Strategic Policy & Planning Committee Meeting
AGENDA
August 10, 2022 – 3:30 PM

Mission	Vision	Values
CareerSource Capital Region connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity in Gadsden, Leon and Wakulla Counties.	Florida will be the global leader for talent.	1. Business-Driven 2. Continuous Improvement 3. Integrity 4. Talent Focus 5. Purpose-Driven

Join Zoom Meeting:
https://us02web.zoom.us/j/87860178384?pwd=UBrQ5AxNhXbzFWruxOkB6e5nbpNQKo.1

Meeting ID: 878 6017 8384
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One tap mobile:
+19292056099, 87860178384# US (New York)

I.	Call to Order	
II.	ACTION ITEM I – Meeting Minutes Approval for May 23, 2022	Pages: 1-2
III.	Action ITEM II – Directive: Support Services and Needs Related Payments	Pages: 3-10
IV.	Action ITEM III – WIOA 2-Yr Plan Modification Feedback and Discussion	Pages: 11-85
V.	INFORMATIONAL ITEM I – EDO Quarterly Reports (All Counties)	
VI.	Adjourn	

NEXT MEETING: 11/9/2022 @ 3:30pm

Strategic Policy & Planning Committee Meeting
May 23, 2022
1:00pm – 2:30pm

Attendees: Cristina Paredes**,** Kevin Vaughn**,** Amy Geiger, Scott Watson, Erin Gillespie,
Staff: Jim McShane, Tandria Edwards and Trish Yahn
Recording: Patricia McCray

I. Call to Order

Chair Paredes called the meeting to order at 1:05 pm and thanked everyone for taking the time to attend the meeting.

II. ACTION ITEM I – Meeting Minutes Approval for February 9, 2022

Madam chair stated that the only official action item on the agenda was approving the February 9, 2022 meeting minutes.

Motion: The chair entertained a motion to approve the February 9th, 2022 minutes. Kevin approved, and Amy seconded—all in favor.

III. INFORMATIONAL ITEM I – Strategic Vision Discussion

The chair turned over this informational item to Jim, who led the discussion. Jim started by asking members of the board who attended the event to provide feedback on whether or not they found the time spent usefully. Members responded positively, highlighting the session's positive impacts and how it benefitted them.

Jim then mentioned that the new Workforce Services Provider would be interviewing staff again with staff who wants to stay with the company and they would be allowed to do so. A new project director would be appointed to oversee the process to ensure things go smoothly.

IV. INFORMATIONAL ITEM II – New Staff Approved Programs on ETPL

Tandria informed the committee that since the committee last met, their staff approved the programs listed, Keiser University's Nursing Fast Track and the RN to BSN programs which were both approved in February. The National Training Incorporation heavy equipment or Heavy Now program was approved in April. Also, TCC's Introduction to Welding Program was approved in May. Tandria asked if anyone had questions and there were none.

V. INFORMATIONAL ITEM III – Draft Board Letter Grades

Tandria explained that under the REACH Act, one of the criteria for assigning a letter grade for each local workforce development board was developed or was to be developed. The majority of the grade is based on the improvement of each local workforce development board and the long-term self-sufficiency of participants through outcome measures such as a reduction in long-term

public assistance. The letter-based formula and the preliminary baseline results will be presented to the CareerSource Florida Board of Directors on June 9th.

There are eight (8) draft measures, which include seven (7) measures and one (1) extra credit measure. These measures span four categories: employment services, training services, business services, and economic self-sufficiency. Draft measure number one (1) is employment and training services outcome and will represent 20% of the grades and looks at the number of measures for which the board reached at least 90% of the negotiated local target divided by the total number of federal measures for WIOA and the Wagner-Peyser programs. There are 18 primary indicators of performance for the 2021 program year and if we use the 2021- 2022 Q2 performance to calculate this measure will be at around 55.8%. Draft measure number two (2) which is earning increase for the adult dislocated worker and Wagner-Peyser participants represents 25% of the grade and looks at the number of exiters with quarterly earnings, two quarters after exit higher than the quarterly earnings two quarters prior to participation divided by the number of entered employment adult dislocated worker and Wagner-Peyser exiters. For this particular measure, we were unable to predict because of lack of data. Draft measure number three (3) is percent trained and represents 10% of the grade. Draft measure four (4) is the completion to funding ratio and represents 10% of the grade. Draft measure five (5) is repeat business, representing 5% of the grade. Draft measure six (6) is business penetration, representing 5% of the grade and it looks at the number of employers from the denominator who received a core service divided by the total number of active work sites in Employ Florida and they're looking at that one based on a year over year percentage point difference between prior and current year. This particular measure we have the same concern as far as understanding what those core services really are. Draft measure seven (7) is the reduction in public assistance, representing 25% of the grade. It looks at the number of individuals who are no longer receiving SNAP or TANF in the fourth quarter after exit divided by the number of exit routes across all customer groups who received SNAP or TANF cash assistance during their period of participation. The draft extra credit measure, number eight (8), serving individuals on public assistance and represents a bonus of up to 5% points and looks at the number of individuals who receive SNAP or TANF benefits during their period of participation divided by all open participants from all programs. So of course that was also is another area that we are looking at and hoping for some additional information so that we can get an idea of where we would stand and that is it for the measures. Tandria asked if there were any questions, there were none.

