

CareerSource Capital Region

Local Workforce Development Area 05

Tel 850-617-4608

Fax 850-410-2595

325 John Knox Road, Atrium Building
#102
Tallahassee, FL 32303

www.careersourcecapitalregion.com

dee.robinson@careersourcecapitalregion.com

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Plan Contact: Dee Robinson

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ORGANIZATIONAL STRUCTURE

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

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

The chief elected officials for LWDA 5 are:

Eric Hinson, Commissioner
Gadsden County Board of County Commissioners
PO Box 1799
Quincy, Florida 32353
Telephone Number: (850) 875-8650
E-mail Address: ehinson@gadsdencountyfl.gov

Nick Maddox, Chairman
Leon County Board of County Commissioners
301 South Monroe Street, 5th Floor
Tallahassee, Florida 32301
Telephone Number: (850) 606-5367
E-mail Address: maddoxn@leoncountyfl.gov

Jerry Moore, Commissioner
Wakulla County Board of County Commissioners
PO Box 1263
Crawfordville, Florida 32326-1263
Telephone Number: (850) 597-3858

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

See Attachment 1 – Interlocal Agreement

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

See Attachment 1 – Interlocal Agreement

D. Describe the by-laws established by the CEO to address criteria contained in §679.310(g) of the proposed WIOA regulations:

- i. The nomination process used by the CEO to elect the local board chair and local board members;

The CareerSource Capital Region Board of Directors has adopted a policy of inclusion and looks at the business sectors for representation on the Board. In collaboration with the local Chamber of Commerce, The Big Bend Minority Chamber of Commerce and local associations, the Board's Nominating Committee has the responsibility to identify potential candidates. The Board Chair and the Chief Executive Officer meets with the potential candidate to assess their interest in serving on the Board of Directors and to review their qualifications. If the candidate accepts, then a recommendation is submitted to the appropriate county commission for their approval. Once that approval is accomplished, the person is an active board member. The terms are for three years or the remaining term of the person that the new appointment replaced.

The membership of the Board of Directors elects a Chair, Vice Chair, Secretary and Treasurer by majority vote of a quorum. The term of office commences on July 1 following the election. Elected officers serve for a period of two years.

Other representatives, such as those that represent the workforce, government and economic and community development entities and those that provide education and training services, are appointed as specified in WIOA law. These members are appointed to the Board of Directors by recommendation of the partner entity's leadership or by virtue of the position they hold within their organization.

- ii. The term limitations and how term appointments are staggered to ensure only a portion of memberships expire in each year;

Members representing businesses can serve up to three rotations (for a total of up to nine years) and then must sit off of the board for a minimum of one (1) year. When a resignation is submitted to the CSCR Chair of the Board of Directors and to their appointed government entity, the Nominating Committee will be tasked with recruiting replacement board members that support the strategic objectives of CSCR and its Board of Directors. Once the nominee is chosen by the Nominating Committee and approved by the county commissioners, they will complete the

remaining term of the person they replace or start a new three year term for a retiring Board member or one that reached the 9 year limit.

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

Any member may resign upon written communication to the Chair of the Board of Directors and the CEO of their respective county commission. After notification is received, a request is sent to the local chambers for potential nominees for consideration by the Nominating to fill the vacancy.

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

Due to the requirements of the Florida Sunshine Law, proxies are not permitted to vote; however, a proxy can be sent to the meeting on behalf of the board member and participate in the discussion. Board members are given the option to attend the meetings remotely and voting may be accomplished in person, or via remote communication.

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

Members are expected to attend each meeting in person. However, the Board of Directors and its committees may use any method of telecommunications to conduct meetings, provided that the public is given proper notice of the meeting and is given reasonable access to observe and, when appropriate, participate. If a member is unable to attend a Board of Directors meeting in person, arrangements may be made for the member to attend remotely (i.e. by phone, video conferencing, etc.).

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

The current Board of Directors has become more engaged in the activities and advocacy in the community for the workforce system. Board members sponsor hiring fairs and other related activities. Current Board leadership in the executive committee includes committee chairs and officers to ensure good communication and adherence to the goals of the Board. Many Board members serve on other non-profit boards and act as catalysts that leverage local resources in working collaborations.

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

Per the interlocal agreement, the number of business community seats appointed by the respective Boards of County Commissioners is apportioned as follows: Leon County has seven (7), Gadsden County has three (3), and Wakulla County has two (2).

E. Provide a description of how the CEO is involved in the development, review and approval of the local plan and its two-year modification.

During the meeting between the three county commissioner designees that serve as workforce liaisons to the County Commissions, the members agreed that the Leon County Local Elected Official (LEO) would be the person handling the signatory requirements. This was due to the County offices' proximity to the Career Center and the CSCR Administrative center.

The local plan, and its two-year modification, is drafted by CSCR administrative staff and provided to the three county commissioners for review and input. They will have no less than two weeks to ask questions and provide feedback on the plan. If there are no updates, the finalized document will be sent to them for their signature approval. The County Commissioners have increased their engagement over the past year and are encouraged to continue to attend the CSCR Board meetings and provide any input they feel would further the board's function and service to the community.

(2) Local Workforce Development Board (LWDB)

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

Chairperson: Beth Kirkland

Principal

Beth Kirkland Consulting LLC

3551 Blairstone Road

Suite 105-138

Tallahassee, FL 32301

850-212-1056

bethkirkland@live.com

- B. If applicable, identify the vice-chair of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chair represents.

Chair Elect: Scott Watson

Vice President

CSI Contracting, Inc.

1131 Dade Street

Quincy, FL 32351

850-544-5726

sw@csi-contracting.com

- C. Provide a description of how the LWDB was involved in the development, review, and approval of the local plan and its two-year modification.

The organization's approach to completing the local plan is one that encourages and requires the formal input of board members in all phases of the plan's development. A draft document, that provides the framework and structure by which board members can provide their input, is prepared by staff. From there, the draft plan is submitted to the board's Strategic Policy and Planning Committee (SPPC), whose charge is to make recommendations to the Board of Directors on specific policies, strategies, programs, demand occupations, training programs and activities affecting workforce development for both employer and career seeker customers. The feedback and input of the SPPC is then incorporated into the plan. The SPPC staff liaison prepares the committee's plan recommendation(s) for presentation to the board's Executive Committee (EC). The EC also has the same opportunity to provide feedback and input as the SPPC. At this juncture, the EC's recommendation regarding the local plan is then presented to the Board of Directors

for approval. In order for the plan to be approved, a formal meeting is held, quorum must be established and there must be an affirmative majority vote by those members present.

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

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

CareerSource Capital Region has been designated by the Gadsden, Leon and Wakulla Workforce Development Consortium (“the Consortium”) as the local subrecipient and fiscal agent for all WIOA funds and other federally-funded workforce development programs operating within the LWDA.

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

In accordance with the interlocal agreement established by the Consortium, CareerSource Capital Region will act as its own administrative entity and be responsible for all program activities as required.

C. If a single entity is selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach any agreements describing how the entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy 2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy.

CSCR operates as both the local fiscal agent and administrative entity (interlocal agreement describing the associated responsibilities is attached). At this time CSCR does not plan to be a one-stop operator or a direct provider of services at the career centers. CSCR has contracted with a service provider through June 30, 2020 to carry out services to participants at our three career centers. The Board has in place adequate internal controls to safeguard its assets and ensure that no conflict of interest exists. The Board staff under the Regional Oversight Performance & Compliance (ROPC) department is tasked with oversight, monitoring and program compliance. The ROPC department provides regular monitoring of the files and internal processes on behalf of

the Board of Directors to ensure the performance agreed upon in the contract is achieved. If it is determined that there are not sufficient firewalls or internal controls, the ROPC department requires a Corrective Action Plan from the service provider.

As a safeguard against potential conflicts of interest, a Code of Business Conduct and Ethics policy as well as a Conflict of Interest Statement and Disclosure form was established. All staff and members of the Board of Directors receive and sign both documents upon onboarding and annually thereafter. The policy states that everyone is expected to maintain high ethical standards of conduct and that actual or potential conflicts of interest must be reported to the CEO or the Audit Committee. The ROPC department also monitors the service provider's performance in relations to the contractual agreement, ensuring the required measures are met or exceeded. If it is determined that performance is not met, the ROPC department requires a Corrective Action Plan with specific steps and defined timelines to correct deficiencies.

(4) One-Stop System

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

CareerSource Capital Region operates three comprehensive one-stop centers (locally referred to as "Career Centers") as well as one satellite office known as the Executive Center. The local system is designed with the thought that each county in CSCR's operating area needs a workforce presence in their community. Additionally, the CSCR Executive Center affords professional-level career seekers with the opportunity to meet their employment objectives by linking them with high skill/high wage careers that align with their education and skill set. CSCR's Career Centers and Executive Center are located at:

Executive Center

325 John Knox Road, Atrium Building - Suite 102

Tallahassee, Florida 32303

Gadsden County Career Center

1140 West Clark Street

Quincy, Florida 32351

Leon County Career Center

2601 Blairstone Road, Building C - Suite 200

Tallahassee, Florida 32301

Wakulla County Career Center
3278 Crawfordville Highway, Suite #G
Crawfordville, Florida 32327

Each of CSCR's Career Centers provide career seekers with access to workforce development programs and services according to the career seekers needs. This includes the Workforce Innovation and Opportunity Act (WIOA) for eligible Adults, Dislocated Workers (DWs) and Youth; Wagner-Peyser (WP); Priority Re-employment Planning (PREP); Veteran Services; Welfare Transition (WT); and Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T). Additionally, the Trade Adjustment Assistance (TAA) program is administered primarily through the Gadsden County Career Center. Career seekers also have access to full-service, business resources labs (computers, copiers and fax machines), work-readiness services such as workshops that teach job searching skills and no-cost assessments at each of CSCR's comprehensive Career Centers.

Lastly, CSCR has implemented an Affiliate Status Program (ASP) in which CSCR partners with community organizations who have space and available computers (with high-speed internet access and sufficient anti-virus and privacy-protection software) that are open to the general public as well as staff who can assist career seekers with accessing Employ Florida. The ASP was established to provide greater access to workforce services by career seekers who are not readily able to travel to a Career Center. Examples of ideal locations to serve as an affiliate site include community centers, churches and libraries. CSCR targets said locations in each county with a focus on its rural counties. To date the largest ASP system is the Leon County Public Libraries.

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

Gadsden County:

Monday through Thursday: 8:30am – 6:00pm

Friday: 8:30am – 1:00pm

Leon County:

Monday through Thursday: 8:30am – 6:00pm

Friday: 8:30am – 1:00pm

Wakulla County:

Monday through Thursday: 8:30am – 6:00pm

Friday: 8:30am – 1:00pm

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

CSCR has contracted with the following organization:

Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS)

237 South Street

Waukesha, WI 53186

Point of Contact: Paul Dunn, Chief Executive Officer

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

CSCR has contracted with the following organization:

Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS)

237 South Street

Waukesha, WI 53186

Point of Contact: Paul Dunn, Chief Executive Officer

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

CSCR has secured a single contractor to serve as its One-Stop Operator and to be the provider of all workforce development services in CSCR's operating area. As such Dynamic Workforce Solutions (DWFS) is the provider of basic career services, individualized career services, training services and follow-up services as required by WIOA. DWFS staff determines the level of service that is most appropriate for a customer subsequent to interviewing and assessing the customer's needs. In accordance with WIOA, the following basic career services will be provided: (i) eligibility determination; (ii), outreach, intake, and orientation to the information and other

services available through CSCR's Career Centers; (iii) initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs*; (iv) labor exchange services, including job search and placement assistance, and individual career counseling, if appropriate; labor market information; information on the programs and performance of eligible training providers; information on CSCR's performance, information on (and referral to, when appropriate) the availability of supportive services or assistance, and information on (and referral to, when appropriate) cash and food assistance benefits provided by the Department of Children and Families (DCF); and (v) provision of information and assistance regarding filing claims for Reemployment Assistance benefits. *Note: As of the writing of this plan, CSCR only provides WIOA Adult and Dislocated Worker program participants with supportive services if they are enrolled in the Transitional Employment activity.

Further, if determined appropriate in order for an individual to obtain or retain employment, our contracted service provider will also provide the following individualized career services: (i) comprehensive and specialized skills assessments to include in-depth interviewing and evaluation to identify employment goals and barriers; (ii) development of an individual employment plan; (iii) group and individual counseling; (iv) career planning; (v) short-term prevocational skills which include, for example, the development of communication skills, interviewing skills, professional conduct and to prepare individuals for unsubsidized employment or training; (vi) internships and work experiences that are linked to careers; (vii) workforce preparation activities; (viii) financial literacy services; (ix) out-of-area job search assistance and relocation assistance; or (x) English language acquisition and integrated education and training programs; and follow-up services for 12 months after the first day of employment for program participants who are placed in unsubsidized employment.

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

CareerSource Capital Region hereby certifies that at least one comprehensive one-stop center in our operating area meets the One-Stop Certification requirements.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

(1) Please provide an analysis (or existing analysis pursuant to WIOA section 108(c)) of the regional economic conditions, which must include:

A. Information on existing and emerging in-demand industry sectors and occupations; and

Emerging Industries

Other Nonmetallic Mineral Product Manufacturing, Drinking places (Alcoholic Beverages), Offices of Other Health Practitioners, Other Information Services and Scientific Research and Development Services industries top the list of emerging industries. Emerging industries tend to employ a higher percentage in professional occupations.

The Other Nonmetallic Mineral Product Manufacturing industry group, which is projected to grow by 25.8% through 2025, comprises establishments manufacturing nonmetallic mineral products (except clay products, refractory products, glass products, cement and concrete products, lime, and gypsum products).

The table below represents the Top 15 Emerging Industries (ranked by percent growth) for the 2017-2015 period.

Top Emerging Industries

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Industry Code	Title	Employment		2017 - 2025 Change	
		2017	2025	Total	Percent
3279	Other Nonmetallic Mineral Product Manufacturing	31	39	8	25.8%
7224	Drinking Places (Alcoholic Beverages)	656	810	154	23.5%
6213	Offices of Other Health Practitioners	753	928	175	23.2%
5191	Other Information Services	76	93	17	22.4%
5417	Scientific Research and Development Services	502	607	105	20.9%
5239	Other Financial Investment Activities	185	222	37	20.0%
6116	Other Schools and Instruction	333	398	65	19.5%
5313	Activities Related to Real Estate	985	1,176	191	19.4%
6242	Community Food and Housing, and Emergency and Other Relief:	253	299	46	18.2%
5511	Management of Companies and Enterprises	692	816	124	17.9%
4239	Miscellaneous Durable Goods Merchant Wholesalers	169	199	30	17.8%
5121	Motion Picture and Video Industries	268	315	47	17.5%
8122	Death Care Services	148	173	25	16.9%
2371	Utility System Construction	736	859	123	16.7%
7113	Promoters of Performing Arts, Sports, and Similar Events	30	35	5	16.7%

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

Existing Demand Occupations

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

Most of the top five existing demand occupations (which includes Combined Food Prep. and Serving Workers, including Fast Food, Cashiers, Retail Salespersons, Waiters and Waitresses and Management Analysts) are related to customer service. The only exception

is management analysts, for which there is high demand due to the large state government industry in Leon County.

Four of the top 15 existing demand occupations require significant technical training: management analysts, accountants and auditors, business operations specialists, all other and registered nurses. The demand for the first three of those occupations reflects the prevalence of state government employment in Leon County; the demand for registered nurses is driven by strong employment growth in the healthcare industry sector.

The following table represents the Top 15 Existing Demand Occupations (ranked by total job openings) for the 2017-2025 time period.

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

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Rank	Occupation		Employment		2017 - 2025			2017 Hourly Wage (\$)		
	Code	Title	2017	2025	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	353021	Combined Food Prep. and Serving Workers, Inc. Fast Food	5,537	6,296	759	13.7	9,437	9.55	9.19	10.34
2	412011	Cashiers	4,839	4,928	89	1.8	7,327	9.22	8.86	10.09
3	412031	Retail Salespersons	5,434	5,808	374	6.9	6,932	9.73	8.91	13.47
4	353031	Waiters and Waitresses	3,673	3,908	235	6.4	5,904	12.06	9.11	19.25
5	131111	Management Analysts	6,382	6,557	175	2.7	4,507	23.78	18.86	30.24
6	436014	Secretaries, Except Legal, Medical, and Executive	5,126	5,210	84	1.6	4,285	15.87	11.92	18.88
7	434051	Customer Service Representatives	3,256	3,553	297	9.1	3,634	13.66	10.42	16.71
8	372011	Janitors and Cleaners, Except Maids and Housekeeping	2,943	3,287	344	11.7	3,568	10.76	9.22	12.60
9	439051	Office Clerks, General	3,380	3,457	77	2.3	3,153	12.13	9.96	14.68
10	251191	Graduate Teaching Assistants	4,105	4,383	278	6.8	2,936	NA	NA	NA
11	352014	Cooks, Restaurant	1,907	2,222	315	16.5	2,659	11.50	10.28	12.64
12	435081	Stock Clerks and Order Fillers	2,314	2,381	67	2.9	2,456	11.10	9.38	13.07
13	132011	Accountants and Auditors	3,008	3,156	148	4.9	2,255	23.96	16.22	32.08
14	291141	Registered Nurses	3,352	3,868	516	15.4	1,998	28.96	22.15	33.23
15	131199	Business Operations Specialists, All Other	2,646	2,775	129	4.9	1,914	30.22	19.81	38.18

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

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

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

NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

Emerging Occupations

The majority of the top emerging occupations occur in the healthcare (11 of top 15) and professional services (two of top 15) industry sectors, which follows the overall Florida statewide distribution of top emerging occupations. The remaining emerging occupations occur in the digital media and personal services industry sectors; with both projected to increase by 21.1% through 2025.

