55), Administrative Support (1.05), Healthcare (1.28), Recreation/Entertainment (2.65), and Accommodation/Food (1.14).
- **Martin County** (CareerSource Research Coast) has an LQ greater than 1 for Utilities (1.16), Construction (1.54), Retail Trade (1.25), Real Estate (1.17), Administrative Support (1.43), Healthcare (1.44), Recreation/Entertainment (1.87), and Accommodation/Food (1.21).
- **Palm Beach County** (CareerSource Palm Beach County) has an LQ greater than 1 for Agriculture/Forestry/Fishing (1.04), Construction (1.18), Retail Trade (1.15), Finance and Insurance (1.01), Real Estate (1.83), Professional Services (1.18), Administrative Support (1.37), Healthcare (1.03), Recreation/Entertainment (1.92), and Accommodation/Food (1.17).
- **St. Lucie County** (CareerSource Research Coast) has an LQ greater than 1 for Utilities (1.73), Construction (1.48), Retail Trade (1.41), Transportation and Warehousing (1.05), Real Estate (1.15), Administrative Support (1.15), Healthcare (1.06), Recreation/Entertainment (1.12), Accommodation/Food Services (1.20), and Government (1.01).

The secondary portion of this analysis will highlight common industry strengths within the RPA.

- **Construction, Real Estate, and Utilities:** All four counties have an LQ in construction greater than 1.1, indicating strong employment within that sector for the region. In addition, each county exhibits a strong level of employment within Real Estate. Martin and St. Lucie counties also have an elevated number of jobs in the Utilities industry. These related industries support continued development and expansion in growing regions – and all four counties are experiencing population growth.
- **Administrative Support/Back Office:** All four counties in the RPA have an elevated level of employment in administrative support and back- office industries, indicating a strength to place potential jobseekers in entry level positions.

- **Healthcare:** As populations continue to age throughout the country, but also in the propose regional planning area, healthcare services will continue to grow in demand. All four counties have elevated levels of employment within the healthcare industry.
- **Recreation/Entertainment and Accommodation/Food Services:** As the region, continues to grow as a tourist destination with access to beaches, these industries that support tourism have the potential to grow.
- **Agriculture/Forestry/Fishing:** Palm Beach County and Indian River County both have LQs that are greater than 1 for Agriculture/Forestry/Fishing. The western portion of Palm Beach County is rural and heavily reliant upon this industry. As the RPA continues to plan for collaborative strategies, this may be a future industry of interest shared across the two local workforce development areas.

Labor force conditions: The next three tables display 2017-2022 labor force size and unemployment rate (US BLS) on a county level, 2017-2022 earnings for full time workers and 2022 earnings disaggregated by select education levels, the labor force participation rate for ages 20-64, unemployment rate disaggregated by race, the total population below the poverty line, and educational attainment rates. Following the tables will be a brief narrative highlighting similarities amongst the counties included in the RPA that could inform future planning.

County	LWDB	2017				2022			
		Labor Force	Employed	Unemp.	Unemp. Rate	Labor Force	Employed	Unemp.	Unemp. Rate
Indian River	Research Coast	63,455	60,211	3,244	5.1	67,947	65,644	2,303	3.4
Martin	Research Coast	71,501	68,459	3,042	4.3	76,101	74,049	2,052	2.7
Palm Beach County	Palm Beach County	716,528	686,091	30,437	4.2	763,006	740,847	22,159	2.9
St. Lucie	Research Coast	138,130	130,882	7,248	5.2	155,564	150,258	5,306	3.4

{The rest of this page is intentionally left blank.}

County	LWDB	Earnings					
		2017 Earnings (Median earnings (dollars) for full-time, year-round workers with earnings)	2022 Earnings (Median earnings (dollars) for full-time, year-round workers with earnings)	2017-2022 Change in Earnings (Median for full-time)	2017-2022 Growth (Median for full-time)	2022 Median Earnings Less than High School	2022 Earnings Some College / Associates
Indian River	Research Coast	\$36,546	\$48,750	\$12,204	33.4%	\$29,969	\$37,500
Martin	Research Coast	\$43,930	\$56,566	\$12,636	28.8%	\$28,148	\$39,131
Palm Beach County	Palm Beach County	\$42,079	\$53,946	\$11,867	28.2%	\$27,808	\$41,691
St. Lucie	Research Coast	\$36,361	\$46,078	\$9,717	26.7%	\$31,383	\$39,893

County	LWDB	Labor force conditions				Poverty	Education		
		LFPR 20-64 (2022)	Unemployment Rate - White Alone - 2022	Unemployment Rate - Black Alone 2022	Unemployment Rate - Hispanic Alone 2022	Total below poverty line	Pop 25-64 w/out high school	Pop 25-64 with only high school	Pop 25-64 with some college and above
Indian River	Research Coast	72.9%	5.6%	12.3%	3.7%	9,878	7,355	18,329	25,684
Martin	Research Coast	73.3%	4.0%	8.9%	5.0%	7,995	6,209	17,583	23,792
Palm Beach County	Palm Beach County	79.9%	5.0%	8.3%	5.4%	80,917	84,636	167,127	251,763
St. Lucie	Research Coast	76.1%	5.3%	8.2%	5.9%	19,817	17,591	50,570	33,268

This portion of the analysis will consider unemployment rates, labor force participation rates, median earnings, poverty, and educational attainment for the counties within the RPA.

Unemployment conditions: Compared to 2017, the unemployment rate for all of the counties within the RPA has diminished. For example, in 2017 St. Lucie County had an unemployment rate of 5.2% with more than 7,200 unemployed workers looking for jobs. In 2022, that rate has dropped to 3.4% with 5,300 workers looking for jobs – despite adding more than 12,000 total people to the workforce in that same period. The counties within the RPA all exhibit labor force growth and the ability to grow the jobs base to support that growth in a tight labor market.

Labor force participation rates: The counties within the RPA area all have strong labor force participation rates, with Palm Beach County nearing a very high 80% labor force participation rate. For comparison's sake, the US average labor force participation rate as of November 2023 was just over 62%. The high labor force participation rate, coupled with the low unemployment rate, signifies a wealth of opportunities for job seekers within the RPA. However, with this opportunity comes a challenge for employers within the regional planning area. There is an opportunity for the two local workforce development boards to co-develop creative strategies to continue to assist employers in need of talent within the two areas.