VI. INFORMATIONAL ITEM IV – EDO Quarterly Reports (All Counties)

Chair Parades told the board that there are several pipeline projects, two in manufacturing and the other in IT. Unfortunately, two IT companies fell out of the pipeline because they had to take a bit longer with their long-term product laying process.

Amy mentioned she was on vacation, so Kevin attended the EDC meeting the previous Thursday. Kevin took over the discussion and informed the board that there is a lot of activity in the Wakulla area as it relates to construction. In addition, in relation to EDC, there are many activities projected. They also just won an award statewide for their new website.

VII. Adjourn

The chair thanked everyone for attending the meeting and wished everyone a great day.

DIRECTIVE TITLE: Support Services and Needs-Related Payments Directive

ISSUING DEPARTMENT: Regional Oversight, Performance and Compliance (ROPC) Department

EFFECTIVE DATE: April 1, 2010

LAST REVISION DATE: August XX, 2022

PURPOSE

To establish procedures for issuing support services and needs-related payments for all Workforce Innovation and Opportunity Act (WIOA) programs in the CareerSource Capital Region Operating Area.

REFERENCES

20 CFR 680.900-970, WIOA Sec. 3 (59), WIOA Sec. 134(d)(2), Administrative Policy 109– Supportive Services and Needs-Related Payments

BACKGROUND

A key principle in WIOA is to provide local areas with the authority to make policy and administrative decisions and the flexibility to tailor the public workforce system to the needs of the local community. To ensure maximum flexibility, WIOA regulations provide local areas the discretion to provide the supportive services they deem appropriate, subject to the conditions prescribed by WIOA. As such, CSCR staff must ensure coordination with other entities to ensure non-duplication of resources and services, and to establish limits on the amount and duration of such services.

POLICY

Supportive services are services that are necessary to enable an individual to successfully participate in activities authorized under WIOA. CareerSource Capital Region reserves the right to provide all supportive services based on funding availability.

Services may include, but are not limited to:

a) Linkages to community services;
b) Assistance with transportation;
c) Assistance with child care and dependent care;
d) Assistance with housing;
e) Needs-related payments;
f) Assistance with educational testing;
g) Reasonable accommodations for individuals with disabilities;
h) Legal aid services;
i) Referrals to medical services;
j) Assistance with uniforms or other appropriate work attire and work related tools, including such items as eyeglasses and protective eye gear;
k) Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
l) Payments and fees for employment and training-related applications, tests, and certifications.

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Note: CareerSource Capital Region does not pay for housing for WIOA participants; furthermore, WIOA needs-related payments are not authorized in the CSCR service area.

The WIOA federal regulations at 20 CFR 680.910 indicate that supportive services may only be provided to adults, dislocated workers or youth who are:

a) Participating in career or training services; and
b) Unable to obtain services through other programs providing such services.

1. **Requirements for Adults and Dislocated Workers:** Supportive services for Adults and Dislocated Workers can only be provided when necessary to enable individuals to participate in career services or training services. Follow-up services, though types of career services, are not qualifying services for the purposes of receiving supportive services. Adults and Dislocated Workers who are only receiving follow-up services cannot receive supportive services.
2. **Requirements for youth:** Supportive services for youth must be offered as one of the required program elements for youth participants. Unlike Adults and Dislocated Workers, Youth are eligible to receive supportive services when participating in follow-up services.
3. **Notice of availability:** Staff must ensure participants are provided accurate information about the availability of supportive services in the local area, as well as referral to services available from partners or other sources. Note: These referrals should be made utilizing the CrossWalk Agency Referral System. If a referral is being made to an agency not included in the referral system, the information should be forwarded to the One-Stop Operator, so they can be targeted for inclusion.
4. **Support Services Limit:** Support Services will be limited to $5,000 per participant per program year. The limit will be reviewed periodically to ensure adequacy and availability of budget.
5. **Internal Controls/Determination of Need:** Service Provider will establish internal controls that result in equitable treatment of participants, documentation requirements and assurance of coordination with other community resources. **Note:** As part of the determination of need, documentation must be included in the case file showing the participant's denial for assistance from other community resources in order to ensure coordination.