Radiation Therapists is one of the top emerging occupations in the healthcare industry sector. Persons employed in that occupation provide radiation therapy to patients as prescribed by a radiologist according to established practices and standards.

One of the professional services industry sector top emerging occupations is statisticians, which deals with developing or applying mathematical or statistical theory and methods to collect, organize, interpret, and summarize numerical data to provide usable information. Statisticians may specialize in fields such as bio-statistics, agricultural statistics, business statistics, or economic statistics.

The following table represents the Top 15 Emerging Occupations (ranked by percent growth) for the 2017-2025 time period.

Top 15 Emerging Occupations
(ranked by percent growth)

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Rank	SOC Code	Title	Employment		2017 - 2025		Industry Sector Linkage	2017 Hourly Wage (\$)		
			2017	2025	Level Change	Percent Change		Median	Entry*	Exp**
1	312021	Physical Therapist Assistants	161	213	52	32.3	Healthcare	31.51	24.56	34.52
2	152041	Statisticians	47	62	15	31.9	Professional Services	20.85	17.15	27.09
3	291071	Physician Assistants	79	104	25	31.6	Healthcare	50.69	33.40	58.95
4	291171	Nurse Practitioners	155	204	49	31.6	Healthcare	44.20	35.84	47.06
5	273091	Interpreters and Translators	32	42	10	31.3	Professional Services	18.80	14.97	20.47
6	292032	Diagnostic Medical Sonographers	68	86	18	26.5	Healthcare	32.72	27.85	34.82
7	291041	Optomatrists	36	45	9	25.0	Healthcare	56.77	35.67	67.01
8	292031	Cardiovascular Technologists and Technicians	125	156	31	24.8	Healthcare	13.33	10.76	20.96
9	292057	Ophthalmic Medical Technicians	60	74	14	23.3	Healthcare	15.82	11.50	18.19
10	291124	Radiation Therapists	79	97	18	22.8	Healthcare	44.67	32.27	56.07
11	291067	Surgeons	37	45	8	21.6	Healthcare	NA	NA	NA
12	274032	Film and Video Editors	76	92	16	21.1	Digital Media	17.82	12.99	23.44
13	312011	Occupational Therapy Assistants	57	69	12	21.1	Healthcare	29.86	21.44	34.39
14	394031	Morticians, Undertakers, and Funeral Directors	38	46	8	21.1	Personal Services	21.02	16.95	27.95
15	291123	Physical Therapists	250	302	52	20.8	Healthcare	44.22	35.08	48.64

* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.
 ** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.
 NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

B. The employment needs of employers in those industry sectors and occupations (WIOA §108(b)(1)(A)).

Being in the capital region, it is no surprise that a majority of the top emerging occupations occur in the healthcare and professional services industry sectors. And because Tallahassee/Leon County serves as an urban hub that provides health care to a 23-county radius, we have identified that the development of this sector is crucial for the well-being of the area, both in delivering care and creating good jobs.

CSCR is addressing the employment needs of employers in the area. We have recently strategically aligned our hiring events to focus on the emerging and existing demand industries and occupations in the area. For program year 2015-16, the LWDB introduced the industry sector hiring fair series, featuring Manufacturing & Construction, Retail & Hospitality, Medical & Health Care, Information Technology, Financial & Professional Services and Government & Non-Profit.. This means, CSCR is keeping a better pulse on growth industries in the area and connecting employers to qualified talent. The industry specific hiring fairs are conducted in smaller, more intimate settings,

giving employers the opportunity to interview and hire qualified career seekers more efficiently.

Additionally, through ongoing engagement with the local business community and professional organizations, business intelligence data indicates a few deficiencies for talent in Healthcare and Information Technology. For this reason, CSCR has started conversations with education and industry partners in the area and state to better understand the needs of employers we serve.

Business Intelligence also shows that hiring and recruiting is a challenge for Healthcare and Information Technology professionals. Talent cannot be trained fast enough for the current position openings in Employ Florida. There also appears to be a lack of technical competencies and urgency in some instances. Many of the higher education curriculums are not lining up with the skill sets that local companies need. We are partnering with groups like Florida IT Alliance, TalTech Alliance, Florida Healthcare Workforce Council to help us better assess, understand and address the shortcomings.

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

The table below shows the top 10 advertised detailed job skills found in job openings advertised online in LWDA 5, as of December, 2017.

Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
Customer Service	Customer Service Skills	2,256
Problem Solving	Basic Skills	748
Mentoring	Interpersonal Skills	647
Interpersonal Skills	Interpersonal Skills	500
Time Management	Basic Skills	421

Flexibility	Interpersonal Skills	418
Decision Making	Basic Skills	350
Ability to Listen	Interpersonal Skills	349
Business Development	Business Development Skills	259
Application Development	Web Developer Skills	219

Advertised Tools and Technology

The table below shows the top 10 advertised detailed tools and technologies found in job openings advertised online in LWDA 5, as of December, 2017.

Advertised Detailed Tool or Technology	Advertised Tool and Technology Group	Job Opening Match Count
Monitors	Transport/Mobile Multiparameter Vital Sign Units or Accessories	483
YouTube	Database User Interface and Query Software	399
Microsoft Word	Word Processing Software	354
PowerPoint	Presentation Software	345
Platforms	Platform Lift	238
JavaScript	Web Platform Development Software	175
Ladders	Ladders	143

Private Practice	Medical Software	128
jQuery	Web Platform Development Software	112
Charm++	Object or Component Oriented Development Software	111

According to Help Wanted Online (HWOL) for December 2017, the occupations listed below represent the top 15 advertised occupations in LWDA 5.

Top 15 Advertised Occupations	Online Ads December- 2017	Online Ads November- 2017	Over the Month Change
Total	5,847	6,378	-8.3%
Registered Nurses	311	318	-2.2%
Computer Systems Analysts	237	196	20.9%
Heavy and Tractor- Trailer Truck Drivers	184	175	5.1%
First-Line Supervisors of Office and Administrative Support Workers	151	151	0.0%
Management Analysts	148	162	-8.6%
Software Developers, Applications	129	149	-13.4%

Business Operations Specialists, All Other	121	158	-23.4%
Information Technology Project Managers	115	108	6.5%
Computer User Support Specialists	110	158	-30.4%
First-Line Supervisors of Retail Sales Workers	103	117	-12.0%
Network and Computer Systems Administrators	101	108	-6.5%
Customer Service Representatives	87	86	1.2%
Accountants	86	103	-16.5%
Retail Salespersons	83	106	-21.7%
Medical and Health Services Managers	77	100	-23.0%

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

Current Jobs Available

There are 4,394 job openings advertised online in Tallahassee MSA, FL on January 17, 2018.

Monthly Job Count

There were 9,660 job openings advertised online in Tallahassee MSA, FL in December, 2017.

Area Labor Force, Employment and Unemployment Data

The total civilian labor force (not seasonally adjusted) for LWDB 5 in November, 2017 was 186,765, of which 179,993 were employed and 6,772 were unemployed. The unemployment rate was 3.6% percent.

Employment Wage Statistics

The average weekly wage for LWDA 5 in the 2nd quarter 2015 was \$782. This would be equivalent to \$19.55 per hour or \$40,664 per year, assuming a 40-hour week worked the year round.

Current Employment Statistics

Current employment, by industry, for LWDB 5 in November 2017 were: Total Nonagricultural Employment (184,600), Total Private (121,800), Good Producing (10,900), Mining, Logging and Construction (7,800), Manufacturing (3,100), Service Providing (173,700), Private Service Providing (110,900), Trade, Transportation and Utilities (25,700), Wholesale Trade (3,800), Retail Trade (19,800), Food and Beverage Stores (4,200), General Merchandise Stores (4,400), Transportation, Warehousing and Utilities (2,100), Information (2,900), Financial Activities (7,800), Professional and Business Services (21,400), Education and Health Services (22,600), Leisure and Hospitality (20,100), Other Services (10,400), Total Government (62,800), Federal Government (2,000), State Government (44,800), Local Government (16,000).

Occupations by Projected Growth

The top 10 fastest growing occupations for LWDB 5 through 2025 include Physical Therapist Assistants (32.3%), Nurse Practitioners (31.6%), Cardiovascular Technologists and Technicians (24.8%), Medical Assistants (21.5%), Physical Therapists (20.8%), Phlebotomists (20.4%), Market Research Analysts and Marketing Specialists (19.8%), Occupational Therapists (19.7%), Clinical, Counseling, and School Psychologists (19.6%) and Bartenders (19.3%).

Occupations by Employment Wage

The occupations with the highest paying 2015 estimated mean (annual) level wages in LWDB 5 were Pediatricians, General (\$202,837), Physicians and Surgeons, All Other (\$199,504), Internists, General (\$196,942), Dentists, General (\$195,945), Chief Executives

(\$186,681), Psychiatrists (\$165,934), Sales Managers (\$124,917), Architectural and Engineering Managers (\$123,640), Pharmacists (\$116,238) and Optometrists (\$112,114).

Population Totals

The 2005 population of LWDB 5 was 330,047. The 2015 population of LWDB 5 was estimated at 363,843. This represents an increase of 10.24% since 2005.

Labor Market Trends

The table below represents the occupations gaining the most new jobs for the 2017-2025 time period.

Occupation Title	2017 Employment	2025 Projected Employment	2017-2025 Percent Growth	Estimated Annual Openings Growth
Combined Food Preparation and Serving Workers, Including Fast Food	5,537	6,296	13.7%	759
Registered Nurses	3,352	3,868	15.4%	516
Retail Salespersons	5,434	5,808	6.9%	374
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,943	3,287	11.7%	344

Cooks, Restaurant	1,907	2,222	16.5%	315
Customer Service Representatives	3,256	3,553	9.1%	297
Waiters and Waitresses	3,673	3,908	6.4%	235
Nursing Assistants	1,312	1,541	17.5%	229
Landscaping and Groundskeeping Workers	1,570	1,768	12.6%	198
Bartenders	914	1,090	19.3%	176
Management Analysts	6,382	6,557	2.7%	175
General and Operations Managers	1,894	2,065	9.0%	171
Maids and Housekeeping Cleaners	1,299	1,456	12.1%	157

Maintenance and Repair Workers, General	1,814	1,969	8.5%	155
Receptionists and Information Clerks	1,417	1,568	10.7%	151

Industries by Projected Growth

The table below shows the top 10 industries with the highest annual percent change in LWDA 5 for the 2017-2025 time period.

Industry	2017 Estimated Employment	2025 Projected Employment	2017-2025 Annual Percent Change	Total Employment Change
Educational Services	1,836	2,219	20.9 %	383
Ambulatory Health Care Services	7,973	9,566	20%	1,593
Management of Companies and Enterprises	692	816	17.9 %	124

Motion Picture and Sound Recording Industries	268	315	17.5 %	47
Heavy and Civil Engineering Construction	1,072	1,242	15.9 %	170
Hospitals	6,022	6,936	15.2 %	914
Specialty Trade Contractors	5,152	5,913	14.8 %	761
Securities, Commodity Contracts, and Other Investments	318	364	14.5 %	46
Professional, Scientific, and Technical Services	11,746	13,387	14.0 %	1,641
ISPs, Web Search Portals, and Data Processing Services	823	938	14.0 %	115

Income Totals

Income	Source	Year	Total
Median Family Income	U.S. Census Bureau	1999	\$43,807
Median Household Income	U.S. Census Bureau	2014	\$44,318
Median HUD Income	Housing & Urban Development/Fannie Mae	2008	\$186,300
Per Capita Income	Bureau of Economic Analysis	2014	\$36,352
Total Personal Income	Bureau of Economic Analysis	2014	\$13,148,772,000

Education Levels of Available Candidates

The table below shows the educational attainment for the civilian labor force (aged 25-64) in LWDA 5, based on 2016 estimates.

Education Level	Potential Candidates	Percent
Less than High School Graduate	15,894	9.0 %
High School Diploma or Equivalent	39,138	22.2%
Some College or Associate's Degree	52,837	29.9%

Bachelor's Degree or Higher	68,716	38.9%
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The most common educational attainment level of LWDA 5 workforce participants is Bachelor's Degree or Higher at 38.9%, followed by Some College or Associate Degree at 29.9% and then High School Diploma or Equivalent at 22.2%. Only 9.0% of participants have attained less than a high school diploma.

Work Experience Levels of Available Candidates

The table below shows the experience levels of potential candidates in LDWA 5, as of January 22, 2018.

Minimum Experience	Potential Candidates
Less than 1 year	6,214
1 Year to 2 Years	3,200
2 Years to 5 Years	6,455
5 Years to 10 Years	7,928
More than 10 Years	23,462

Persons with Barriers to Employment

The most recent information on unemployment rates for persons with barriers to employment is for 2016. The LWDA 5 2016 unemployment rate was 17.5 percent for disabled persons, 11.7 percent for American Indians and Alaska Natives, 0.0 percent for Native Hawaiians and Other Pacific Islanders, and 4.7 percent for persons 55 and older.

- (4) Please provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services and the capacity to provide such services, to address the identified education and skill needs of

the workforce and employment needs of employers in the region (WIOA §108(b)(1)(D) and WIOA §108(b)(7)).

CareerSource Capital Region provides an array of services to the career seeker and business community. Services available to career seekers include: assessing skill level, career interests, transferable skills and aptitude; career services; educational assistance; training, career exploration and labor market information; career resources; job placement assistance; support services and referrals to partners; employability skills training (workshops) such as resume writing, networking best practices, utilizing social media and soft skills training along with other resources in an effective job campaign, dressing for success and interviewing skills; networking events such as ConnectionsCR; and hiring events with local employers. CSCR operates full service career centers providing career consulting services for participants of WIOA (Adult, Dislocated Worker, Youth, and Special Projects), Welfare Transition (TANF), Veterans, and Supplemental Nutrition Assistance Program Employment & Training in addition to providing assistance to our disabled, hard to serve and unemployed (PREP) population. There is a direct relationship with our partner agencies such as Adult Basic Education and Vocational Rehabilitation providers and our mutual customer base.

CSCR provides the following services/resources to assist in meeting local employer needs: talent sourcing - job postings, recruitment and hiring events, applicant screening; retention strategies - assessments, retention based tax incentives, workforce planning; employee development - on-the-job training, incumbent worker training, professional development, onboarding assistance; labor market analysis - wage surveys, labor projections, industry trends, research and statistics. The Business & Employer Solutions team is intimately involved to assist in ensuring the local employers have the resources (talent, data, intel) necessary for continued growth and development. This team consists of Board staff who ensure there is business engagement and opportunities to recruit new Board members that utilize the CareerSource network.

The challenges associated with the local workforce development area's population attaining the education, skills, and training needed to fill the employment gaps is being addressed through a coordinated approach which includes key stakeholders such as the K - 12 and post-secondary institutions, economic development entities and the business community. Collectively, it is recognized that in order to meet the current and future needs of our employer community we must provide suitable candidates who possess the skills sought. More importantly, in today's job market the lack of basic education creates a barrier in obtaining employment even at minimum wage. Additionally, a lack of basic education increases the amount of time to hone the skills

necessary for entry level work. CSCR is not able to gauge whether there are other challenges present using the information available in Employ Florida; the Employ Florida system does not sufficiently capture the breadth of career seekers in the community. Due to the requirement of certain programs to register in Employ Florida, the data appears to skew towards the under-skilled with minimal mid to high level skilled individuals.

Utilizing a system where businesses convey their respective needs through the workforce board and its economic development partners, action steps are taken by CSCR to connect the dots. Specifically, the information provided is reviewed and assessed against the current training being offered. If it is determined that the required training needed to fill the talent gap is not being delivered then CSCR will proactively target local and regional education entities to infuse the skills being sought by employers. In the event that employers convey a need that is not supported by labor market data (local or state level), employers are engaged to provide the data necessary to document a demand for skilled workers. The data is reviewed and if sufficient, is taken before the Board for approval to provide training for the specified need. CSCR also leverages its work based activities as a way to meet the needs of employers, especially for hard to serve (niche) populations. As an example, CSCR partnered with the local homeless provider and a locally created training program named REFire. Our role is to provide work experience opportunities in Culinary Arts, for eligible youth/adults who are ex-offenders, after they have concluded their training in the REFire program. The hours are portioned out to cover work experience under the REFire program as well as a local employer seeking skilled workers. Additionally, post-secondary and vocational institutions are engaged to submit applications to deliver training using our established review process for making additions to the local eligible training provider list (ETPL).

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

Both career services and training services are provided for Adult and Dislocated Worker populations. Types of career services under WIOA include Basic, Individualized, and Follow Up levels of service. Basic career services are provided throughout the Career Center and include orientations to services, initial assessment of skill levels, eligibility determination, referrals to open positions, job search assistance, job matching, assistance with unemployment claims, registration in Employ Florida and other labor exchange systems, and labor market training. These basic level services are designed to provide essential overviews of the career center benefits and begin the intake process into more specialized and customized solutions. Individualized services provided include formal assessments to determine career interests and/or skill levels, on-site job skills workshops and training (including resume preparation, mock

interviewing, and other job-appropriate soft skills), development of individual employment plans and one-on-one career consulting. Through individualized career services the need for training level services is determined. Training services provided include both occupational skills training with approved local training providers and work-based training opportunities through on-the-job training partnerships established with employers. For all career seekers enrolled in the WIOA program, ongoing engagement with Talent Acquisition Specialists (TAS) is mandatory on a monthly basis. Upon completion of training and/or obtaining permanent employment, participants are then offered follow-up services for a period of 12 months. Follow up services include periodic check-ins by staff to ensure that employment is retained and to provide access to additional resources related to retention or advancement. Consulting and assistance is provided for advancing employment or obtaining new employment if necessary.