Median earnings: All four counties experienced an increase in their median earnings for full time workers from 2017 to 2022. Besides St. Lucie County, each of the counties experienced a more than \$10,000 increase in median earnings for full time workers (St. Lucie County just missed the \$10,000 mark with a \$9,717 increase). All four counties exhibited strong growth rates ranging from 26.7% to 33.4% growth.

Poverty and educational attainment: Each of the counties represented in the RPA have populations in poverty. While this data set doesn't capture the qualitative nature of that poverty, there are opportunities for the LWDBs in the RPA to develop strategies to reduce the thousands of people that live in poverty within the region. A strong method to lift people out of poverty is to couple training with employment opportunities. Each county has a significant portion of the population without a high school degree or with only a high school degree.

Relevant geographic boundaries: The final section of this regional planning area identification request denotes any major geographic boundaries, waterways, and ports that offer economic opportunity to the region and that may be shared amongst the LWDBs. This is a non-exhaustive list:

- All four counties boast strong access to the Atlantic coast as well as roadways to a large portion of Florida's population (Indian River is within 3 hours drive of 90% of Florida's population).
- The Indian River spans from Indian River County south through St. Lucie, Martin, and Palm Beach Counties.
- Martin and Palm Beach County border Lake Okeechobee in Central Florida. Palm Beach County's western communities are considered to be part of Florida's rural Heartland.

(4) Description of the established regional service strategies using cooperative service delivery agreements that include but are not limited to:

(a) Consistent eligibility standards and enrollment processes.

The RPA has identified all local eligibility policies and procedures and agreed to conduct joint reviews to explore the feasibility of developing regional policies related to WIOA Title I, Wagner-Peyser, and Jobs for Veterans State Grant (JVSG) eligibility and enrollment.

Currently, each local area has a separate enrollment process for WIOA Title I Adult participants. The RPA has agreed to explore the use of Geographic Solutions Eligibility Explorer® tool as a means of standardizing the enrollment process across both local areas. CSPBC has modified the tool, in coordination with Geographic Solutions, for the primary use of WIOA Adult eligibility and enrollment. CSPBC will share enrollment procedures with CSRC and identify if the RPA could benefit from an aligned enrollment process utilizing Eligibility Explorer.

(b) Common training and coordination of supportive service offerings, as appropriate.

Supportive service awards for WIOA Title I participants are intended to enable enrolled individuals to participate in workforce-funded programs and activities to secure and retain employment. Based on individual assessment and availability of funds, supportive services such as transportation, childcare, dependent care, and needs-related payments, may be awarded to eligible participants on an as-needed basis according to the administering local area's administrative policies. Although it was determined that the supportive service offerings in each local area remain unique to the needs of each area's community, the RAP agreed to explore the creation of a unified RPA supportive services policy to align how supportive services are administered.

(c) Common technology tools and sharing of data within tools outside of Employ Florida.

The RPA currently utilizes the following tools/systems:

- Smartsheet
- CASAS assessment tool
- Microsoft SQL
- VOSGreeter®
- Microsoft Business Intelligence

CSPBC successfully negotiated an RPA-based contract for use of Geographic Solutions VOSGreeter® career center intake software. Geographic Solutions agreed to charge a single rate for both local areas for use of the system. Alignment in the use of this software will promote a consistent customer experience for jobseekers checking into local career centers.

In addition to VOSGreeter®, Geographic Solutions agreed to a reduced price to convert CSRC files into the Employ Florida document management system. This will bring both areas into alignment and realize a cost savings for CSRC moving forward.

CSPBC will share Microsoft Business Intelligence (BI) dashboards with CSRC to help identify performance trends and the demographics and barriers of clients. Additionally, CSPBC will make data queries through Microsoft SQL queries available to CSRC, as needed.

(5) Description of sector strategies for existing and emerging in-demand sectors or occupations. (20 CFR 679.560(a)(1)(ii))

- (a)** How will the planning region convene or support the convening of regional employers, foundations, institutions, and other stakeholders to create or maintain sector partnerships?

The RPA determined the regional in-demand sectors, which are:

- Targeted Industries: Healthcare, Skilled Trades (Construction)
- Emerging Sectors: Manufacturing (Marine), Logistics/Distribution

The RPA will co-develop a Regional Employer Engagement Plan. Ideas to be included in the plan are:

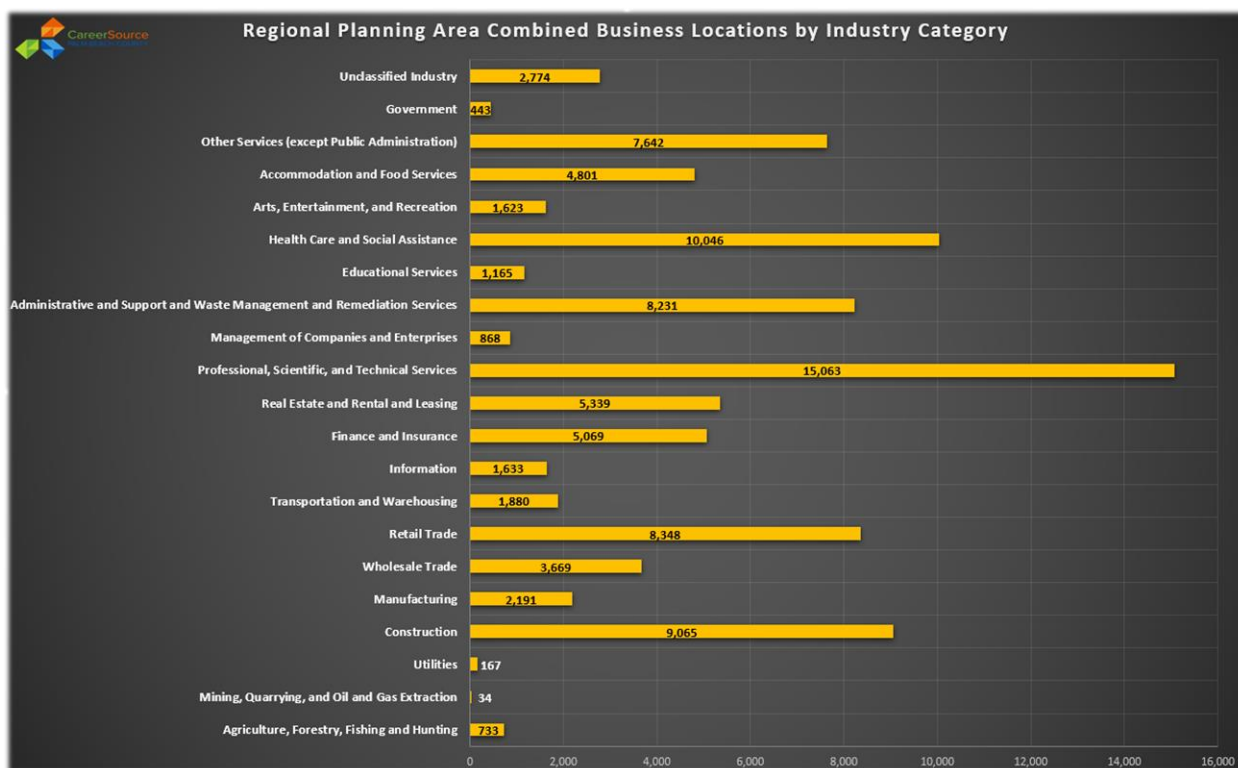
- Providing one another with the quarterly report from their respective Education and Industry Consortia and conduct joint analysis to identify shared, critical in-demand occupational needs in key sectors. The planning region will consider the information obtained from each consortium to determine the most effective ways to grow, retain, and attract talent to the regional service area.
- Staff from the RPA will identify economic agencies that are coordinating currently. If no coordination is in place, staff will see how we can get agencies to communicate.
- Staff from the RPA will explore the feasibility of regionally addressing incoming companies based upon LMI commuting patterns with the economic development agencies.
- The RPA will apply for a joint regional state Incumbent Worker Training (IWT)/Quick Response Training (QRT) grants for employers of the targeted/emerging sector(s), where applicable that have locations in each local area or have a significant number of employees who commute across local area lines.
- The RPA will facilitate quarterly meetings with business development staff across regions

(b) Identify and describe the established and active sector partnerships in the planning region.

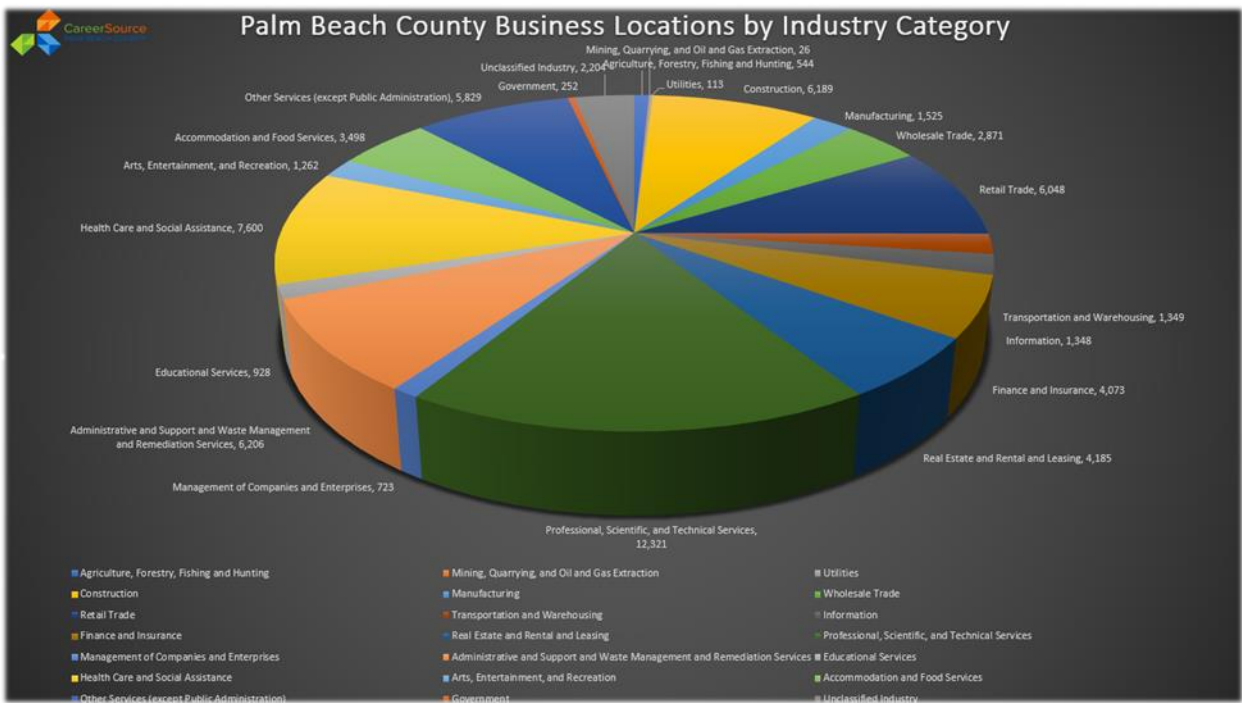
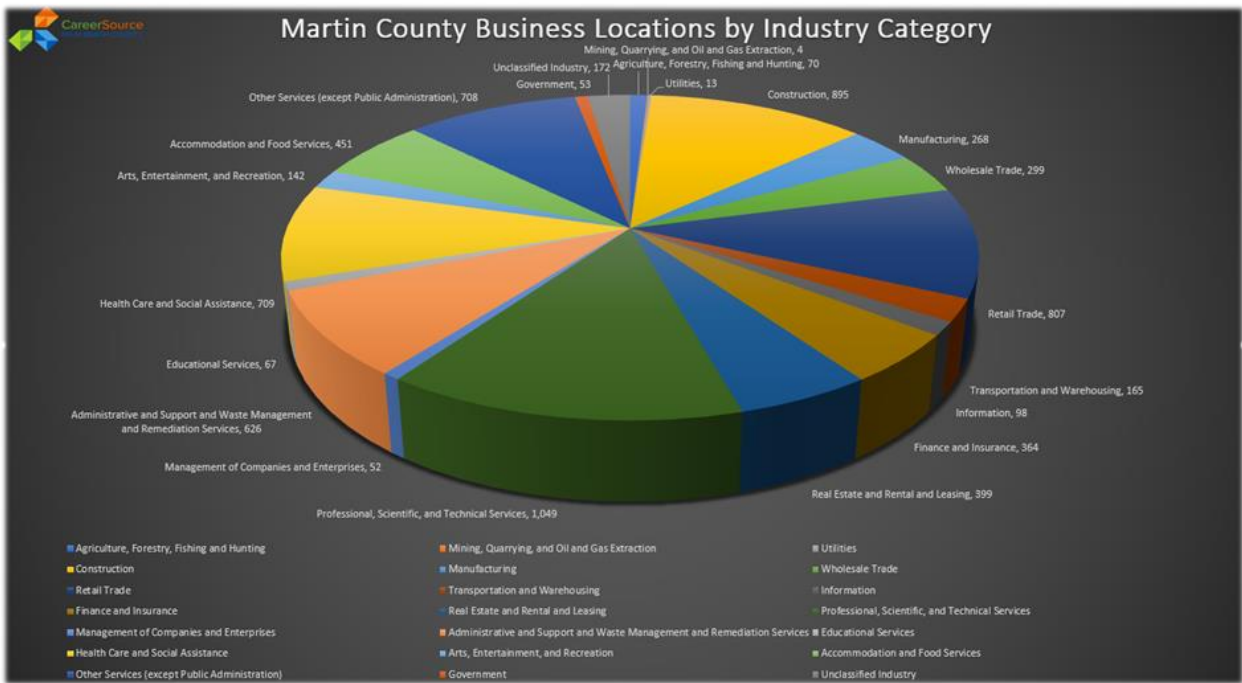
Treasure Coast Regional Planning Council (Composition/Description): All four counties in the RPA across the two local workforce development boards are located within the same SelectFlorida region (Southeast). The Treasure Coast Regional Planning Council covers Indian River, Martin, Palm Beach, and St. Lucie Counties exclusively as a regional planning and economic development body. Palm Beach County has one appointed individual on this Council, the CEO of LWDB 21 CareerSource Palm Beach County. Indian River, Martin, and St. Lucie counties are represented by the CEO of CareerSource Research Coast. In addition to the regional economic development lens showcasing a common economic development area, each county also has the local economic development capacity to focus on local projects and priorities.