Enrollment in the WIOA Adult and Dislocated Worker programs is determined after a formal assessment of eligibility and suitability. Participants are required to complete specific pre-enrollment activities as part of the WIOA application. These activities include completing Employ Florida registration, labor market research, and formal and informal assessments. Once a candidate has been approved for enrollment, individualized career services or training services may be provided based on the needs of the participant.

Participants in the Welfare Transition, SNAP, and PREP programs along with those being provided service at the Executive Center are also assessed for WIOA adult and dislocated worker eligibility and suitability through the use of the pre-enrollment activities. This cross-program assessment allows for assisting career seekers within multiple programs simultaneously, thus reducing duplication of services and leveraging each programs' unique benefits.

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

Enrollment in the WIOA Youth program is determined after a formal assessment of eligibility and suitability. Participants are required to complete specific pre-enrollment activities as part of the WIOA Youth application process. These activities include completing Employ Florida registration, resume creation, as well as formal and informal assessments. Once a candidate has been approved for enrollment, the participant is enrolled into the Dynamic Futures™ program.

The Dynamic Futures™ model is supported by emerging research in the Youth development field, including best practices by the National Youth Employment Coalition. Dynamic Futures™ is designed to support the successful, long-term engagement of youth on personalized career pathways in growth industries. Implementation of this model in the CSCR service area during the 14-15 program year resulted in a 59% increase in youth placement in education or employment and a 96% increase in literacy and numeracy gains as compared to the 13-14 program year common measures performance. This model is currently in operation in 2 local workforce development areas in Florida, three areas in Texas, one area in Kansas, two areas in Oklahoma, and two areas in Wisconsin. Each of these areas have seen marked improvements since implementation.

Dynamic Futures™ consists of a 5-day structured curriculum which includes basic HR training, certificate programs for sexual harassment, diversity and ethics in the workplace. Financial literacy, labor market research, job search training, goal setting and presentation skills are covered in the curriculum as well. Participants are also assessed for basic skills proficiency. By the end of Dynamic Futures™, participants have an application-ready profile and resume in Employ Florida, have completed mock interviews, and have created a plan that leads to either employment or education. Upon enrollment into the program, participants are eligible for performance-based incentives, GED tuition and exam assistance, paid work experience opportunities or occupational skills training through one of the local approved training providers.

Worksite agreements are established with a variety of local employers to provide paid work experience opportunities for eligible youth participants. The standard work experience program consists of 320 hours, paid at a prevailing wage. Site visits and participant evaluations are completed throughout the training, along with post-assessments to determine what work skills have been obtained. Upon completion of the work experience component, participants look to secure permanent employment either with the work experience employer or by leveraging the skills learned to earn employment in the same sector with a different employer.

During training, ongoing engagement with Dynamic Futures Specialists is mandatory on a twice-monthly basis. Upon completion of training and/or obtaining permanent employment, participants are then offered follow-up services for a period of 12 months. Follow up services include periodic check-ins by staff to ensure that employment is retained and to provide access to additional resources related to retention or advancement. Consulting and assistance is provided for advancing employment or obtaining new employment if necessary.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

The CareerSource Capital Region (CSCR) Board's vision is to create a world class talent pool in Gadsden, Leon, and Wakulla Counties. The CSCR Board realizes that we are in a global competition for talent and that the local workforce development board (LWDB) needs to set the stage and be the convener of public and private partners. In doing that, the Board is also ensuring that the connections to employers is strengthened with business solutions that will grow the local economy. Using the CareerSource network pillars of Collaborate, Innovate and Lead, the CSCR Board will focus on adding value to the community with our services and results.

The Board reviewed its strategic goals which are:

Goal 1: Develop a streamlined - model to support employers.

CSCR supports adjusting the current service delivery model to ensure that employers find our solutions easy to access and useful. Businesses are our primary customers and as such CSCR has moved to a model that is more in alignment with addressing their needs. The Business Solutions Team spends the majority of its time in the community identifying business needs for talent, training of incumbent and future staff and building a reputation that places value on the solutions the CareerSource system brings to that table. To assist in the development of a streamlined employer focused model, the Business Partners Advisory Council (BPAC) provides vital business intelligence that is analyzed and used to guide the creation of business initiatives in the local area. Moving to an industry sector-based model of delivery will assist in further aligning CSCR with the needs of employers which will in turn assist job seekers in securing employment in demand occupations.

Goal 2: Improve the effectiveness of our service delivery.

Starting August 1, 2016 a new integrated service model was instituted that is industry sector driven and provides seamless services regardless of funding source. This model benefits the career seeker by allowing for a single point of contact assigned to their case, regardless of their program affiliation. The staff is knowledgeable in every program and is familiar with other available resources to better assist career seekers in meeting many of their needs, including overcoming barriers that may hinder their ability to complete training and/or secure employment. Staff assesses each career seeker and

looks for opportunities to co-enroll them in program(s) that will best accomplish their desire for self-sustaining employment. This shift will increase the local area's ability to meet and/or exceed the primary WIOA indicators of performance.

Goal 3: Attract and retain top talent.

The CSCR Board is using data analytics from Labor Market Indicators and JobsEQ™ to assess the current and future needs of the business community. With the educational strength of Florida State University, Florida Agricultural and Mechanical University, and Tallahassee Community College, the CSCR Board is engaged in conversations with those schools regularly reflecting the skill demands of the business community. It is the goal of the Board to align the training for skills with the current and emerging needs of the local businesses.

The Board also realizes that the labor pool is broader than the three counties that are assigned to it and has reached out to the CareerSource North Florida Board, the WorkSource SW Georgia Board and the WorkSource South Georgia Board to form a regional alliance recognizing the common labor market and media market that services this region.

The Board also recognizes that it needs to be strategic and inclusive in its recruitment of new board members. Currently the Board is fairly diverse and represents the major sectors that are present in the LWDB 05 area. The diverse representation is not happenstance but rather the result of a concerted effort by the Chief Executive Officer in coordination with the Nominating Committee to recruit business partners in varying sectors to serve on the Board of Directors. The Board has passed an Inclusiveness Policy that directs the nominating committee in its ongoing attempt to ensure the board is reflective of the diversity of the area it serves.

To ensure the LWDB is able to retain the talent of the Board, CSCR engages with board members in many ways both formal and informal.

The Board has and will continue to send board members to the National Association of Workforce Boards (NAWB) to expose its leadership to the national concerns and to hear about the best practices. This has proven to be a great educational opportunity for Board leadership.

The Chief Executive Officer drafts a monthly newsletter to the Board of Directors to serve as an overview of the happenings in the area. The newsletter provides an avenue to remain engaged with the Board in between board meetings and keeps them abreast of local, state and national news related to workforce development.

In addition to the CEO newsletter, board members receive marketing collateral related to events that the local area offers to the community (employer and job seeker). This opportunity allows the members to see firsthand the importance of their volunteerism to the local area. This awareness aids in retaining members and also recruiting new board members.

The Board assigns board members to committees based on interest, knowledge and/or experience. During new Board Member Orientation, board members are educated on the available committees and asked to make staff aware where they would like to serve.

The Board recognizes that staff to the Board must possess the necessary competencies to effectively oversee and direct the services for the CSCR area. There are concerns that CSCR may not be able to attract/retain its staff based on a perceived threat in the reduction of funding. The Board realizes the technical expertise of the staff demands ongoing training and education and is committed to ensuring staff remains knowledgeable.

Goal 4: Develop and improve partnerships to enhance workforce development.

The Board and its staff have strengthened partnerships and introduced many new collaborations in an effort to leverage the services provided by CSCR and other agencies serving a similar customer base. The Board has reached out to the City of Tallahassee and is working with the city on summer jobs for youth, working with the entrepreneurial ecosystem by supporting their IO Avenue coding training, and working to address poverty on the South Side and Frenchtown. CSCR has reached out to Leon County and participated in “Leon Works”, which is a program to make high school students aware of apprenticeship and trades as an alternative to college. Additionally, the Board has entered into a partnership with Leon County’s Junior Apprenticeship Program and Summer Youth Training Program to provide paid work experience opportunities for qualified high school students through WIOA Youth. The Board is represented on the Wakulla EDC and the Gadsden County Development Council (GCDC), and until its dissolution, on the Tallahassee/Leon County EDC. The Board is committed to participating and supporting the Economic Development Organizations in the area as well as working closely with the three Chambers of Commerce.

Goal 5: Ensure that the community understands and recognizes the value and services provided.

CSCR is committed to an awareness campaign which includes: 1) Public affairs announcements on the local radio and TV stations; 2) Maintaining an active social media presence (i.e. Twitter, Facebook, and LinkedIn pages); 3) Participating in TV interviews to provide information on workforce development as well as sharing upcoming events; 3) Informing partner agencies of services, programs and upcoming events by sending out fliers, posting on the CSCR website, and

encouraging staff to make announcements through their personal network. Board members have participated as experts on panels and regional workshops that assist the career seeker or the employer. Outreach to the community is very important. Annually, the CSCR Board staff holds its annual Board of Directors meeting and invites the media, public shareholders, local dignitaries, and the public to share information such as the annual performance results of its programs and the Return on Investment (ROI) to the community, which is currently about \$29 for every \$1 of federal investment.

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

The CSCR Board's strategy is to work with the partners: Wagner-Peyser, Vocational Rehabilitation, Adult Education and Literacy and WIOA to ensure that the services provided by the core programs are easily accessed through the career center. The CSCR Board believes that aligning these services and being aware of co-enrollment opportunities can lead to better and more comprehensive services to our common customers. Vocational Rehabilitation is co-located and provides services in the career centers at least one day a week. Adult Education and Literacy is co-located in the Leon career center and provides GED training and testing services. These shared services locations are an effort to put more resources in a single location for the common clients many of our partners serve, to better coordinate service, referrals and support. Wagner-Peyser and WIOA programs are integrated with other work programs within the career centers and co-enrollment is provided, where necessary, for eligible career seekers. Partners currently co-located at our centers are Early Learning Coalition, Capital Area Community Action Agency, the Small Business Development Center (SBDC), Vocational Rehabilitation, Adult Education and Literacy, Blind Services and the SCEP federal program assisting our career seekers.

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

The CSCR Board has adopted the objective criteria to assess the ongoing continuous improvement of the career centers. In addition, our One-Stop Operator has adopted multiple measures and quality monitoring processes to ensure that the Career Center is compliant and meeting the needs of the career seeker and business customer.

Guidance from the Florida Department of Economic Opportunity on one-stop certification is what CSCR follows for their full service career centers (America's Job Center). In addition, CareerSource Florida is developing a career center strategy assessment process that will have specific criteria in setting certain expectations on alignment of services with community partners.

(4) 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.

CSCR employs or will employ the following service strategies to improve its ability to meet the needs of customers with disabilities as well as other protected population groups:

- Stay abreast of the most up-to-date assistive technology services and tools; ensure that assistive technology services are available for use by clients.
- Provide training to all staff to ensure they are sensitive to the unique needs of individuals with disabilities (to include disability etiquette) and that they know how to access and/or request accommodations for customers as needed.
- Ensure that staff know the internal process when working with individuals with disabilities and other protected population groups to ensure confidentiality of customer conversations and information.
- Ensure that all marketing and recruitment materials include equal opportunity taglines and TDD/TTY or relay service information; marketing materials will be made available through a broad range of media sources.
- Maintain a list of local agencies and resources that assist individuals with disabilities and make this information available to staff and customers.
- Engage a sign language interpreter, as needed/requested, for hearing impaired customers to attend workshops or counseling sessions.
- Ensure that vital documents (i.e. intake/registration forms, assessments, presentations, etc.) are available in Braille or audio for the hearing impaired or are translated into the significant languages present in the area.
- Conduct cross-training with core partner and other partner program staff and Career Center staff to promote relationship-building in areas such as job search techniques, job development, employer negotiation, job support strategies and employer/training services.
- 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; establish partnerships/linkages through memoranda of understanding when practical.

- Ensure that staff receive Limited English Proficiency training annually and ensure Spanish speaking staff are available in career centers where Spanish speaking populations are found.
- Ensure that career center facilities meet the most current standards for physical accessibility.
- Review and amend (where necessary) processes and policies to ensure universal access and equal opportunity in the administration of and access to programs/services provided in the career center.
- Ensure representation on LWDB Board of Directors of organizations and committees who are direct providers to individuals with a disability to voice the needs of their customers and assist in the creation of strategic plans and policies. Preferred agencies/organizations serve an array of disabilities including physical, mental, cognitive and sensory disabilities.
- Create and use a common intake form to help determine eligibility for multiple career center and partner programs/services.
- Designation of qualified staff to serve as the Equal Opportunity Officer and frontline staff to act as a Disability Resources Coordinator.
- Develop and implement data sharing agreements among partner programs that serve individuals with disabilities that increase effective support of customers served by the Career Centers, consistent with privacy and confidentiality policies.
- Network with the employer community in partnership with other local organizations that serve individuals with disabilities to make a “business case” by offering OJT, customized training, etc. for hiring individuals with disabilities.
- Provide employers with disability awareness training in partnership with VR.

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

The CSCR Board participated in an off-site retreat, by an experienced facilitator, to determine its vision and goals for the local area. A former board member, an experienced facilitator, led the board’s effort to determine the vision and goals. In advance of the retreat, all board members were asked to complete a self-assessment survey created by the National Council of Nonprofits. During the retreat, the self-assessment survey results were reviewed to determine where there were opportunities to increase Board participation and increase member’s understanding of their roles and responsibilities of serving on the CSCR Board. This has provided a baseline for future surveys and will be completed every other year as decided and agreed upon by the board. The Chief Local Elected Officials (CLEO’s) was also invited to be a part of the discussion regarding the vision and

goals for Gadsden, Leon and Wakulla counties. The board also welcomed suggestions and ideas from the job seeker and business community.

In addition, the Board held its first annual Talent Innovation Summit November 2017, with keynote speaker Dr. Edward Gordon that looked at the challenges of finding the right trained talent, the trends in the region, and the potential to bring a RETAIN (Regional Talent Innovation Network) into existence for the region. The attendees participated in targeted workshops and provided feedback on the issues most pressing for the CSCR Board of Directors to consider. The information obtained from this process will be reviewed with key stakeholders and become part of the Board's Strategic Plan.

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

CSCR goals are designed to assist the local workforce development area in the achievement of federal performance measures which in turn supports the economic growth and self-sufficiency of its job seekers. CSCR's prior high level of achievement and experience in managing the federal accountability measures is proof that the goals outlined leads to meeting and/or exceeding performance. CSCR continues to assist job seekers enter and re-enter the workforce which spurs economic growth and supports and drives federal performance measures such as serving employers, placements, median wages and retention. Below is a condensed snapshot of these goals.

1. Develop a streamlined model to support employers – the development of an employer focused model supports the creation of jobs in in-demand industries which leads to self-sufficiency for those seeking employment and transitioning careers by sectors.
2. Improve the effectiveness of service delivery – the integrated service model is industry driven and allows job seekers to receive the assistance needed to become successful, regardless of program affiliation. Addressing employment barriers and meeting the needs of job seekers is monumental in assisting the job seeker in obtaining and maintaining employment.
3. Attract and retain top talent – a knowledgeable staff is essential in assisting customers to navigate the world of work in order to obtain their goal of employment. A well-informed board demands high-quality services for the community. The provision of high-quality services produces a better demand/supply model which leads to job seeker and employer satisfaction.
4. Develop and improve partnerships to enhance workforce development – collaboration is the cornerstone to leveraging resources and being able to provide services to as many job seekers as possible. This approach also positions CSCR to be able to assist job seekers with a resolution to

barriers that affect their ability to get and keep a job; the same can be said for employers through partnerships with local economic development organizations. Businesses are able to receive assistance with attracting, training, and transitioning talent.

5. Ensure that the community understands and recognizes the value and services provided – without job seekers and employers understanding the value and types of services available through the career centers, CSCR would not be successful at fulfilling its mission of getting Floridians back to work.

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

The approved 2017-2018 CSCR Negotiated Performance goals are reflected in the table below.

Measures	PY 2017-2018 USDOL- Approved State Performance Levels	LWDA 5 - Approved Performance Levels
Adults:		
Employed 2nd Qtr After Exit	89%	86%
Employed 4th Qtr After Exit	85%	85%
Median Wage 2nd Quarter After Exit	\$7,850.00	\$7,100.00
Dislocated Workers:		
Employed 2nd Qtr After Exit	83%	80%
Employed 4th Qtr After Exit	79%	79%
Median Wage 2nd Quarter After Exit	\$6,850.00	\$6, 850.00
Youth:		
Employed 2nd Qtr After Exit	76%	70%

Employed 4th Qtr After Exit	69%	66%
Wagner-Peyser:		
Employed 2nd Qtr After Exit	64%	64%
Employed 4th Qtr After Exit	66%	66%
Median Wage 2nd Quarter After Exit	\$4,850.00	\$4,850.00

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

Effectiveness of the local fiscal agent is evaluated by: Quarterly financial DEO monitoring, five different Risk Assessment and Independent Control Activities analysis', Annual 2 CFR 200 Independent Audit, Annual Internal Controls questionnaire monitored by DEO and monthly budget to actual expense reports that are reported to the Finance Committee of the Board.