(6) Description of the collection and analysis of regional labor market data (in conjunction with the state).

The following charts represent the regional labor market data obtained from Lightcast.

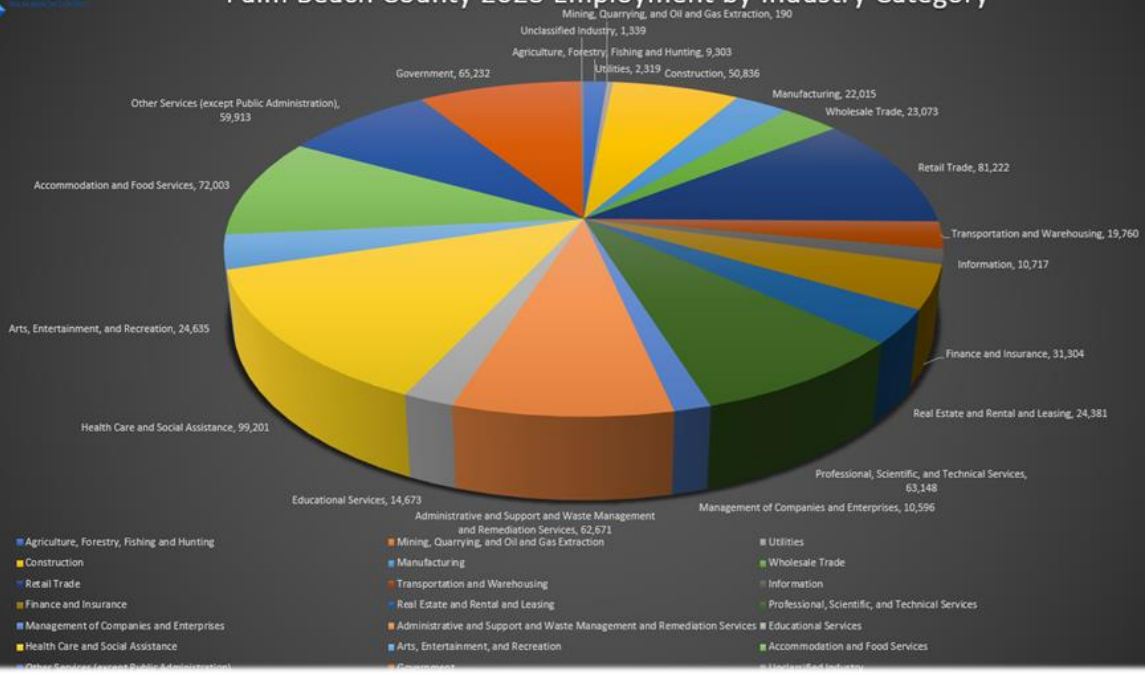


{The rest of this page is intentionally left blank.}

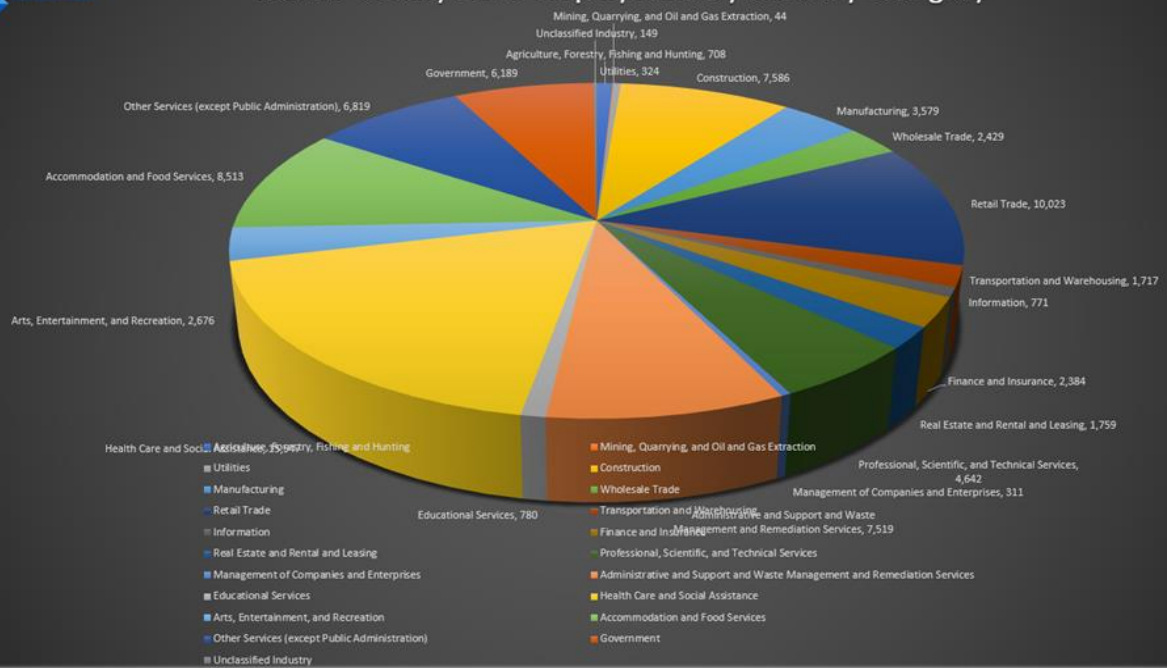


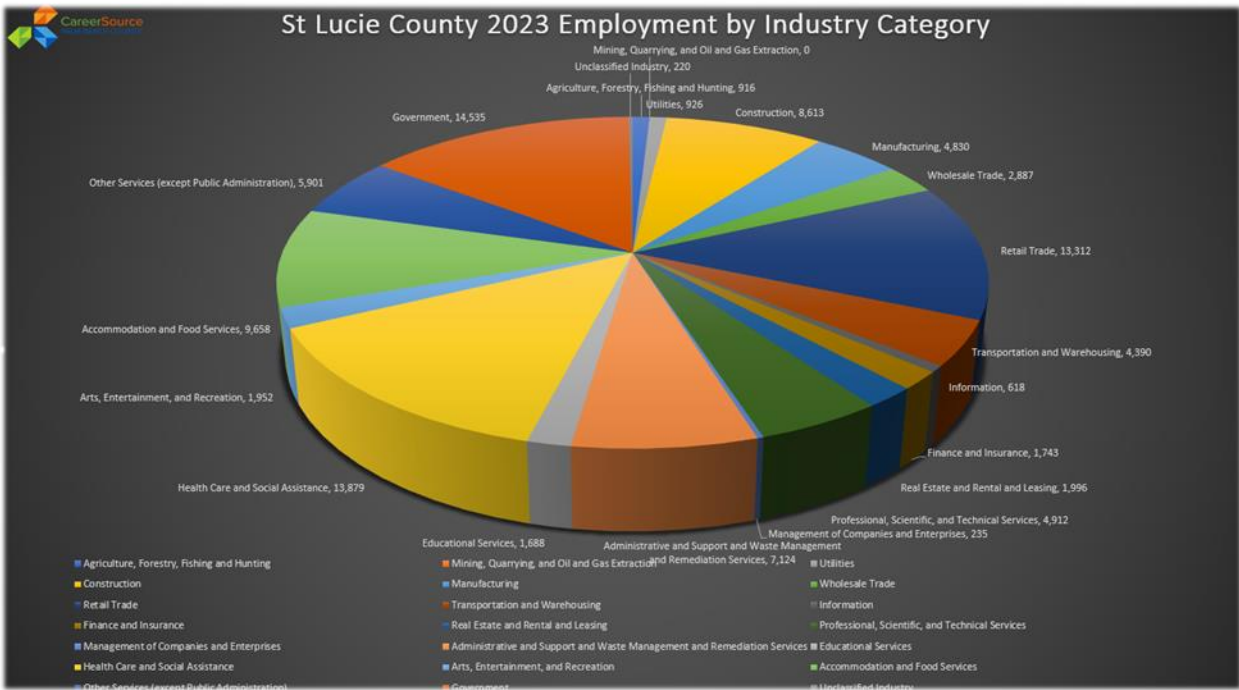
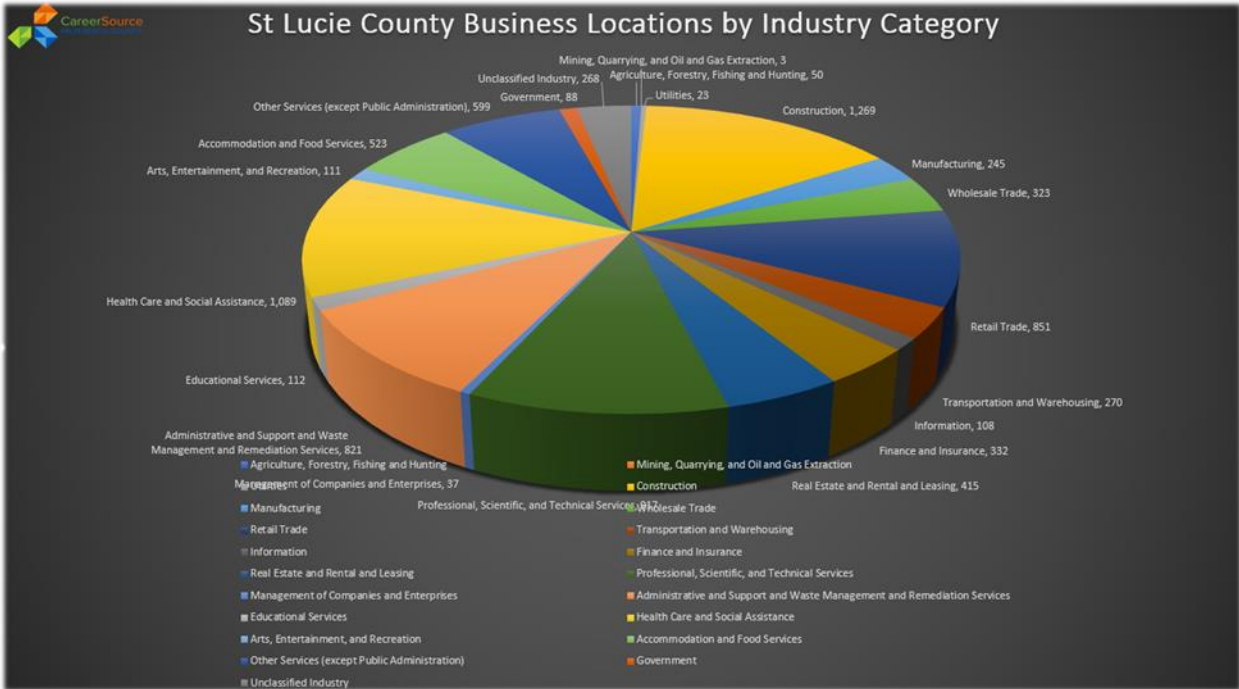