Further, CSCR has a primary contractor who serves as both One-Stop Operator as well as the contracted provider for workforce development services. As such, CSCR utilizes performance measures outlined in the performance-based contract between CSCR and the One-Stop Operator/Contracted Service Provider to measure the effectiveness of the services it provides as well as the overall effectiveness of the one-stop delivery system that they lead operations for. The contract also requires CSCR to holdback 15% of the contract amount and link that sum to the achievement of performance deliverables such as placements, DEO quality assurance review error rate, case management, customer follow-up and specific federal and state performance measures. CSCR establishes and negotiates the performance deliverables with the One-Stop Operator/Contracted Service Provider no less than annually.

The following chart serves as an illustration of the performance deliverables that were outlined in the 2017-2018 workforce services contract:

Performance Measures	Goal	Requirement	Comment
Placements:			
Overall Placement	2500 Staff Entered Placements	Contractor will work in coordination with CSCR to ensure career seekers served in Gadsden, Leon and Wakulla counties obtain employment.	Overall placements achieved must be a result of placements against job orders, staff entered obtained employments or automated placements directly related to staff's actions for the career seeker.
Placement - Internal Job Order	500	Contractor will work in coordination with CSCR to ensure career seekers served in Gadsden, Leon and Wakulla counties obtain employment.	Only placements against internal job orders will be counted.
Monitoring:			
DEO Quality Assurance Review	Error Rate – 6% or less	Contractor will work to ensure that programs are operated in a manner consistent with federal, state, and local policies in order to reduce findings and other non-compliance issues.	
Case Management:			
Case Management – AD/DW	95%	Contractor will work to ensure that all career seekers enrolled as AD/DW are actively engaged. Engagement encouraged no less than monthly.	Open/Enrolled WIOA participants

Case Management - Youth	95%	Contractor will work to ensure that all career seekers enrolled as AD/DW are actively engaged. Engagement encouraged no less than twice monthly.	Open/Enrolled WIOA participants
Follow-Up/Retention			
WIOA Adult/Dislocated Worker	100%	Follow-up must completed for 100% of individuals whose cases closed for the required intervals.	Based on the federally required quarters after exit.
WIOA Youth	100%	Follow-up must completed for 100% of individuals whose cases closed for the required intervals.	Based on the federally required quarters after exit.
Performance Bonus Measures:			
Adult EER	85%	Contractor will ensure that WIOA Adults who were unemployed at participation are employed at closure.	
Dislocated Worker EER	85%	Contractor will ensure that WIOA Dislocated Workers who were unemployed at participation are employed at closure.	

Adult Credential Rate	85%	Contractor will ensure that WIOA Adults who were enrolled in education have attained a certification at closure.	
DW Credential Rate	85%	Contractor will ensure that WIOA DWs who were enrolled in education have attained a certification at closure.	
Youth Placement in Employment/Education	60%	Contractor will ensure that youth not in post-secondary education, employment or military at participation are either employed, in military, enrolled in post-secondary education, advanced training or occupational skills training at closure.	
Youth Credential Rate	75%	Contractor will ensure that WIOA Youth who were enrolled in education have attained a diploma, GED or certification at closure.	
Youth Skills Gain	55%	Contractor must ensure OSY who are BSD in either literacy or numeracy increase one or more educational functioning levels by their anniversary date of participation.	

Welfare Participation Rate	50%	Contractor will engage families receiving TANF that include a work eligible adult or minor head of household in countable work activities.	
Welfare Entered Employment Outcome Rate	30%	Contractor will assist TANF career seekers with obtaining employment to ensure cases are closed due to earnings.	
SNAP E&T EER	8%	Contractor will assist SNAP career seekers with obtaining employment to ensure cases are closed due to employment.	

CSCR also measures the effectiveness of the contracted service provider and the one-stop delivery system through strenuous internal quality assurance review requirements. The Contractor is required to conduct self-monitoring no less than monthly and to report the outcome(s) and related trends to the designated CSCR staff. Also, as a part of the contract, the contractor provides monthly invoice documentation which allows for CSCR to review certain elements (i.e. employment plans, employment information, assessment information, etc.) each month prior to approving the invoice for services. Additionally, designated CSCR board staff conducts scheduled bi-annual monitoring, impromptu monitoring as well as “spot checks” in Employ Florida and OSST to review the quality of work occurring each month in the areas of services strategies and employment plans, data validation (employment verifications, credentials, etc.), service/activity codes and case notes entered in Employ Florida and OSST, and other items as determined necessary and appropriate according to program-specific requirements.

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

In accordance with WIOA 134 (a)(3)(A)(xii) and TEGL 03-15, each local workforce development area is required to establish a local definition of economic self-sufficiency. At a minimum, such criteria must provide that self-sufficiency means employment that pays at least the lower level

standard income level, as defined in WIOA Section 3(36)(B). The purpose for defining self-sufficiency, is to aid in establishing WIOA program eligibility for unemployed and employed adult and dislocated workers to receive individualized career and training services in CSCR's operating area. With this in mind, CSCR's local operating procedures reflect the following definitions:

Lower Living Standard Income Level (LLSIL) - The income level (adjusted for regional, metropolitan, urban and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary [of Labor].

Self-sufficiency (WIOA Adults) - These individuals are considered self-sufficient if their earnings, based upon family size, are above 200% of the LLSIL established for CSCR's operating area (prior to application for services).

Self-sufficiency (WIOA Dislocated Workers) - These individuals are considered self-sufficient if their earnings are at least 80% of their earnings at the time of their dislocation.

Self-sufficiency (Welfare Transition) - These individuals are considered self-sufficient if their earnings, based upon family size, are above 200% of the federal poverty level established for CSCR's operating area.

Self-sufficiency (Incumbent Workers) - These individuals are considered self-sufficient if the employee's hourly wage is less than or equal to 200% of the LLSIL wage (for a family size of three) for CSCR's operating area. Note: If the Incumbent Worker currently meets the definition of self-sufficiency; however, needs services in order to retain their self-sufficient employment, he/she may be served if a Statement of Need is obtained from the employer that the employee will not be retained unless additional training or services are received.

COORDINATION OF SERVICES

- (1) Coordination of programs/partners:** Describe how individualized career services are coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF 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 (TEGL 3-15).

CSCR is dedicated to meeting the needs of the employers and job seekers residing in Gadsden, Leon and Wakulla counties. By strategically aligning our system with economic development, education and core partners, CSCR is primed to carry out its goals and mission. CSCR collaborates with core partners by way of agreements, memorandums of understanding and joint planning. Individualized career services are coordinated across programs and partners to serve job seekers. Where possible, staff ensures co-enrollment to provide services needed to attain employment or complete training. These strategies assist in ensuring that services are not duplicated.

Upon entry, first time career seekers are greeted and assisted with ATLAS registration and sign-in, complete Fast Track Sector Assessment and screened for Veteran Status and notified of Priority of Services. Career Seekers are then taken to the Workforce Services Center where they receive a Welcome Packet, watch an online orientation, register in Employ Florida, and submit a resume for critique. Career Seekers are assigned to an Industry Sector and issued an industry sector badge. Career seekers needing extensive help are referred to the Learning Lab for in-depth assistance with Employ Florida registration and issued an Industry Sector Badge upon completion. Once the career seeker completes the Workforce Services activities they are referred to a Talent Acquisition Specialist to complete an Initial Assessment and discuss WIOA Basic, Individualized, and Training services. Referrals are then made to the appropriate program, career center resource, and/or partner agencies to address the identified needs of the career seeker.

Career seekers are routinely screened for eligibility and suitability of multiple programs to ensure the needs of the career seeker are met regardless of initial program affiliation. Young adults between the ages of 16-24 that receive cash assistance benefits and children of migrant workers are screened for co-enrollment in the WIOA Youth program to benefit from a case management approach that is effective for this age group. Career seekers participating with the Welfare Transition and Supplemental Nutrition Assistance Program, Employment & Training that require assistance with training/educational costs and appear to be job ready are

regularly provided opportunities for co-enrollment in the WIOA Adult or Dislocated Worker Program. CSCR makes and receives referrals from Vocational Rehabilitation and Adult & Community Education for training assistance, job search assistance, employability workshops, and assessments that are not available within their agency. Every effort is made by programs and partner agencies to leverage funds where possible and avoid duplication of efforts.

To ensure frontline staff are educated on the resources available in the service area, partner agencies provide training on their agency's services and eligibility requirements. CSCR, through its outreach efforts, also provides information regarding available career center services. In most instances, points of contact are established for technical assistance purposes. The education of staff is important in staff knowing when to utilize partner agencies to provide services or address needs of the career seeker for which CSCR does not have available resources.

(2) Coordination with Economic Development Activities: Describe how the local board coordinates workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promotes entrepreneurial training and microenterprise services (WIOA §108(b)(5)).

The CareerSource Capital Region (CSCR) Board has invested in working with the three Economic Development Councils in Gadsden, Leon, and Wakulla counties. With this investment, CSCR has a Board position on the Gadsden and Wakulla EDCs, and regularly attend meetings to give input on workforce issues facing the area. In Leon County, the designated Economic Development Organization (EDO) is the Office of Economic Vitality. CSCR has an MOU with two EDOs in the area, to outline the specific duties of each organization and to coordinate workforce investment and economic development activities. Our goal is to assist the local EDOs, Chambers, and others in the attraction, expansion and retention of businesses in the three county area. CSCR strategically partners with local EDOs and chambers of commerce to ensure we are supporting the vision of each entity. The Business Solutions team attends all industry sector meetings and events. Further, CSCR staff is regularly contacted by EDOs to attend meetings with businesses looking to expand or move to the area to discuss the variety of workforce development solutions available, as well as provide labor market data.

CSCR has developed strong relationships with the entrepreneurial community in Tallahassee by working with DOMI Station, a local business incubator and co-working space. In addition, CSCR staff are in leadership positions throughout the community to maintain communication and

engagement with the entrepreneurial ecosystem. For instance, CSCR's Senior Director is the past chair of the Alliance of Entrepreneur Resource Organization (AERO) group. AERO is a coalition of public agencies and community non-profit organizations united to provide current and new businesses with resources to aid in their success. Tallahassee Community College has established an entrepreneurial training certification program for our local area. CSCR plans to assist in ensuring the certification program is a success and available to job seekers through the LWDB training provider list.

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

CareerSource Capital Region has developed strong relationships with a myriad of community educational partners. CSCR has an excellent relationship with Tallahassee Community College (TCC) and the two Technical Centers in our local area. Our goal is to align with the Economic Development entities and their targeted industries along with the identification of job demand gaps to encourage additions and modifications to the training options as the labor market changes. Tallahassee is an education town with Florida State University, Florida A&M University, TCC, Keiser University, Flagler College, and other educational providers serving the local area. CSCR has a relationship with all the training providers and with our established Career Pathways Council, is creating a structure to develop realistic career information for those job seekers we serve.

In addition, we have recently solidified our relationship with the Leon County K-12 school system and started the task of aligning the jobs that are in demand as forecasted for the region with the educational curriculum to better serve the business demand. CSCR has begun to engage the Wakulla School System and are in talks to mirror the relationship with the Leon County School system. There are plans to engage the seniors in both school systems, prior to graduation, to share information on the services we can provide for out of school youth. We plan to make similar inroads with the Gadsden County schools in 2018.

- (4) Coordination of transportation and other supportive services:** Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11)).

CSCR has been a long standing member on the Transportation Disadvantaged Coordinating Board (TDCB) for the three counties comprising its service area. The TDCB is responsible for reviewing and discussing issues related to providing transportation services to community members who are unable to provide their own transportation to vital services, such as medical appointments and employment. Through CSCRs participation in the TDCBs, the needs of our customers are taken into account and CSCR is able to look for other ways to partner/leverage funds with other community partners serving the same customer base.

Additionally, CSCR provides transportation and other support services, based on program and funding availability to assist customers in overcoming barriers to employment. In the instance CSCR is not able to provide a particular service, customers are referred to other partners for assistance. Where possible, CSCR facilitates the connection between the partner agency and the customer in order to access needed services. The following services are currently provided by CSCR:

Transportation Assistance: Career seekers participating in the Welfare Transition (WT) program and WIOA Transitional Employment are able to receive transportation assistance based upon need and the mileage for participation in program activities. Career seekers may be considered to have minimum, moderate, or high level need and the amount received is based on the determined level of need. The maximum monthly amount provided in gas cards or bus passes to a WT participant is \$40 and \$80 monthly for WIOA Transitional Employment participants. Career seekers that fail to participate as required are not eligible to receive assistance unless there is a documented hardship.

In the event the WIOA Transitional Employment participant is already receiving transportation assistance (i.e. WT or SNAP career seeker), staff will ensure that a duplication of assistance does not occur. For example, if the participant has a minimum level of need and receives \$20.00 in transportation assistance via the WT program, they are only eligible to receive \$20.00 in transportation assistance to participate in the WIOA Transitional Employment Program (Maximum amount of \$40.00 per month).

Childcare Assistance: Childcare assistance is provided to WT customers by referral to the Early Learning Coalition (ELC). Career seekers who are mandatory and successfully completing assigned activities are eligible to receive a referral authorizing ELC to provide subsidized services. Career seekers are required to provide proof of participation and/or employment in order to receive ongoing referrals. Career seekers whose public assistance

ends due to income (transitional customers) are provided childcare assistance for up to two years upon documenting continued employment.

Training/Work-Related Assistance: WT career seekers who are employed, attending school, in training and/or participants engaged in WIOA Transitional Employment activity are eligible to receive assistance with the purchase of work, school and training-related items. These items can include tools/supplies/equipment, uniforms and other related forms of clothing/shoes, lab/testing fees, books, tuition, GED fees, certification/licensure fees or other appropriate work/school-related items.

WIOA program participants who are enrolled in occupational skills training are eligible to receive assistance with the purchase of training related items. These items may include books, tools, uniforms/related clothing items, license and examination fees as well as other appropriate training related items. CSCR may also pay for testing fees (background and/or drug screening) that are documented requirements of the training provider for each student irrespective of the source of funding; customers must also express a need to receive the service and attest there are no other means/resources at their disposal.

Education Assistance: Due to the lack of funding, Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) does not directly assist their participants with paying for GED tuition and exam fees; rather, this assistance is provided via referral to the WIOA programs based on eligibility and suitability. Where appropriate, customers are referred to other partner agencies for assistance in this regard.

Other Support Services: WT customers are also able to request other assistance as a diversion to receiving ongoing benefits as well as with relocating for employment or domestic violence situations. Customers that apply for public assistance but have yet to be approved/receive benefits AND have an emergency and/or unexpected situation AND can prove that there is not a need for ongoing public assistance payments may qualify for and receive up-front diversion funds up to \$1000 through the Department of Children & Families (DCF).

Relocation assistance is available to applicants that meet the eligibility criteria for up-front diversion and career seekers receiving ongoing benefits and meet the eligibility criteria for relocation assistance. If the career seeker does not qualify for or receive cash assistance benefits due to exhausting their time limited benefits, the customer is not eligible to receive

relocation assistance. Relocation assistance may be granted up to \$2000 and requires a relocation distance of 50 miles from their current residence.

For both services, eligibility must be determined by CSCR and supporting documentation provided to DCF for issuance of funds.

- (5) Coordination of Wagner-Peyser Services:** Describe plans and strategies for, and assurances concerning maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services (WIOA §108(b)(12)).

Due to Florida's workforce development innovations that are ahead of many of our state-level counterparts in the nation, CareerSource Capital Region coordinates effectively with the Department of Economic Opportunity (DEO) as it relates to the provision of Wagner-Peyser services. The Memorandum of Understanding (MOU) between CSCR and DEO (Exhibit "A" of the Grantee-Sub grantee Agreement between CSCR and DEO) establishes the organizational framework to integrate the delivery of DEO programs and services into the one-stop delivery system. This MOU, as supported by Chapter 445, Florida Statutes, integrates all workforce development programs/services within the one-stop delivery system and places DEO-funded merit staff under the functional direction and management of the CSCR Board staff. Wagner-Peyser services are fully integrated into our career center operations thus allowing us to effectively coordinate service delivery between the various workforce development services in a manner that avoids duplication and is seamless for both employer and career seeker customer groups.

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

CSCR coordinates with the Adult Education and Literacy providers in the following ways:

- Serves on the LWDB 5 Board of Directors to serve as a voice for adult learners.

- Provides on-site GED courses for job seekers in the immediate area of the Leon Career Center.
- Provides cross-referrals of students that could benefit from the services offered by CSCR.
- Shares information for mutual customers to include attainment of credential (GED), attendance verification, exam readiness, changes in testing requirements, and financial resource information for exam costs.
- Leverages costs by proctoring Test of Adult Basic Education (TABE) for mutual customers

As new administrative policy is provided by CareerSource Florida regarding WIOA Training Provider List procedures, these partners will submit applications to provide adult education and literacy services. The application will be reviewed using CSCR's standard process for reviewing and approving applications for training services. Feedback is provided to the Department of Education on whether the provider has aligned their programs to the local workforce development board's WIOA plan.

CSCR in coordination with the local provider of adult education and literacy training developed a Memorandum of Understanding that includes/will include:

- Defined the referral process between the agencies (i.e. tracking, closeout, communication protocol)
- Customer service delivery process (combined case management approach)
- Common performance measures
- Schedule for training of staff for all agencies (CSCR, ACE)
- Include core partners in workforce development training from Department of Economic Opportunity, Department of Labor, and Food & Nutrition Services
- Meeting schedule to review processes, share information, evaluate performance outcomes, and identify service gaps
- Established points of contacts at each agency to address emergent issues
- Possible areas of duplication and define an integrated approach to ensure the alignment of workforce activities with the resources and services necessary to assist adult and limited English proficient learners

(7) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to help reduce welfare dependency, particularly how services are

delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help such recipients become self-sufficient. Additionally, describe the strategies the local area uses to meet CareerSource Florida's goal of reducing welfare.