Palm Beach County 2023 Employment by Industry Category

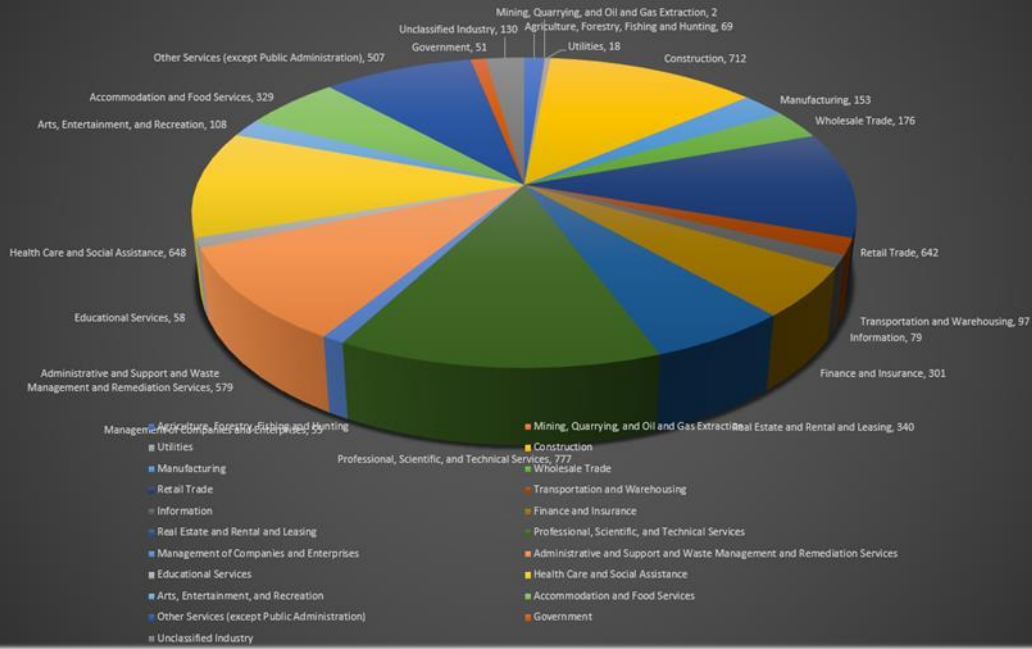


Martin County 2023 Employment by Industry Category

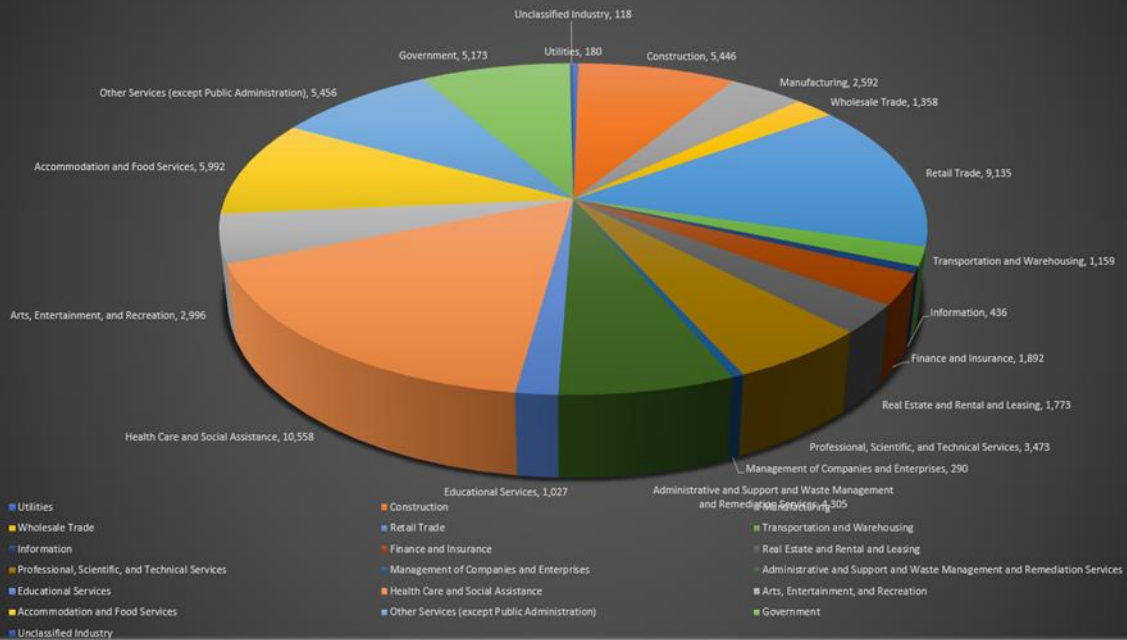




Indian River County Business Locations by Industry Category



Indian River County 2023 Employment by Industry Category



(7) Description of the planning region’s coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.