The local board runs an integrated service delivery model that provides employment services by industry sector rather than by program. This delivery model allows for the leveraging of program specific services within each sector and reduces the possibility of participants missing the opportunity to receive more services through co-enrollment. Specifically, TANF recipients are required to complete specific pre-enrollment activities prior to approval of benefits. These pre-enrollment activities are part of the screening process for WIOA eligibility and allow staff to offer individualized or training services for participants who could benefit from those types of services. SNAP recipients go through a similar process where pre-enrollment activities are assigned during the participant's first month in the program. For those participants co-enrolled into WIOA, paid work experience or occupational skills training provide opportunities to attain self-sufficiency and reduce welfare dependency.

Participants in both programs are assigned activities in education or work depending upon the individual's unique barriers. Work-based learning models are utilized to lead to permanent employment and staff seek out employers who are looking to hire over work sites looking solely for volunteers. Staff aim to change participant worksites every 90-180 days to expand the breadth of experience and exposure to different employers and job positions.

Education resources available through the career center include not only job search training like resume creation and interview preparation, but also soft skills training like networking, dependability, and taking initiative. Some instructional resources are provided both live and online to increase the accessibility for participants. Furthermore, soft skills instruction is required for participants who are returning to the program from penalty sanctions.

Finally, the board partners with other programs in the community that aim to reduce welfare dependency and increase self-sufficiency by referring to these programs and allowing participation in the program to serve as recordable activities for both TANF and SNAP programs. Examples of these partnerships include, Capital Area Community Action Agency's *Getting Ahead in a Getting By World*, and Career Training Concepts' *Forward March* program.

(8) Cooperative Agreements: Describe the replicated cooperative agreements (as defined in WIOA section 107(d)(ii)) between the local board or other local entities described in section

101(a)(11)(B) 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.

CSCR has developed local Memorandum of Understanding (MOUs) with our core program partners as reflected below.

Vocational Rehabilitation to:

- Define the referral process between the agencies (i.e. tracking, closeout, communication protocol)
- Determine customer service delivery process (combined case management approach)
- Define common performance measures
- Create a schedule for training of staff for all agencies (CSCR, VR)
- Include core partners in workforce development training from Department of Economic Opportunity, Department of Labor, and Food & Nutrition Services

Blind Services to:

- Coordinate with CSCR to provide access to its workforce services and programs through the One-Stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop system.
- Coordinate with CSCR to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop delivery system.
- Coordinate with CSCR for the funding of the infrastructure costs of the career centers.
- Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop system.
- Provide feedback to CSCR management regarding the performance of the partnership, including its effectiveness and success.
- Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CSCR staff.

An MOU has been developed with the Florida Department of Children and Families but is awaiting a signature of approval.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

The Workforce Innovation and Opportunity Act of 2014 provides the platform by which the nation's workforce development system can transform from a supply-driven system to one that strives to meet the ever-changing demands of the business community. Because of this, CSCR has utilized the passage of WIOA as an opportunity to create a local workforce system that embodies the vision of WIOA by:

1. Knowing and understanding that the needs of business and workers drive workforce solutions;
2. Ensuring that our career centers provide excellent customer service to job seekers and employers and focus on continuous improvement; and
3. Supporting strong regional economies and playing an active role in community and workforce development.

The local one-stop delivery system includes a comprehensive career center in each of the counties included in CSCR's operating area, that offers job seeker customers a range of programs and services that support the local workforce development system. These services are available to any eligible adult, youth, and dislocated worker based upon an assessment of the individual's needs and the resulting employment plan or individual service strategy. Specific services incorporated into CSCR's service delivery system include orientation to services; computer resources which job seekers may use to conduct job searches, develop and post their resume, complete job applications and other job-search related needs; referrals to job opportunities; career exploration and assessment; work-readiness workshops on resume writing, interviewing and other training topics; information on training provider programs to include past performance and cost; local and state labor market information; information on referral to support services such as transportation, child care and assistance to victims of domestic violence; assistance with applying for reemployment assistance benefits and claiming weeks; determining eligibility for federal workforce programs; and other basic and individualized career services as well as training services.

The local one-stop delivery system also includes a variety of comprehensive services to employers that include, but are not limited to: job postings; screening and referral of qualified candidates; training grants for incumbent workers; provision of labor market information; job fairs, hiring fairs

and other recruitment events; information regarding tax incentives and other economic development programs; general and updated information regarding unemployment insurance and workers' compensation; customized recruitment, qualification and assessment screening of applicants; Rapid Response and/or Outplacement services for downsizing companies; development of on-the-job (OJT) training programs; work experience, and customized training.

The following resources will be pooled within the one-stop systems to provide services: 1) Workforce Innovation and Opportunity Act (WIOA) funds, 2) Temporary Assistance for Needy Families (TANF) funds for the Welfare Transition program, 3) Wagner-Peyser funds, 4) Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) funds, 5) Reemployment Assistance funds, 6) Veteran Services funds, and 6) other special grants/funds as awarded to CSCR. WIOA funds will be expended for basic career services, individualized career services, training and follow-up services. All workforce funds will be used to pay for their proportionate fair share of costs to operate the career centers and to ensure the efficient operation of workforce development programs/services throughout our operating area. Currently, additional partners such as Vocational Rehabilitation, Adult Education and Literacy and the Division of Blind Services do not financially contribute to the space and overhead costs of the local one-stop delivery system as CSCR is awaiting further guidance from CareerSource Florida as further communication and negotiations occur with the required partners at the state-level. We have submitted signed IRQ agreements to the federal partners as required. We have not received executed copies as of this writing.

A. Describe how required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

The mandatory partners in WIOA are just beginning to engage and have a limited presence in our Career Centers. The local leadership (Leon County School System and Vocational Rehabilitation) is now on the workforce Board of Directors, and the Memorandums of Understanding (MOUs) are in process or in place. Vocational Rehabilitation has been inconsistent in its ability to keep staff on a regular schedule at the career centers. The desire is there from the regional director, but staffing changes have been challenging.

The Leon County Schools Adult and Community Education (ACE) is the local provider of GED preparation, English for Speakers of Other Languages (ESOL), High School Credit retrieval, Adult High School (AE) and Adults with Disabilities classes and testing. An MOU is in place for them to offer an off campus GED class in our Leon Center. Additionally, a representative regularly attends the Career Center Partners Council meetings to assist with implementing a co-enrollment and referral process.

An MOU is in place with the Department of Economic Opportunity to provide Wagner-Peyser services which is our front door to providing core job seeker services. The funding for this service remains flat and staffing continues to be a challenge. We typically have over 3800 visits per month to our three centers combined.

An MOU between CSCR and Vocational Rehabilitation (VR) is pending signature at the state level for approval. Vocational Rehabilitation (VR) is a federal-state program that helps people who have physical or mental disabilities get or keep a job. Additionally, a VR representative regularly attends the Career Center Partners Council meeting to assist with implementing co-enrollment and referral processes.

Blind Services is also under the Florida Department of Education and their MOU is at the state level for approval and signature.

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

The Capital Area Community Action Agency is an established partner in our Career Centers. The organization's mission is to provide a comprehensive system of services and resources to reduce the effects of poverty, empower low-income citizens to become self-sufficient and improve the overall quality of their lives and our community. CSCR is a key partner in preparing these individuals for employment and being job ready.

The National Caucus and Center on Black Aging, Inc. is a partner in Gadsden and Wakulla Counties with the Senior Community Service Employment Program (SCEP), which provides employment opportunities for those unemployed over 55 years old. CSCR commits to serving as a worksite for this program. In Leon County, AARP is the SCEP provider.

The FAMU Small Business Development Center is a partner in Gadsden County providing entrepreneurship consulting once per week to new and existing small businesses.

Department of Children and Families (DCF) is in the Leon County Career Center two days a week assisting families with benefit questions and needs regarding TANF and SNAP benefits.

Early Learning Coalition is in the Wakulla Career Center with a full time staff member assisting job seekers with child care needs.

Although not co-located in the career center, CSCR has a weekly presence with the Kearney Center (provides emergency services to those experiencing or on the verge of experiencing homelessness) and Refuge House (domestic violence/sexual abuse service center) which allows for career center services to be provided on-site to career seekers with extreme barriers to employment.

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

As described above in 1A, LWDB 05 has entered into or are in the process of securing a Memorandum of Understanding between the local board and the One-stop partners under the direction of the Chief Elected Officials with the following:

- Department of Education - Division of Vocational Rehabilitation/Blind Services (in progress)
- Department of Economic Opportunity - Wagner-Peyser (executed)
- Leon County School Board – Adult & Community Education (executed)

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

The LWDB employs a “demand/supply” approach in the one-stop delivery system. Business & Employer Solutions manages the “demand” side of the equation through engagements with the local business community. Job orders obtained and entered into Employ Florida are assigned to career center staff for direct recruitment of candidates - the “supply” side of the equation. In addition to recruiting active caseloads, career center staff recruit for assigned job orders by conducting skill and resume searches in Employ Florida and other resume aggregator websites like Indeed™ and LinkedIn™. When viable candidates are identified, referrals are made in Employ Florida and passed to the Business Account Executives for presentation to employers.

Career Center staff are kept apprised of the specific needs of employers through ongoing communications with the Business & Employer Solutions team members. These communications ensure that Business Account Executives know the skills and qualities of the career seekers that are ready to be employed and that Career Center staff are aware of the skills and qualities desired by employers. This information drives career seeker services through educational workshops and individual career consulting. Furthermore, skill gaps are addressed through seeking out and securing training providers and programs that meet the needs of local employers.

Additionally, CSCR’s Business Partnership Advisory Council (BPAC) is a group of executive level professionals advocating on behalf of the business solutions provided by CSCR.

Our business partners include representatives from health care, professional services, information technology, banking and finance, government, transportation & logistics, staffing, manufacturing and

business organizations such as Big Bend Society for Human Resource Management, the local SHRM affiliate.

The BPAC members provide advice and guidance to CSCR, serve as event guest speakers, and educate the business community about the capabilities of CSCR. They also indirectly assist CSCR with finding the right fit for candidates. Members also help CSCR staff understand the current job market and provide business intelligence.

- 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 CSCR Career Centers are ADA compliant and all forms, flyers, advertisements and postings include the required EEO information. Additionally, each office is equipped with computer software/hardware for use by persons with disabilities. Staff receive training at least annually regarding serving individuals with disabilities and how to handle accommodation requests. Sign language translators are engaged as needed to serve individuals with hearing impairments and Braille documents and audio recordings are available as well. Career seekers with disabilities are considered universal customers and have access to all services and programs in all centers. At this time, CSCR does not conduct consultations with an Independent Living Center.

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

Leon County School Board utilizes the principles of universal design in their operations in the following ways:

- Offers GED, English for Speakers of Other Languages, High School Credit Retrieval, Adult High School and Adults with Disabilities classes in fourteen (14) accessible locations at different times of the day (morning, afternoon and evening) as well as online
- Teachers use multiple strategies and a variety of material types to provide instruction to meet the individual needs of the student regardless of learning type

- Teachers provide instruction geared toward multiple intelligences

Vocational Rehabilitation (VR) design their facilities and provide services with a broad range of abilities, ages, reading levels, languages, cultures and other characteristics in mind. VR makes certain that any person accessing their services feel welcome, can get to their facility and maneuver within them with minimum effort, is able to fully benefit from resources and courses and can make use of the equipment and software needed to receive services. VR does so by ensuring:

- Policies and procedures are provided in formats that are easy to use for those with disabilities (printed and electronic materials)
- There are convenient, wheelchair accessible parking spaces and routes for travel to and from the facility
- Facility includes sloping walks, adequate lighting, and high-contrast, large print directional signs
- Fixtures and furniture are adjustable in height and allow for flexible arrangements
- Systems employ an accessible design and systems are in place to make accommodations (assistive technology)

Early Learning Coalition receives Child Care Authorization and Referrals (referrals) from CSCR caseworkers for parents who receive services through TCA and TCC and coordinates with CSCR caseworkers to obtain additional information. The ELC enrolls children into the School Readiness program for child care assistance based on the School Readiness program's eligibility priorities in s. 1002.87(1), F.S. The ELC contacts parents within ten (10) days of receiving a complete and correct referral. The ELC schedules an appointment with the parent who receives TCA to complete a School Readiness eligibility interview. The ELC directs the parent who receives TCC to submit an online application for child care assistance through the state's Family Portal. In the more likely case where a parent previously received TCA but is now on TCC, the ELC automatically "rolls over" that parent's (and child's) eligibility without the need for the parent to submit an online application. The ELC enrolls children into child care programs that are contracted with the ELC. The ELC provides child care for up to a one year (1) period. Once the parent loses TCA or TCC eligibility, the ELC shifts the parent's funding to a new funding source and allows the parent a 90-day period in which to become employed, attend school, or provide evidence of disability. If the parent does this successfully, the ELC continues child care assistance up to the one (1) year period,

at which point the parent must recertify for services again. If the parent does not do this successfully, the ELC terminates child care assistance at the end of the 90-day period.

The ELC has computers and scanners that parents may use for eligibility purposes. Parents can complete the online application by using a computer or their smartphones. This includes using their smartphone to take photos of the required documents to submit an application. The ELC provides hands-on assistance to parents who need such help. ELC offices are accessible to all individuals. Several ELC staff are bilingual and the online application is available in Spanish and Creole. The online application reflects error messages and requires applicants to review their application and correct errors prior to final submission. Eligibility specialists explain the School Readiness program's requirements verbally and in writing to the families, both at the time of appointment and at any time the parent has a question. Parents may contact eligibility specialists by phone, email, fax, and in-person visit.

The Small Business Development Center at FAMU utilizes the principles of universal design in their operations in the following ways:

- Concerning the principle of Equitable Use, SBDC attempts to ensure system designs are useful to people of diverse backgrounds. SBDC makes provisions for privacy and security for all their clients equally. Moreover, SBDC avoids stigmatizing any of their clients by presenting their information in a manner that can be understood and followed by all people.
- The principle of simple and intuitive use is achieved by eliminating all unnecessary complexity in how approach providing our services to their clients whether online, consultations, or general customer service. Their platforms, systems, and materials accommodate a range of literacy skills with the intent to reach as many persons as possible.
- The design of their systems and materials communicate essential information effectively to their clients by using network-wide marketing and branding standards. Their collateral pieces, signage, logos, are designed to increase the perceptibility of the information offered to their clientele. Their materials use different modes to assist their client to better

understand the essential information they share to help clients start, grow, and improve their small businesses.

- 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)).

Introduction to the services provided will be conducted through a virtual Tour of Services which is delivered via computer. This virtual Tour of Services allows for new career seeker intake at any time of the day during operating hours. It can also be deployed on the CareerSource Capital Region website for remote access. Once complete, career seekers are expected to complete a full registration in Employ Florida. Registration may be assisted in our career center or completed independently by users in remote areas. Upon completion of the Tour of Services and Employ Florida registration, career seekers are assigned to specific Industry Sectors and an initial assessment with a Talent Acquisition Specialist is completed. During this initial assessment, the following topics are discussed informally:

- Education and work history
- Employment goals
- Specific barriers to employment
- Basic eligibility requirements for WIOA and other programs
- Available resources for assistance

During this assessment, a determination is made as to what level of services would be best suitable for the career seeker. Career Center services include:

- Staff assisted job search and referrals
- Live workshops in the career center on topics ranging from job search training (e.g., resume preparation and mock interviewing) to soft skills education (e.g., effective communication skills and conflict resolution)
- Independent and guided skill-building programs for basic job skills like computer literacy and typing
- Formal assessments for career interest inventories or job skills
- Creation of individual employment plans and ongoing one-on-one career consulting

CSCR has also established the Affiliate Status Partnership to expand services outside of the career centers by aligning with community partners with an interest and space for job seekers in remote areas to access the Employ Florida to search for job opportunities. Affiliates by nature are agencies in remote areas of Gadsden, Leon, and Wakulla counties that are churches, libraries or other community partners.

In addition, CSCR has a weekly presence with the Kearney Center (provides emergency services to those experiencing or on the verge of experiencing homelessness) and Refuge House (domestic violence/sexual abuse service center) which allows for career center services to be provided on-site to career seekers with extreme barriers to employment. CSCR is committed to widening its reach and increase its presence in the community through mutually beneficial partnerships.

(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)).

The LWDB has worked to streamline the integration of all programs into a singular intake and case management process. Irrespective of program (WIOA, Welfare Transition, SNAP, special grants, universal services, etc.), all customers will complete a Tour of Services, Employ Florida Registration, and Initial Assessment with an Industry-Specific Talent Acquisition Specialist prior to accessing services. Once these steps are complete enrollment into specific programs is dependent upon the customer completing a prescribed set of activities which include:

- 5-Minute Series - A series of short, online webinars on a variety of topics including basic job search training and soft skills training.
- Labor market research
- Resume creation
- Industry Scholars Certificate Program - For those interested in training services, the Industry Scholars Certificate program is a web-based educational tutorial that exposes customers to positions within their industry of interest. The tutorial covers a “day in the life”, local labor market statistics, industry terminology, and culminates in a certificate of completion to ensure that customers have a baseline understanding of the career opportunities prior to enrolling in a training program.

Because these required activities are aligned among all programs, customers are able to more easily access services provided by various programs without having to “start over” and complete new requirements. Opportunities for co-enrollment are more easily determined and leveraged to provide customers a customized and unique solution based on specific goals.

Furthermore, each one-stop utilizes ATLAS™ for universal check-in to the one-stop and to house electronic versions of customer files. Because all customer files are housed electronically and by customer rather than program, co-enrolled customers can more easily be case managed and monitored for compliance.