20 CFR 679.510(a)(1)(v) states that LWDBs and Chief Elected Officials (CEOs) within an identified planning region must coordinate administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. Currently, the CEOs in each LWDB and the workforce development boards do not consider it appropriate to pool administrative resources as separation allows each area to respond to the unique requirements of the job seekers and employers in the respective areas.

However, the RPA met on 06/12/2024 to discuss the feasibility of future coordination of certain administrative costs. The RPA identified costs that FloridaCommerce and the state workforce board should address at a state level, and areas that the RPA will address to potentially reduce costs and align customer experience. The areas identified during that planning session are outlined in the tables below.

Client Tracking and Document Management

CSPBC engaged Geographic Solutions to negotiate an RPA rate for VOSGreeter that would reduce overall costs across both LWDBs. Additionally, CSPBC requested a reduced cost to convert CSRC’s current document files into the Employ Florida document management system. Geographic Solutions agreed to provide both LWDBs access to their client tracking software VOSGreeter for the price of a single LWDB (a cost savings of \$25,000) and reduced the cost of the document management conversion by over \$6,000 to support the state’s goal of regionalism. With additional support from CareerSource Florida, the RPA was able to realize a long-term cost savings for CSRC, align customer experience within our career centers, and improve transparency with regards to monitoring and data validation.

Identified Costs for FloridaCommerce & State Workforce Board to Address		
Vendor Name	Description	Impact
Abilla/MIP	Accounting software for managing financial transactions and reporting.	Improved financial management and accountability with consistent reporting standards and enhanced support across the state.
Gazelle	Voucher tracking system for monitoring and managing training vouchers and reimbursements.	Enhanced accuracy and efficiency in voucher processing, ensuring statewide consistency in financial tracking and reporting.
Inside Track	Coaching development and training program designed to train workforce coaches to improve client service delivery and outcomes.	Enhances coaching effectiveness and consistency across regions and the state, leading to a standardized customer service model. This results in improved client interactions, service quality, and overall client satisfaction.
Lightcast	Labor market information platform providing data and analytics on employment trends and workforce planning.	Better-informed workforce strategies and policy decisions with consistent access to comprehensive labor market data statewide.

Identified Costs for FloridaCommerce & State Workforce Board to Address

Microix	Payroll and timesheet management software for automating payroll processes and tracking employee hours.	Streamlined payroll operations and accurate timesheet tracking, providing uniformity in payroll management and support across all regions.
Smartsheet	Project management and strategic initiative tracking platform for planning, tracking, and reporting projects.	Enhanced project management and strategic planning capabilities with consistent reporting and support for all workforce initiatives statewide.
VosGreeter	Client tracking system for managing and monitoring client interactions and services at one-stop centers.	Improved client service delivery and tracking, ensuring uniform client management practices and support throughout the state.

RPA Identified Costs for Reduction & Customer Experience Alignment

Vendor Name	Description	Impact
GoDaddy	Website services and hosting.	Enhanced online presence and reliability for improved customer interaction and service delivery.
KnowBe4	IT training tracker.	Strengthened IT security awareness and training, reducing vulnerabilities and enhancing data protection.
N-Able Cove	Data protection software.	Improved data security and compliance measures, reducing risks and ensuring client confidentiality.
Taylor, Hall, Miller, and Parker	Internal programmatic and fiscal monitoring services.	Enhanced program efficiency and fiscal oversight, ensuring compliance and cost-effectiveness.
James Moore and Co	Auditing and tax services.	Enhanced financial transparency and compliance, optimizing resource allocation.
DocuPhase	Document management software.	Streamlined document processes, improving operational efficiency and reducing administrative costs.
DocuSign Inc	Electronic signature software.	Accelerated document signing processes, enhancing customer service and operational efficiency.
Indeed	Job search and recruitment platform.	Improved job matching and recruitment efficiency, reducing hiring costs and enhancing employer-employee matches.
Indeed Recruiter	Recruiting services.	Enhanced recruitment strategies and candidate sourcing, improving workforce quality and retention.
Constant Contact	Email marketing and communication platform.	Improved customer engagement and retention through targeted marketing campaigns.
CASAS	CASAS eTests.	Enhanced assessment capabilities, ensuring accurate skill evaluation and program alignment.

RPA Identified Costs for Reduction & Customer Experience Alignment		
Aztec Software	Tutoring and remediation software.	Improved educational outcomes through personalized learning solutions.
Rosetta Stone	Language learning software.	Improved language proficiency and communication skills among clients, enhancing service delivery.
Cyber Security Insurance	Insurance coverage for cyber security risks.	Mitigated financial losses and reputational damage from cyber incidents, ensuring business continuity.
Manpower Staffing	Workforce staffing services.	Improved workforce management and staffing flexibility, optimizing operational efficiency.
Microsoft 365 E5	Cloud-based productivity suite.	Enhanced collaboration and productivity through integrated software solutions.
Interpretive Services	Language and cultural interpretation services.	Improved accessibility and inclusivity for diverse client populations.
Rise Vision	Digital signage and display solutions.	Enhanced communication and engagement through dynamic visual displays.
ConnectWise	Remote connection software.	Improved IT support and customer service through efficient remote assistance.

(8) Description of the planning region’s coordination of transportation and other supportive services, as appropriate.

The RPA will establish coordinated spending caps and similar priority of service policies, and align key sector initiatives (i.e., industry partnerships, community-based grants, sector partnership grants, and other regionally awarded grants), where appropriate, to promote consistency and provide systemic stability.

(a) What regional organizations currently provide or could provide supportive services?

- Explore the feasibility of partnering on a grant opportunity to provide ride-share (Lyft, Uber, etc.) for clients traveling from Martin County to Palm Beach County.
- 211 Palm Beach and Treasure Coast covers the entire RPA and is used to assist customers with finding the appropriate support/wrap-around service that they need.
- The RPA was an early implementor of the HOPE FL program. CSPBC designed the referral tracking system and dashboard, which was shared with CSRC.
- The RPA will contact the Lighthouse for the Blind, United Way and the VA about the availability of cross-county services and develop relationships with the agencies providing these services.