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

As outlined in CSCR’s administrative plan, when procuring goods or services at a unit price of \$150,000 or over, the organization must advertise for competitive proposals or bids. Therefore, CSCR utilizes the Request for Proposal (RFP) process in order to competitively procure One-Stop Operator / Workforce Development Services. Public notice of the RFP is conducted through newspaper advertisement and a notice is mailed electronically to all entities or individuals found on CSCR’s compiled vendor list, including minority organizations. Additionally, the RFP is posted via CSCR’s social media channels and on our website. The RFP is released for a 30-day period to allow for an adequate response time for potential respondents.

Any organization that is interested in submitting a proposal is required to submit a Letter of Intent to Propose by the deadline stated in the RFP. CSCR also provides a window of time within which interested parties may submit written questions or requests for clarification. Using its discretion regarding the questions presented, CSCR posts the questions received, as well as the answers/responses, to our website. The next step in the process includes formulating a review committee that can be comprised of both internal and external subject matters experts. The review committee members are provided with a rating sheet that outlines that criteria and scoring system that the proposals should be rated against. Review committee members are only tasked with reviewing those proposals that have been determined to be “responsive” (as defined within the RFP). Each review committee member reviews the proposals, completes a rating sheet for each proposal, and sends it to the CSCR designee who is responsible for reviewing and compiling the ratings. From there, staff prepares a recommendation for submission to the organization’s Strategic Policy and Planning Committee, then the Executive Committee and finally, the full Board of Directors. Lastly, the Board of Directors then provides that necessary approval for CSCR staff to begin contract negotiations with the successful respondent.

(5) System Improvement: Describe additional criteria or higher levels of service than required to respond to labor market, economic, and demographic conditions and trends in the local area (WIOA §108(b)(6)(A)).

As of the writing of this plan, CareerSource Florida had not finalized its certification policy. Upon completion and issuance, CSCR will describe any additional criteria or higher levels of service, if any, than required in order to respond to labor market, economic and demographic conditions and trends in our operating area.

DESCRIPTION OF PROGRAM SERVICES

(1) System description: Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

CareerSource Capital Region (CSCR) is the administrative entity, grant recipient and fiscal agent for workforce investment funds allocated to serve Gadsden, Leon and Wakulla counties. As such, CSCR is responsible for the enhanced coordination, cooperation, collaboration and outcomes for the local workforce development area. CSCR, through a contracted provider, provides market driven services to employers, workers and job seekers in LWDA 5.

The system includes the core partner programs as outlined in WIOA: Workforce Innovation & Opportunity Act Adult, Dislocated Worker and Youth programs; Wagner-Peyser; Adult Education & Literacy; and Vocational Rehabilitation.

Other programs provided in the system are:

Co-Located Partners/Programs

- Senior Community Service Employment (Experience Works)
- Trade Adjustment Assistance
- Veterans Employment and Training
- Supplemental Nutrition Assistance Program, Employment and Training
- Temporary Assistance for Needy Families (Welfare Transition)

All programs and activities in the CSCR system are coordinated and have an integrated service delivery structure to facilitate greater outcomes, improved customer service to career seekers and employers as well as efficiency of staff.

CSCR provides universal access to services for all customers in its service area. CSCR is a results-driven organization working to increase access to and opportunities for employment, training, and support services needed for job seekers to be successful in the current job market. CSCR makes every effort to align workforce development with community partners (i.e. economic development

organizations, training providers, community based organizations, etc.) to provide a high-quality workforce development system.

CSCR has integrated the WIOA and Wagner-Peyser programs seamlessly to offer universal services to all job seekers. The programs operate seamlessly whereby job seekers are unaware of a particular funding stream/program, but rather, receive the services they desperately need to have a fruitful job campaign.

Representatives from Vocational Rehabilitation and the local Adult Education & Literacy provider partners with CSCR in many ways such as Board of Directors membership, cross referrals, chairing CSCR councils/committees, participating in discussions with key stakeholders to plan and realign how services are provided between the agencies, leverage resources, etc.

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

CareerSource Capital Region is the administrative and fiscal entity and grant recipient for LWDB 5. CareerSource Capital Region, as a public non-profit entity, has the intent to procure goods and services with public funds in a manner which promotes maximum competition and ensures public confidence that awards are made fairly and openly and result in the most advantage for public funds expended. Staff are required to follow the policies and procedures established by CareerSource Capital Region and appropriate Federal and State Laws and Regulations.

Goods and/or services necessary for the conduct of the agency's business and to implement and operate programs shall be procured using one of the following acceptable methods of procurement, as provided under 2 CFR 200.

A. Procurement by micro-purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed \$3,000. To the extent practicable, micro-purchases will be distributed equitably among qualified suppliers.

B. Procurement by small purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed \$150,000. If this process is used, price or rate quotes must be obtained from an adequate number of qualified sources.

C. Procurement by sealed bids- Bids are publicly solicited and a firm fixed price contract is awarded to the responsible bidder whose bid, conforming with all of the material terms and conditions of the invitation for bids, is the lowest in price.

D. Procurement by competitive proposals- Solicitation of competitive proposals, with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded.

E. Procurement by noncompetitive proposal / sole source may be used when the award of contract under competitive or small purchase procedures is not feasible. Circumstances under which a contract may be awarded by noncompetitive negotiations are limited to the following:

- a) The goods and services to be procured are available from a single source only;
- b) Public exigency or emergency when the urgency for the requirements will not permit a delay incident to competitive solicitation;
- c) After the solicitation of a number of sources, competition is determined to be inadequate;
- d) The awardee is a local educational agency, which is defined as public elementary, secondary, or vocational schools, the community College and the State University System;
- e) The purchases of utilities;
- f) Purchases made at prices established by a State contract administered by the State of Florida, Department of Management Services;
- g) Purchases made at prices established by another unit of government;
- h) On-the-Job Training;
- i) Individual Referral of Participants into classroom training on a tuition or off-the-shelf basis at prices available to the general public as long as the aggregate amount of the tuition or unit cost does not exceed \$10,000 for each individual training program; or
- j) Purchases made from another governmental unit in accordance with the Florida Statutes which provides for the purchase of such services without the necessity of procurement;

As administrative entity for LWDA 5, CareerSource Capital Region will use procedures and a monetary threshold for micro purchases, small purchases and sealed bids which at a minimum, comply with the threshold limits contained in CareerSource Capital Region Policy. CareerSource Capital Region considers all purchases less than \$150,000 to be small purchases. Although not required, other procurement procedures such as bids and proposal solicitation may be used by CareerSource Capital Region for any procurement whose estimate cost is less than the small purchase threshold. CareerSource Capital Region small purchases procedures, while competitive, are considered simple and informal.

The following thresholds have been established by CareerSource Capital Region for procurement of goods and services:

- a) Unit price up to \$3,000.00 – no bid required

- b) Unit price between \$3,000.01 and \$149,999.99 – three bids required
- c) Unit price of \$150,000.00 or over – advertisement for competitive proposals or bids

To the extent practicable, service providers will be selected competitively in accordance with applicable federal, state, and local regulations. Non-competitive, or sole source procurement shall be minimized, but may be authorized if justified and documented in compliance with applicable federal, state, and local regulations.

When procuring services by a competitive solicitation of \$150,000 or more, CareerSource Capital Region will use a Request for Proposal (RFP) process for competitive proposals. Public notice of the RFP will be provided through newspaper advertising, and a notice will be mailed to all agencies or individuals on the current bidders list, including minority organizations. Upon receipt of proposals by the published deadline, CareerSource Capital Region Planning Committee will review, rate, and make recommendations to the Executive Committee, prior to approval by full CareerSource Capital Region Board of Directors, which will vote on the matter.

When possible, state approved contracts may be utilized for the purchase of equipment, goods, and services.

All documentation detailing the historical process of a specific procurement action will be maintained in a procurement file, and retained for the required length of time specified in the Records Management section of this plan. Procurement files will contain, at a minimum, the following documentation for each individual procurement:

- Copy of public notice announcing solicitation/request for proposals
- The Request for Proposals
- Copies of proposals received
- Record of proposal evaluations ratings
- Record of formal approval/disapproval of proposals
- Cost and/or price analysis of accepted proposals
- Record of price negotiations/basis for final agreement price
- Record of all written communications between proposers and staff during the procurement process

(3) Expanding access to employment: Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-

enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).

A Career Pathways Council has been established to include community stakeholders that have expertise in education, economic development and workforce development. This council includes leaders from K-12, Post-Secondary, Independent and University educational institutions. The council also includes business representatives and members of area Economic Development Organizations (EDO). One of the goals of this council is to define the specific career pathways for the local area that align with the key industry sectors described in the following section. Providing service through the Industry Sector Model, these career pathways will be fully integrated into initial and ongoing participant service plans.

Relationships have been established with local agencies that serve individuals with barriers to employment including Vocational Rehabilitation, Division of Blind Services, Florida Department of Corrections, Department of Juvenile Justice, Big Bend Homeless Coalition, Capital Area Community Action Agency, Big Bend Continuum of Care and the Comprehensive Emergency Services Center. These relationships provide opportunities to generate referrals into WIOA programs, provide onsite services such as Employ Florida Registration, job search training, and eligibility determination.

In addition to the development of career pathways and relationships with local agencies, the local area has aligned the intake procedures of the Welfare Transition, Supplemental Nutrition Assistance Program E&T, and Priority Reemployment Program (PREP) with the procedures of WIOA Adult, Dislocated Worker, and Youth. All career seekers complete a predetermined set of activities prior to approval of services which include initial assessments, labor market information, initial job search training and Employ Florida registration. Eligibility for WIOA programs is assessed through this process as well to allow for efficient co-enrollment when the need for training services is determined necessary.

(4) Key Industry Sectors: Identify how the LWDB aligns resources that support and meet training and employment needs of key industry sectors in the local area. Describe strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(c)(1)(A)(v)).

In order to determine the key industry sectors for LWDB 5, the Business and Employer Solutions team conducted an analysis of employer hiring needs for the 2013-14, 2014-15 and 2015-16

program years. By reviewing Job Order and referral statistics, it was determined that the majority of the job openings in LWDB 5 have consistently been in one of the following areas:

Sector	NAICS Industry	NAICS Name
Healthcare	62	Health Care and Social Assistance
Manufacturing, Construction, Transportation & Logistics	23	Construction
	33	Manufacturing (31-33)
	31	Manufacturing (31-33)
	32	Manufacturing (31-33)
	48	Transportation and Warehousing (48 & 49)
	49	Transportation and Warehousing (48 & 49)
IT, Professional Services, Human Services	52	Finance and Insurance
	51	Information
	55	Management of Companies and Enterprises
	81	Other Services (except Public Admin.)
	54	Professional Scientific & Technical Svc.
	92	Public Administration

	53	Real Estate and Rental and Leasing
Retail & Hospitality, Education and General	72	Accommodation and Food Services
	56	Admin., Support, Waste Mgmt, Remediation
	11	Agriculture, Forestry, Fishing & Hunting
	71	Arts, Entertainment, and Recreation
	61	Education Services
	21	Mining
	45	Retail Trade (44 & 45)
	44	Retail Trade (44 & 45)
	99	Unclassified establishments
	22	Utilities
	42	Wholesale Trade

Industry Sector Model (ISM)

CSCR has implemented a fully integrated Industry Sector Model (ISM) designed to produce the most and best possible matches between job seekers (Talent Pipeline) and employers through placement and training services. The ISM focuses on the demand and targeted occupations in LWDA 5; recognizes the varied career pathways within each of the individual industry sectors; meets each job seeker where they are, in their career pathway, and provides live and blended learning models, online training for all levels of job seekers at every step of their career pathway that teaches elementary soft skills, entry level career pathway competencies, basic workplace competencies,

required industry sector competencies all the way to management competencies and occupation specific competencies, either provided at the career center or with an education or employer partner.

This unified approach eliminates the barriers of traditional service silos, making the workforce development experience transparent, efficient and effective for all customers. The ISM is in alignment with WIOA, which establishes unified strategic planning across core programs, including Title I Adult, Dislocated Worker and Youth programs; Adult Education and Literacy programs, the Wagner-Peyser Employment Service; and Title I of the Rehabilitation Act programs.

ITAs will be provided to qualified WIOA career seekers in need of financial assistance to obtain the education and job skills necessary for greater employability in a targeted LWDA 5 industry sector. The ITAs may be used to cover the cost of tuition, books and fees of any of the approved training providers/programs. The Regional Demand Occupations List is used as the basis for approving training providers/programs for inclusion on the Approved Training Provider List/Programs.

(5) 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 §134(c)(1)(A)(iv)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

CSCR is on the front lines when it comes to engaging with industry partnership organizations in the area. We participate in committees specific to industry sector and trades, entrepreneurship, education, etc. Partnerships that assist with key industries include the local EDO's, Chambers of Commerce, SBDC, Leon County School Board, Wakulla County Schools, Tallahassee Community College, FSU, FAMU, Florida Economic Development Council, Manufacturers Association of Florida, Big Bend SHRM, HR Florida, GrowFL, and Tallahassee Technology Alliance. The partnerships have proven to be very beneficial for employers and career seekers in the area.

As active members of the local SHRM affiliate, we have expanded the business community's awareness of the CareerSource Capital Region's broad range of offerings that assist employers with all aspects of the hiring process, as well as the training grants available for their use. This has greatly expanded the community's knowledge and served to help CSCR engage with community partners in leveraging resources.

- A. Describe how selected industries or sectors are selected based on, and driven by, high-quality data (cite data source used);

Industry sectors have been selected in collaboration with our Economic Development Partners; data received from the Bureau of Labor Market Statistics of

DEO (Regional Employment Projections, Help Wanted Online and Regional Labor Supply) as well as an analysis of job order and referral statistics over a period of three program years (See *Key Industry Sectors* above). In addition, in a collaboration with the Gadsden County Development Council, CSCR has access to Chmura Analytics JobsEQ™ data for additional analysis in workforce and economic development projections.

- B. Describe how sector strategies are founded on a shared/regional vision;
Using data analysis from LMI and using JobsEQ™ from Chmura Analytics, the past and projected skill demand data as well as the business intelligence from our Business Solutions Team helped determine how we arrived at our sector strategy. In addition, using the Help Wanted Online (HWOL) data provided by DEO, we monitor monthly the high demand jobs posted throughout our three counties.
- C. Describe how the local area ensures that the sector strategies are driven by industry;

The CSCR Board has sponsored sector round tables and focus groups with the business leadership in that sector; included are: education and training providers and economic development partners who engage in conversations to identify barriers to developing the skilled workforce each sector demands. CSCR sees itself as a catalyst for addressing the skill gaps in the local area.

- D. Describe how the local area ensures that sector strategies lead to strategic alignment of service delivery systems;

The local area ensures strategies lead to strategic alignment by using the information garnered through the round tables and focus groups in order to align our WIOA resources to the skill gaps identified in the sector rounds and focus groups and work with the partners to address the needed training requirements to mitigate the skills gap in each sector. We are in the beginning stages of outlining this process with the help of our Strategic Planning & Policy Committee.

- E. Describe how the local area transforms services delivered to job-seekers/workers and employers through sector strategies: and

With the integration of our multiple funding streams and the division of our focus into four major sectors, CSCR has created a streamlined approach to our delivery

of services across our system. This change has transformed our system to begin aligning our resources with the greatest skill needs.

F. Describe how the local area measures, improves and sustains sector strategies.

As we align our resources to the high demand high wage skill gaps, we will be tracking the placements and the impact on the different sectors on a periodic basis. With sector rounds being planned two to three times per year, CSCR will convene the most impactful stakeholders to give feedback and guidance of our efforts.

(6) In-demand training: Describe how the local board 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)(G)(iii)).

The LWDB 5 is committed to ensuring that participants are afforded the best opportunity possible to gain the knowledge and skills needed in order to obtain self-sufficient employment. In support of this effort, CSCR has established partnerships with a significant number of educational providers within the Panhandle. Many of the programs are offered by multiple institutions, allowing the career seeker the flexibility to choose the option that best suits their needs.

- A. Annually, a Regional Demand Occupations List (RDOL) is established and published by the Department of Economic Opportunity (DEO). This list is used as the basis for training programs in LWDB 5.
- B. Occupations are selected for inclusion on the RDOL based on the following criteria:
 - a. FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
 - b. 30 annual openings and positive growth
 - c. Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
 - d. High Skill/High Wage (HSHW) Occupations:
 - 1. Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

The Eligible Training Providers List/Programs (ETPL) will be reviewed annually to ensure alignment with in-demand industries and occupations. Prior to the end of each program year, the approved programs on the ETPL will be reviewed against the most-recent RDOL. Programs that are no longer in-demand (occupation is not included on the RDOL) will be marked for removal from the ETPL and the Training Provider will be notified via written notice.

Upon conclusion of the initial review, a secondary review will be conducted to ensure the accuracy of the programs on the ETPL. The Training Provider shall be asked to verify, via written response, (1) programmatic name changes and (2) whether or not the programs listed are still being offered. The ETPL will then be updated based on the information received.

The RDOL is also analyzed to determine if there are occupations listed, for which an approved training program is not on the ETPL. Institutions that provide training for in-demand occupations that are not on the ETPL will be contacted and provided an abbreviated application in order to determine if the program should be added to the ETPL. All applications are evaluated based on the currently established process for adding programs.

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

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

CSCR Business Account Executives and other team members are dedicated to regular employer outreach and engagement activities in Leon, Gadsden and Wakulla counties. Employer engagement has multiple purposes: (1) to share the plethora of solutions CSCR offers, (2) to share workforce data as needed, and (3) to assess the employers' workforce needs. CSCR fully utilizes Salesforce™, a Customer Relationship Management (CRM) tool to track leads and customer satisfaction via surveys. Below are a few ways we engage the local business community:

- Business Solutions team members actively participate in Big Bend SHRM, attending meetings, partnering on events and serving on the board of directors.
- Account Executives participate in local chamber meetings and events in the three counties.
- Account Executives serve on the boards and participate in BNI, Tallahassee Technology Alliance.
- Business Solutions team members maintain strategic relationships with economic development organizations and other community business groups to identify referrals, etc.
- Business Solutions team members attend local job and career fairs and trade related events, where they can engage with industry partners.