(b) What policies and procedures will be established to promote coordination of supportive services delivery?

The RPA agrees to document supportive services within the state Management Information System (MIS), Employ Florida to ensure no duplication of service. CSRC and CSPBC will develop applicable regional policies and procedures after reviewing current content.

(9) Description of the planning region’s coordination of services with regional economic development services and providers.

The RPA will explore the feasibility of regionally addressing incoming companies based upon LMI

commuting patterns with the economic development agencies. They will also apply for a joint regional state IWT/QRT grant for targeted/emerging sector employers, where applicable.

(10) Description of the planning region’s establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with FloridaCommerce on local levels of performance for, and report on, the performance accountability measures described in WIOA Sec. 116(c) for local areas or the planning region.

The local workforce development areas of the RPA will work collaboratively with each other prior to the negotiation process with FloridaCommerce. As part of this collaborative work, the local areas will conduct joint analysis of regional economic data from FloridaCommerce, and performance forecast models from Employ Florida. This helps to serve as a baseline for understanding the threshold of performance goals and the economic conditions which will weigh heavily on the ability to meet negotiated performance. Following collective research and regional leaders’ discussions, FloridaCommerce will negotiate individually with each local area to set the performance.

(11) Description of the planning region’s strategy to prepare an educated and skilled workforce (including youth and individuals with barriers to employment) to meet the needs of the employers.

The RPA will prepare an educated and skilled workforce by aligning and integrating partner programs, and through the implementation of regional sector strategies. This alignment will include programs that focus on employer needs for a skilled workforce while working to improve access to sector-based education and training services to those facing barriers to employment. The region will use a diverse array of models to achieve training goals such as focusing on career pathways for the region’s targeted sectors, expanding apprenticeships and other earn and learn opportunities, and developing technology that provides access to career exploration for sectors that are high demand and high growth throughout the region.

When program participants find their path to self-sufficiency and success, our region and state also prosper. Through targeted training opportunities that allow our customers to update or learn new skills based on real, in-demand jobs in the local area, it produces a mutually beneficial situation for both the program participant and our business customers. As these workers find new jobs, our area’s employers benefit from hiring workers with up-to-date skills that are now in demand. The RPA will ensure that our programming helps to serve a critical need for Florida’s job seekers and also aids employers by providing pool of experienced workers to meet future labor needs.

The RPA will continue to find ways to reduce administrative burden and create a no-wrong-door system in alignment with the REACH Act by ensuring eligibility policies are in alignment with Training and Employment Guidance Letters 10-23, and 23, as well as exploring the design of a new web-based intake system that transcribes the career seeker’s information directly into Employ Florida through an application programming interface (API). Lastly, the RPA will continue to leverage our partnership with the Florida Department of Children and Families Hope Florida program to provide holistic support to youth and career seekers with barriers to employment.

(12) Description of the local strategies, policies and improvements to enhance consistency and coordination within the planning region and help streamline experiences for job seekers, workers and businesses, allowing a more agile workforce system to better adapt to changing marketplace and consumer expectations.

The RPA is looking to implement the following to enhance consistency and coordination within the planning region:

- Explore the feasibility of implementing a functional service delivery model to streamline the customer experience.
- The RPA is currently testing Employ Florida’s Eligibility Explorer in order to streamline the

customer experience.

- Both regions are waiting for the state to implement standardized contracts, e.g., OJT agreements, ITA contracts, etc.
- Explore the feasibility of regionally addressing incoming companies based on LMI and commuting patterns in collaboration with economic development agencies.
- Facilitate quarterly meetings with business development staff across regions.
- Develop a regional employer engagement plan.
- Cross-pollinate information from the Education and Industry Consortium(s).

(13) Description of the steps that will be taken to support the state’s efforts to align and integrate education, workforce, and economic development, including:

- (a)** Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its planning region.

As a result of the REACH Act, 445.007, F.S. requires each local workforce development board to create an education and industry consortium composed of representatives of educational entities and businesses in the designated service delivery area. Each consortium is required to provide quarterly reports to the applicable local board that provide community-based information related to educational programs and industry needs to assist the local board in making decisions on programs, services, and partnerships in the service delivery area. The RPA will provide one another with the quarterly report from their respective education and industry consortium(s) and conduct joint analysis to identify shared, critical in-demand occupational needs in key sectors. The planning region will consider the information obtained from each consortium to determine the most effective ways to grow, retain, and attract talent to the regional service area.

In addition, the information from the Quarterly Business Service Meetings will be shared with program staff to drive program design.

- (b)** Expanding career pathway opportunities through more accelerated and work-based training and aligning and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.

- The RPA will explore opportunities for shared development of customized training policies targeted to small, minority, women, and veteran-owned businesses.
- Master Credentials List – reference use of to align with state priorities.

- (c)** Expanding career services and opportunities for populations facing multiple barriers to educational attainment and economic advancement.

The RPA has collaborated on the following projects:

- Hope Florida.
- Ticket to Work.

The RPA is looking at the possibility of collaborating on the following projects:

- Families Ascent to Economic Security (FATES) expansion.
- CSRC expanding their barriers for the adult program to mirror CSPBC; including reentry as a targeted population.

Additionally, CSPBC is in the process of designing a virtual career exploration tool that focuses on high-demand, high-growth sectors. The tool will allow career seekers to identify credentials of value using labor market information, alongside scholarship opportunities offered through WIOA. The tool will be made available to both local areas of the RPA. This tool, alongside our RPA's push towards increased access to virtual services will be vital to engaging individuals facing multiple barriers by meeting them where they are.

END OF LOCAL AND REGIONAL PLAN INSTRUCTIONS



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
Board of Directors**

Treasure Coast Workforce Consortium

James Brann, Chair

Jamie Fowler, Chief Local Elected Official

Signed by:


 Signature

Signed by:


 Signature

11/7/2024 | 4:58 PM EST

 Date

11/7/2024 | 6:43 AM EST

 Date