- Business Solutions team members actively engage job seekers and employers on LinkedIn and other appropriate online tools to market services.
- Business Solutions team members host over 40 recruitment events annually and sector based hiring fairs annually (sectors cover in-demand occupations for the LWDA).

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

Most business accounts are managed by an Account Executive, Recruitment & Events Coordinator and Business Solutions Representative (back office support). This allows the employer to experience a team behind their efforts; which leads to a more innovative approach to account management and sourcing talent and other resources.

Through hiring fairs, CSCR gains a better understanding of business needs by gathering information on open positions, company culture and ideal candidates. We then partner with Talent Acquisition Specialists to screen and provide qualified talent.

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

Several CSCR team members are intricately involved with the local economic development organizations. CSCR is a partner for recruitment and retention projects in the community. We:

- Provide area labor market data and solutions offered by CSCR at the request of the EDO.
- Give ongoing support and information on training grants, hiring fairs, etc.
- Attend regular meetings with EDO representatives, who serve on the CSCR Strategic Policy & Planning Committee.
- Send the Business Solutions team to attend all industry sector roundtable meetings and serves as an extension of each EDO's staff. This is done by teaming up on employer meetings and taking advantage of the benefits each organization offers.

Economic Development representatives also serve as members of the CSCR Board of Directors.

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

CareerSource Capital Region provides universal access to services for all community residents including those receiving reemployment assistance benefits. CSCR provides local employers with an array of solutions meant to fill their hiring needs, build a talent pipeline for future vacancies, and assist the employer in remaining viable. Unemployed individuals can be considered a likely pool of skilled individuals equipped to promptly transition into open positions and become an asset to the hiring company. To strengthen the linkage and increase the visibility between employers and unemployed individuals, CSCR provides the following concentrated solutions:

- ConnectionsCR - In partnership with Big Bend SHRM, local business leaders and human resources professionals, CSCR holds quarterly recruiting and networking events that connect professional-level, pre-screened unemployed job seekers with employers in an informal atmosphere. The event provides hiring managers and job seekers the opportunity to interact with the assurance that (1) the customer has met minimum qualifications for open positions and (2) employers are those of interest for the attending job seekers.
- REACT - The REACT Coordinator works to link affected workers with local businesses needing to hire for skills similar to those of the worker. To that effort the REACT Coordinator will review the resumes and/or applications of affected workers to ascertain their work/education history as well as transferable skills of each individual. Also, all job listings posted in Employ Florida will be reviewed for potential job matches. If there are matches, the hiring employer/manager will be contacted, advised of the pending layoff, and given the opportunity to review the resumes/completed applications from any of the affected employees. If warranted, a hiring event may be scheduled with local employers to assist in placing the impacted workers prior or subsequent to the date of layoff/closure.
- Hiring Fairs - As part of the area moving to an integrated case management model and in response to employer/job seeker comments, CSCR has shifted to having smaller, industry-focused hiring events more

frequently throughout the year. Doing so, allows the area to attract more businesses and job seekers that have skills in specific, in-demand industries to register in Employ Florida Marketplace for services. The change has allowed CSCR to increase the talent pipeline for local employers as well as improve the types of employers/positions posted.

- Ask the HR Experts Panel Discussion - The 'Ask the HR Experts' networking series is a panel discussion offered by CSCR in partnership with Big Bend SHRM. This event connects unemployed job seekers with employers who are Human Resources professionals or hiring managers with local businesses. Job seekers are afforded the opportunity to ask HR related questions on resumes, interviewing and hiring practices. Special care is taken to invite employers that hire for positions congruent with the employment backgrounds of attending job seekers.
- Job matching/Job Development - Staff has a vested interest in matching unemployed job seekers with positions posted in Employ Florida (job matching) and in some instances those found by other means (job development). Regardless of how the job opportunity is found, the preferred outcome is a placement for the job seeker and fulfilling a vacancy for the employer. Staff reviews all new job orders against their caseload of unemployed individuals for potential matches. If no matches are found, staff will search other job posting sites for employment opportunities. If staff is personally aware of employers hiring, staff is encouraged to conduct job development to secure employments for candidates.

(8) Priority for Services: Describe local policies and procedures are established to prioritize recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for individualized career and training services in the adult program.

WIOA Section 134 (c) (3) (E) establishes a priority requirement with respect to funds allocated to a local workforce area for the Adult program. Under this section, CSCR must give priority to the following "priority groups" when providing career or training services regardless of the level of available funding:

- Recipients of public assistance;
- Other low-income individuals; and
- Individuals who are basic skills deficient for the provision of individualized career services

Veterans and eligible spouses continue to receive priority of service for all USDOL funded job training programs, which includes WIOA programs.

CSCR provides priority in the adult program in the following order:

1. First, to Veterans and Eligible Spouses who fall within one of WIOA's priority groups
2. Second, to Non-covered persons who fall within one of WIOA's priority groups
3. Third, to Veterans and Eligible Spouses who do not fall within one of WIOA's priority groups
4. Last, to Non-covered persons who fall outside of WIOA's priority groups but within locally established program eligibility requirements

Verification of public assistance, low income and veteran's status must be collected at the point of individualized career services; however, documentation collected must verify the customer's income as of the application date.

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

As previously described, the Regional Demand Occupations List is used as the basis for training services that are provided in LWDA 5. The goal is to ensure that training dollars are invested in occupations that are in-demand. CSCR will provide training services through Individual Training Accounts (ITAs), On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training and Work Experience.

ITAs

ITAs will be provided to qualified WIOA career seekers in need of financial assistance to obtain the education and job skills necessary for greater employability. The ITAs may be used to cover the cost of tuition, books and fees of any of the approved training providers/programs.

OJT

OJT is occupational skills training that is provided by an employer during the initial term of a participant's employment, through an OJT contract between the employer and CSCR. This training grant provides an opportunity for employers to be reimbursed 50 to 75 percent of the wages of their new hires while they are receiving the training essential to adequately perform

their job duties and retain unsubsidized employment with the employer. Employers will be reimbursed (amount subject to change based on program funding) after 60 days, 120 days and 180 days of job retention.

The Business & Employer Solutions (BES) team will market and identify potential OJT employer partners. The BES team reviews the requirements (i.e. non-displacement of current staff, records availability for monitoring, reimbursement structure, training plan, etc.) of the program with the employer prior to developing an OJT agreement. Once it is determined that the employer is interested in moving to the next step in the process to enter into a contract with CSCR, staff members will comb their caseload for potential referrals for the OJT position. Employers may also refer potential customers for the OJT position, provided they are not currently employed. All customers, regardless of referral source, will be WIOA eligible and determined so prior to starting the OJT.

IWT/Customized Training

IWT is an employer focused grant that reimburses employers for up to 50% of their direct training costs (i.e. tuition, textbooks, other training materials) related to providing skills-upgrade training to their current employees. The training is generally for job-specific skills to assist employers with retaining their current workforce and increasing their competitiveness. This program also helps employees gain the skills needed to obtain or retain employment that leads to self-sufficient wage.

The BES team will identify potential IWT employer partners and be responsible for working with the employer in completing the required application/agreement. Once the required documentation is received from the employer, the Account Executive is responsible for reviewing the information and following up with the employer if there is missing documentation. After the review is completed, using the IWT Grant Pre-Award Review Tool, Account Executives will provide the application and supporting documentation to the Client and Business Solutions Manager for final review and eligibility determination.

Work Experience

CSCR assists qualified participants by providing a quality work experience that will prepare them to acquire the skills and knowledge needed to obtain and maintain employment leading to a successful transition into the labor market. CSCR covers the cost of wages and workers' compensation for participants engaged in the Work Experience program. The Work Experience program focuses on career seekers with little to no work experience, recently graduated WIOA

career seekers whose field requires on the job experience prior to hire, and career seekers with barriers to employment due to chronic unemployment and inconsistent work history.

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

In an effort to ensure customer choice in the selection of training programs, a wide variety of high quality training programs are included on the Eligible Training Provider List/Programs (ETPL). These programs are offered via the following approved training providers:

- Aveda Institute Tallahassee
- Barry University
- Big Bend Technical College
- Florida Agricultural & Mechanical University
- Florida Agricultural & Mechanical University (I/O Avenue)
- Florida Panhandle Technical College
- Florida School of Traditional Midwifery
- Florida State University
- Gadsden Technical Institute
- Keiser University
- Lively Technical Center
- National Training, Inc.
- Roadmaster Drivers School
- Southeastern School of Health Sciences
- Tallahassee Community College
- The Academy
- Truck Driver Institute

Programs are added on the basis of the inclusion of the associated occupation on the Regional Demand Occupations List (RDOL). In cases where an occupation is listed on the RDOL, but is not on the ETPL, it will be targeted for inclusion on the list.

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

- A. Describe any ITA limitations established by the board;

Individual Training Accounts (ITAs) are vouchers that can be used by customers who have been determined eligible to receive assistance with training under the Workforce Innovation and Opportunity Act (WIOA) or Trade Adjustment Assistance (TAA) programs. For the WIOA program, this includes Out-of-School Youth, ages 16-24. The established accounts can be used to cover the following expenses: tuition, books, and fees of eligible and approved training providers. Due to funding limitations, ITAs are reserved for those customers who need training in order to increase their skill levels and who are pursuing occupations that are listed on the Eligible Training Provider List/Programs.

ITAs will be issued to eligible customers after all necessary assessment and planning and pre-enrollment activities has been completed. Issuing an ITA to customers involves several steps: 1) Identifying eligible expenses to be paid for by the ITA, 2) Obtaining the supporting documentation for eligible expenses, 3) Completing the ITA Voucher, 4) Obtaining the Scholarship Unit and Board-staff approval, 5) Entering the approved ITA voucher amount in the Occupational Skills Training (OST) activity section of the Workforce Innovation and Opportunity Act (WIOA) Application in the Employ Florida (EF system and 6) Entering the the total training expense in the Fund Tracking section of Employ Florida on the ITA Award Notice and in the case notes.

CSCR has established a Tier System that sets limitations on the maximum funding amount per training program based upon the average placement wage after training as compared to the area's Lower Living Standard Income Level (LLSIL) wage rate (for a family size of three, adjusted for the area based on the Florida Price Level Index). All approved ITAs will follow the tier guidelines provided in the chart below. Tier 1 through Tier 4 applies to Welfare Transition (WT) and WIOA Dynamic Futures Young Adults who are not dual enrolled in the WIOA Adult/Dislocated Worker (DW) programs. WIOA Adult/DW program participants that are considered "harder to serve" are also eligible for training that falls within Tier 1. This 'Special Population' includes:

- Older Individuals (55 years if age and older)
- Ex-Offenders
- Homeless Individuals
- English Language Learners
- Basic Skills Deficient

WIOA Adults & DWs that do not fall within the 'Special Population' are eligible for Tier 2 through 4 only.

Tier	Eligible Participants	Program	Average Placement Wage	% of 2017-2018 LLSIL (\$13.67)	ITA Cap
Tier 1	WIOA Youth, WT & WIOA Adult/DW Special Population		\$8.88 – \$10.24	65 - 74%	\$2,500
Tier 2	ALL WIOA & WT		\$10.25 – \$12.29	75 - 89%	\$5,000
Tier 3	ALL WIOA & WT		\$12.30 – \$13.66	90 - 99%	\$7,500
Tier 4	ALL WIOA & WT		\$13.67 and above	100% and above	\$10,000

The lifetime limit for ITA funding is \$10,000 per eligible individual. When calculating the \$10,000 lifetime limit, training costs such as tuition, books, fees, licensure, uniforms, tools etc. is included in the cost of the total training expense in addition to support services such as transportation assistance. The lifetime limit includes any funding received from other workforce programs (WT/Youth/Adult/Dislocated Worker) combined.

Due to the high cost, "Out-of-state" tuition and related fees are not authorized. However, if the career seeker is able to provide a financial breakdown that specifically delineates the actual in-state versus out-of-state fees, staff may establish an ITA/PO for the in-state portion of the customer's tuition and fees. The calculation of these costs based upon the school's published tuition and fees is not acceptable; documentation provided must be specific to the student.

ITAs are to be authorized on a semester-by-semester basis only. If training lasts more than one semester, any subsequent or continuing ITAs may only be issued after the student has presented proof of satisfactory progress and attendance. Satisfactory progress indicates a school grade of "C" or better and attendance of 80% or better.

B. Describe any exceptions to the use of ITAs.

To be consistent with the provisions contained in WIOA, CSCR only funds training services through the use of ITAs. The exceptions allowed by CSCR for not using an ITA are for Customized Training, Incumbent Worker Training, On-the-Job Training, paid work experience and instances where it has been determined that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs. Employers that wish to provide occupational skills training may submit an application for review at any time during the year. Applications are reviewed for completeness and eligibility within 10 business days of receipt. From there, applications are scored and recommended for approval or denial based upon nine (9) of twelve (12) criteria being met. Application approvals are contingent upon receipt of individual employee/trainee information and the executed agreement. All occupational skills training agreements are executed through June 30 of each year. Additional exceptions include the purchase of supplies, uniforms, exam and licensure fees and training costs for youth participants who are not co-enrolled in the WIOA Adult or Dislocated Worker programs.

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

CareerSource Capital Region recognizes that entrepreneurship plays an important role in economic growth and vitality. We are committed to provide our customer-base with the support needed in the areas of entrepreneurial training and microenterprise solutions.

The organization's first significant involvement with entrepreneurial training was Startup Quest®. CareerSource North Central Florida invited CSCR and seven other local workforce development areas to participate in this innovative cutting-edge training program. Startup Quest® was a 10-session hands-on learning experience for unemployed and underemployed educated professionals. The program provided an introduction to the processes required to form a startup company and develop a commercialization strategy for innovative technologies. The program advanced an additional model for workforce development by growing self-employment through entrepreneurship, shifting the mindset from "find a job" to "create a job." Trainees were guided by mentors, who are successful, often serial entrepreneurs. Trainees got

the opportunity to learn about and develop a business plan, and also participate in an investor pitch contest.

The Startup Quest Advisory Board provided local guidance and support. Member representatives consisted of local EDO's, Chambers of Commerce, Small Business Development Center, Innovation Center, Higher Education partners, Government and private sector, all were key to the program's success.

The program was welcomed and supported by the local community. Startup Quest received extensive media coverage, including multiple television and radio segments and newspaper articles. CareerSource Capital Region now has a seat at the table with key community Stakeholders, supporting the entrepreneurial ecosystem.

To provide ongoing support and focus on entrepreneurship training, CSCR offered the Entrepreneurial Institute, sponsored by First Commerce Credit Union. The Institute provided practical applications to the principles graduates have already learned during the Startup Quest training program. The Institute helped graduates continue their exploration by providing additional resources and tools.

With more than three people competing for every open job, teaching career seekers to start their own business is an effective model for workforce development. In turn, grows the self-employment concept through continued entrepreneurship training; again shifting the mindset from finding a job to creating your own job.

In addition, CSCR's Senior Director chaired the Alliance of Entrepreneur Resource Organization (AERO) group for two years. AERO is a coalition of public agencies and community non-profit organizations united to provide current and new businesses with resources to aid in their success. Members includes: CareerSource Capital Region, Small Business Development Center at FAMU, Jim Moran Institute for Entrepreneurship City of Tallahassee, Leon County Government, the local EDO, Big Bend Minority Chamber of Commerce, Greater Tallahassee Chamber of Commerce, Tallahassee Community College, Center for Workforce Development, Leon County Research and Development Authority and Domi Station (local technology incubator and co-working space).

Employers with 10 or fewer employees are very valuable to our operation. Small employers are more likely to take advantage of our HR solutions to include on-boarding assistance, use of interview space, applicant screening, On-the-Job training grants, professional development offering, and more. We partner closely with our local chambers of commerce, including the Big Bend Minority Chamber, City of Tallahassee and Leon County's minority, women and small business enterprise programs and the AERO group to increase the number of small businesses that engage with CSCR.

(13) Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida DEO and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities (TEGL 3-15).

There are very few apprenticeship opportunities in the CSCR service area. Currently there are four (4) apprenticeship program available through two entities - City of Tallahassee and Tallahassee Capitol Chapter Masonry Association of Florida, Inc. The apprenticeship programs available are: Bricklayer, Electric Meter Installer I, Electrician, Line Erector, and Power Plant Operator. CSCR makes every effort to provide information to its job seekers and employers of the benefits of participating in an apprenticeship program; however, additional apprenticeships have not been developed nor the current programs utilized. With the enactment of WIOA and the ability for apprenticeships to automatically qualify as an eligible training provider, CSCR has contacted potential program sponsors and discuss the possibility of adding the programs to the local ETPL in diesel mechanic. CSCR is also interested in conducting Information Sessions where the potential sponsors can avail job seekers with information on their programs; furthermore, CSCR will determine the benefits of holding a session with healthcare employers to discuss the requirements to create an apprenticeship program.

Currently, CSCR is working with the local builders association and some contractors, with the help of State Representative Lorraine Ausley, to solicit letters that support the need for additional apprenticeship training. Currently the LMI data does not show this area as having the need for additional training. Primarily this lack of data is due to a lack of job postings in Employ Florida indicating the need for more trained workers.

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

Career Pathways Council

In order to lead the effort to develop and implement career pathways in LWDA 5, CSCR created a Career Pathways Council, composed of community stakeholders that have expertise in

education, economic development and workforce development. This includes leaders from K-12, Postsecondary, Independent and University educational institutions..

This council meets to:

- Promote the development of career pathways based upon the needs of the business community in Gadsden, Leon and Wakulla counties;
- Identify the relevant industry sectors and the occupations within which career pathways need to be developed;
- Conduct the necessary research to determine the occupational entry points for the designated industry sectors;
- Assist with making business-partner relationships that will ensure the attainment of the critical business intelligence.

Develop and populate the www.mycareerpathways.org website as a community resource for our youth and adults seeking information of the pathways identified that can lead to higher wage careers.

Affiliate Status Partnership Program

The Affiliate Status Partnership Program was designed to expand services outside of the Career Centers by aligning with community partners interested in utilizing shared resources with the Workforce System. To do that, CSCR is reaching out to churches, libraries, and community partners to provide additional access to Employ Florida, our statewide job bank. Affiliate Status Partnership sites are trained by CSCR staff to provide minimum assistance to career seekers utilizing the shared space. Affiliate Status Partnership staff do not have reporting access to the Employ Florida site; therefore, more detailed issues must be handled by CSCR staff remotely. These partnerships allow us to reach more Floridians seeking to obtain or maintain career-advancing opportunities and employers seeking qualified, skilled talent. They also provide additional access hours to Employ Florida that extend the CareerSource reach into local communities.

Business Partnership Advisory Council

CareerSource Capital Region's (CSCR) Business Partnership Advisory Council (BPAC) is a group of executive level professionals advocating on behalf of the solutions provided by CSCR.

Business partners include representatives from health care, professional services, information technology, banking and finance, government, transportation & logistics, staffing, manufacturing and business organizations such as Big Bend Society for Human Resource Management, the local SHRM affiliate.

The BPAC members provide advice and guidance to CSCR, serve as event guest speakers, and educate the business community about the capabilities of CSCR. They also indirectly assist CSCR with finding the right fit for candidates. Members also help CSCR staff understand the current job market and provide business intelligence.

BPAC business professionals volunteer their time and energy and provide valuable input for continuous improvement of the CSCR business engagement process. In return, BPAC members will have access to training grants and will receive unique perspectives & intel from fellow members.

As a result, career seekers have been placed with BPAC employers, job postings and professional development training workshops have increased. The program will now be introduced to the Human Resources association for the state of Florida, HR Florida State Council.

Industry and Sector Strategies

In partnership with the local EDOs, workforce trends is always a topic of discussion when during meetings. Sectors included: Advanced Manufacturing, Healthcare and Health Sciences, Information Technology, Renewable Energy and the Environment, Construction, Transportation & Logistics, Retail, Government, Services, and Education. Our strategy is to align our efforts in a more focused way to build the community capacity in the skills that are most in demand.

(15) Service Provider Continuous Improvement: Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, so they meet the needs of local employers, workers and job-seekers (WIOA §108(b)(6)(A)).

To ensure the continuous improvement of providers of services, CSCR uses an oversight and monitoring process which includes:

1. Periodic monitoring of programs, services, and processes – CSCR's monitoring schedule requires programs, services and processes to be monitored monthly through a series of random, impromptu and full monitoring reviews. A random check is performed on elements contained within the MIS. The intent is to review those items that can be monitored through a desk audit (i.e. participant engagement, employment plans, service codes, veteran priority of service, assessments, pre-penalties, job orders, case notes, etc.). Random checks are conducted monthly. An impromptu review is very similar to a full monitoring review in that it may include a desk audit in addition to case files; however, the impromptu only looks at certain elements (i.e. eligibility, suitability, deferrals, reimbursements, work based training, etc.). Impromptu reviews

are conducted quarterly. If there is sufficient concern regarding the integrity of the information contained within the MIS or quality and accuracy of the hard copy documentation, a random check and impromptu review can be the cause for a full monitoring review. CSCR employs two scheduled full monitoring reviews annually. The goal of the monitoring process is to seek areas of opportunities, verify compliance with local, state and federal directives, and to determine if system changes are needed and/or successful.

In addition to programmatic reviews, CSCR also assesses the usefulness of the assessments provided in the area through an annual review of current assessments and recommendations for alternatives. CSCR continues to press forward with ensuring that our ability to accurately assess a customer's knowledge, skills and abilities is at the forefront of all our processes.

Customer satisfaction is an important gauge of whether CSCR is meeting the needs of career seekers in our service area and where changes should be considered. The LWDB employs a Customer Satisfaction Plan that currently includes Net Promoter™ for customer feedback to ensure our customer centered design is working in the eyes of those we serve. Additionally, CSCR is in the process of enhancing the plan to include a Secret Shopper program. This is one additional tool that will assist the LWDB in continuous improvement.

Lastly, CSCR conducts a quality review of workshops provided within the career centers. With the constant change in the face of the workforce and the needs of employers, CSCR seeks to ensure that our workshops are consistent with the world of work to equip our job seekers with the most cutting edge information.

Deficiencies found at any level of the review process, may elicit, in some instances, a corrective action plan. Corrective action plans are reviewed by the contracted service provider management staff in addition to the LWDB staff. Suggestions are made and updates are required within a 20 day timeframe.

Training providers are reviewed annually to determine their effectiveness in training job seekers to be able to meet the industry and employer specific requirements in order to be successful in their areas of study. During this process, CSCR seeks to determine:

- Number of completers of the programs provided by the training institution
- Number of completers that pass licensure/certifying examinations
- Number of completers that find employment in their field of study
- Number of completers that find employment after training (not related to the training)

When it is determined that the training institution does not adequately train job seekers to meet the needs of local employers, CSCR may make the determination to discuss removal of the training provider from the area's ETPL.

2. Performance driven contract – CSCR holds back fifteen percent of the contract amount and links that amount to the achievement of performance deliverables linked to placements, DEO quality assurance review error rates, case management, customer follow-up, in addition to other performance measures. The contracted service provider submits documentation twice yearly for review. The documentation is reviewed and a corrective action plan can be issued when results are not favorable; a percentage of the funds may be withheld as well.

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

CareerSource Capital Region's youth program model places a priority on out-of-school youth as they earn recognized post-secondary credentials, define personalized career pathways and experience work-based training. The model includes one week of assessment and training followed by a customer-driven employment plan that "bridges" career pathways and goals into action items to move the youth towards their selected path. Activities that can assist in building the "bridge" are referenced in the chart below. Training activities are also built into the program curriculum to increase self-esteem/confidence, expand job-specific skills, and develop work maturity in addition to basic world of work awareness. Youth are placed in teams during the 5 day training in order to build team-building and collaboration skills. Although the curriculum is based in preparing youth to be perceived as assets to hiring employers, equal attention is placed on understanding the specific needs of employers as part of the service delivery model. The model also emphasizes linkages with adult education and skills development to accelerate achievement of diplomas and credentials and maximizes opportunities for youth to explore sector-based career paths.

Program Element	Provider	Details
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<p>Tutoring, study skills training, instruction, dropout prevention and recovery strategies</p>	<ol style="list-style-type: none"> 1. Community Based Educational Providers 2. College/university students 3. Community Based Organizations 	<p>CSCR will collaborate with the university and colleges as well as other community based educational providers and community based organizations to facilitate tutoring, study skills training, instruction, dropout prevention and recovery strategies based on the needs of the youth. Through the coordination of services, CSCR will assist youth in gaining their GED or credits to earn a high school diploma. Resources for remediation (i.e. Win Workkeys) are available for youth to assist in increasing their ability to gain their GED, recover credits, or support concepts being taught in school that may be a weakness for the student.</p>
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<p>Alternative secondary school services, or dropout recovery services</p>	<p>Community Based Educational Providers</p>	<p>CSCR works with the local school board staff to provide services to youth attending alternative secondary schools. As a part of its outreach to at-risk youth, CSCR routinely makes presentations to youth attending these schools to enroll students for work readiness and employment related services. School staff are oriented on services provided by the career center and often refer their students for services offered in the youth program. CSCR will collaborate with community based educational resources including Leon Virtual School, magnet school professional academies, and other entities to find the right support for youth to either get their GED or alternative high school diploma.</p>
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<p>Paid/unpaid work experiences</p>	<p>CSCR in partnership with local business and organizations</p>	<p>CSCR operates a fully functional paid/unpaid work experience activity. Staff establishes relationships with local employers and execute worksite agreements to place youth based on the youth's career interests. Youth are pre/post tested to measure the impact/effectiveness of the work experience. There is a priority to connect youth in in-demand industries.</p>
<p>a. Summer Employment opportunities</p>	<p>CSCR in partnership with Leon County government</p>	<p>CSCR entered into a partnership with Leon County government to provide work readiness workshops and assessments to youth participating in their Summer Youth Employment program. CSCR will place youth in positions within the county government structure. The LWDB is building this type of relationship with other entities (city/county government throughout the area) to provide a well-rounded summer and year-round employment activity.</p>

<p>(b) Internship and Job Shadowing</p>	<p>CSCR in partnership with local business and organizations</p>	<p>Internships and job shadowing is offered as a component within the work experience activity. As a work experience participant, youth are afforded the opportunity to conduct job shadowing during their onboarding and training with the employer. Some work experience sites utilize the terminology “intern” as opposed to work experience participant.</p>
<p>(c) Pre-apprenticeship programs</p>	<p>Not applicable</p>	<p>There are no pre-apprenticeship programs offered in the CSCR service area; however, CSCR makes every effort to inform youth of the benefits of participating in apprenticeship programs and how to locate programs of interest.</p>

<p>(d) On-the-Job Training</p>	<p>CSCR in partnership with local business and organizations</p>	<p>CSCR believes that On-the-Job training (OJT) can be a major component in serving employers and jobseekers alike. CSCR will build a strategy that places a focus on developing OJT opportunities for young adults deemed most suitable for placement in this activity. An assessment of the youth's knowledge, skills, abilities, and career interests will be used to ensure suitability. Due to the nature of an OJT, the employer agreeing to hire and train the young adult, this activity is preferred to achieve optimal results and positive outcomes for all interested parties (i.e. youth, employer, CSCR).</p>
<p>Occupational skills training</p>	<p>CSCR in partnership with local training providers</p>	<p>Based on interests, aptitudes, current skill level and chosen career pathways, youth may be offered training as a viable pathway leading to job placement. Occupational Skills training will be focused on in-demand occupations for the local service area in order to meet the current and/or future talent needs.</p>

<p>Education offered concurrently with workforce preparation activities</p>	<p>CSCR in partnership with local education providers</p>	<p>Due to this being a new element of the program, CSCR will work with local education partners to develop innovative approaches to integrating these activities.</p>
<p>Leadership development opportunities, including community service and civic behaviors</p>	<p>CSCR in partnership with local organizations</p>	<p>Leadership development opportunities are provided including community service, peer-centered activities and other positive social behavior exercises.</p>

<p>Supportive services</p>	<p>CSCR and other partner agencies (based on enrollment and availability of funding)</p>	<p>Supportive services may be provided in the form of incentives as a way to drive positive outcomes. The LWDB has an incentive matrix designed to attach the incentive to specific goals/achievement of directly linked to performance deliverables (i.e. credential attainment, increase in EFL, placement, etc.). Support services may also be provided to cover financial needs of a youth that if left unmet may prevent the youth from successfully completing tasks to attain identified goals. Participants are not entitled to support service funds as the availability of this services is based on funding availability. Staff leverage resources, whenever possible, to ensure the best use of available funds while addressing the customer's needs.</p>
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<p>Adult mentoring (not less than 12 months)</p>	<p>CSCR/community</p>	<p>Mentoring relationships can be the cornerstone to youth being successful. These relationships are facilitated through program curriculum to assist youth in determining the most appropriate people to support them throughout program participation (no less than through 12 months after program completion). Through the curriculum, youth are taught how to approach and secure a mentor. Mentors may be someone with expertise or experience in the career area of interest and/or someone who has life wisdom or experience that is relevant or can provide motivational support.</p>
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<p>Follow-Up services (not less than 12 months)</p>	<p>CSCR</p>	<p>The intent of the completion of follow-up is to verify customers' (continued) employment status, verify the attainment of a credential, and determine whether the customer needs additional services. Any customer found to be unemployed at the point of follow-up receives additional services to assist in returning to work as quickly as possible. Follow-up services may include: planned periodic contacts with the customer or employer to discuss job and career challenges and to implement potential solutions to identified barriers; contact to inform the customer of ongoing activities such as hiring fairs, workshops, trainings or other activities that could be useful to the participant; job retention counseling, problem-solving or general mentoring; and, ongoing professional development support.</p>
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<p>Comprehensive guidance and counseling (drug/alcohol abuse counseling)</p>	<p>CSCR/Referrals to community partners</p>	<p>Through assessing the customer, staff determines barriers that have the potential to hinder the youth being successful completing training and obtaining/maintaining employment. When ascertained through assessment that drug/alcohol abuse exists, youth interested in overcoming said barriers are referred to local community based organizations for comprehensive guidance and counseling.</p>
<p>Financial literacy education</p>	<p>CSCR/local financial services professionals or agencies</p>	<p>Financial literacy is introduced to youth through the LWDB's youth services curriculum. The curriculum is designed to teach youth financial skills and to encourage the creation of positive banking relationships. Participants learn about budgeting, credit, and banking services to improve their financial health and well-being. Local finance professionals are invited to provide workshops to youth periodically. Additionally, in coordination with the United Way of the Big Bend, CSCR operates a Reality Store financial program.</p>

<p>Entrepreneurial skills training</p>	<p>CSCR/local entrepreneurial organizations</p>	<p>When possible, entrepreneurship workshops are available within the career center. CSCR will develop additional relationships with local business incubators as well as other organizations (i.e. SBDC) to provide workshops to participants.</p>
<p>Labor market and employment information</p>	<p>CSCR and DEO</p>	<p>Through counseling and workshops, youth are provided a thorough understanding of the kinds of labor market information resources available and the importance of using this information to inform their career and education planning. As part of the program’s initial engagement activities, youth are required to conduct labor market research on careers of interest. This exercise is used to guide youth in understanding how their skills and interests fit into local job opportunities and projected career needs. CSCR will work with school Guidance Counselors to provide ongoing information about trends in local and national labor markets to encourage effective, realistic long-term career planning.</p>

Preparatory and transition activities for post-secondary education and training	CSCR in partnership with local educational and community organizations	CSCR will work with community based organizations who can assist youth in continuing success along identified career pathways. Transition services will include ongoing supportive and developmental services, regular contact with youth, mentoring, and career pathway coaching.
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- A. **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.”** Describe how the local board 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 C.F.R. §681.290).

CareerSource Capital Region defines “a youth who is unable to computer 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 youth determined as basic skills deficient, documented as having a disability or considered limited English proficient.

Basic Skills Deficient - The LWDB will conduct a comprehensive assessment of the youth using the TABE assessment during eligibility determinations. The TABE assessment identifies the educational levels for a participant and determines whether an individual is basic skills deficient in either reading or math or both. By scoring below a 9th grade level an individual would be identified as basic skills deficient.

Documented Disability - Youth may submit a copy of an Individualized Education Plan, a letter from a school official, counselor, teacher, case manager, social service worker physician, or other acceptable individual or entity which states the youth has a diagnosed disability which serves as a barrier to be able to function on the job, in the individual's family or in society.

Limited English Proficient - Youth that are considered limited English proficient, as evidenced through self-attestation, conversation or assessment (formal/informal) will be considered in this category. Limited ability to read, write, or speak English at a level necessary to function affects the customer's ability to obtain training (including work-based training) and employment where the ability to effectively communicate verbally or in writing is a requirement.

Local job orders, preferred employers, and training providers will be used to determine whether the ability to communicate in English is a necessity to successfully complete training and/or work assignments.

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

CareerSource Capital Region defines “requires additional assistance...” as an individual who:

- Resides in a county where the resident live birth rate for mothers ages 15 through 19 years of age is above the state average according to the Florida Bureau of Vital Statistics;
- Is gang involved/affiliated/affected;
- Experiences personal/family substance abuse;
- Is an emancipated minor;
- Is a victim of domestic violence or sexual/child abuse;
- Has been alienated due to sexual preference;
- Is a member of a migrant family;
- Is lacking significant work maturity and/or work history (less than six months of work experience within the last year); or
- At risk of dropping out of school:
 - Academically deficient and/or is not making substantial progress in mastering basic skills that are appropriate for students of the same age;
 - Has been a previous school drop-out or is not attending school consistently;

- Determined to be at risk by school staff based on assessment that health, social, or family problems are impairing the student's ability to succeed in school; and
- Failure to pass one or more sections of the state standardized test.

(17) Please include the following attachments with your local plans:

- A. Executed Memoranda of Understanding for all one-stop partners.
- B. Executed Infrastructure Funding Agreements with all applicable WIOA required partners.

PUBLIC COMMENT PROCESS

Describe the process used, in accordance with the criteria below, to provide opportunities for public comment and input into the two-year modification of the local plan.

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1)).
- (2)** Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).
- (3)** Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan (WIOA §108(d)(2)).

The plan is posted to the CSCR website for public comment and is shared using all social media resources. Our social media footprint includes businesses and organizations that desire to be informed on the happenings at CSCR. Additionally, the Board of Directors, which include representatives of businesses and labor organizations, review and comment on the plan prior to the submission to CareerSource Florida.

- (4)** Describe efforts to coordinate with other workforce partners to obtain input into the development of the plan.

Ongoing communications with our partners through the partners council and with one-on-one CEO to CEO meetings have developed better collaboration and leveraging of various services that best serve the business and career seeker customer.

- (5)** Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).