Note: Supportive services must not be used as incentive payments. Incentive payments are allowable for youth participants only and, unlike supportive services, are permitted for recognition of achievements directly tied to training activities and work experiences.

Services may include, but are not limited to, financial assistance with or referral to the following:

Allowable Support Services ** Notes on disallowable*	**Examples** *Note: not limited to the list below*	**Documentation** *(Types of Documentation - Receipts/Invoices, Case notes, etc.)*
Transportation assistance (Based on demonstration of need- Table below)	Bus tickets, bus cards, gas card, or other public travel costs	Receipts, invoices, documentation showing level of need.

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Childcare and dependent care costs and referrals to ELC for assistance	Daycare, etc.	Copy of invoice from childcare provider, documentation showing denial/ineligibility for assistance via ELC.
Clothing and referrals to City Walk for assistance with work attire	Uniforms and other appropriate work attire	Copy of the documentation of the required attire and cost documentation from the vendor
Required tools, equipment or other work or training-related materials	Protective eyewear, boots and items required by employer or training provider for employment/training	Copy of the documentation of the required tools/equipment/supplies and cost documentation from the vendor
Educational testing	GED testing fees	Copy of the documentation of the cost of the exam fees and a copy of the referral from the appropriate educational institution indicating the career seeker is ready to take the final GED exam and/or copy of the assessment results.
Assistance with driver's license fees (commercial and non-commercial)	License fees	Documentation reflecting the license cost
Employment and training-related exams, and certifications	Fees for state-registered occupations (i.e. nursing, MA, CNA, childcare, or other health care occupations) or other recognized certifications that require a fee	Copy of the documentation of the cost of the certification/exam fees and documentation from the appropriate educational institution indicating the career seeker is ready to take the exam.

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Note: Individuals may be referred to the following agencies/community partners for the services listed above (not intended to be all-inclusive, as staff may identify other suitable options):

- Capital Area Community Action Agency: Utility Assistance
- Division of Blind Services
- Division of Vocational Rehabilitation
- Ability First
- Early Learning Coalition
- Department of Children and Families
- Leon County Office of Human Services and Community Partnerships
- 2-1-1 Big Bend
- AMI Kids
- Big Bend Habitat for Humanity
- Big Bend Homeless Coalition
- Echo Outreach Ministries
- Lighthouse of the Big Bend
- The Salvation Army

Disallowable Support Services include:

1. Fines and penalties such as traffic violations, late finance charges, and interest payments;
2. Entertainment including tips;
3. Contributions or donations;
4. Vehicle payments;
5. Refundable deposits;
6. Groceries, including food or meals;
7. Alcohol, tobacco, or marijuana products;
8. Pet products;
9. Plants or supplies for plants;
10. Taxes;
11. Child support payments;
12. Membership fees (e.g., fitness or social club, annual fees on personal credit cards); and
    Out-of-state job search and relocation expenses that are paid for by the prospective employer

LIMITS TO THE AMOUNT OR DURATION OF SUPPORTIVE SERVICES

Supportive services have a maximum of $5,000 per Program Year in the workforce area, which is inclusive of **all** support type services and is considered part of the overall $10,000 limit for training services for a maximum two-year period. Supportive services are based on funding availability each Program Year (July 1 – June 30) and career seekers are not automatically entitled to these funds. It is the responsibility of staff to ensure that the career seeker understands the supportive services policy and that a tracking mechanism is in place that ensures the cap of $5,000 per Program Year is not exceeded. **Note:** Failure on the part of Staff to adequately track the expenditure level is subject to lead to disallowed cost.

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DETERMINATION OF NEED

The provision of accurate information pertaining to the availability of supportive services in the local area must be made available to the career seeker as it is one of the core services of the service delivery system. Supportive services should be used to address the career seeker's barriers identified through the initial or objective assessment process. The plan for addressing these barriers, to include the provision of supportive services, must be documented in the career seeker's Individual Employment Plan (IEP) or Individual Service Strategy (ISS), as appropriate. The Act states that supportive services may be provided if not available from any other source; therefore, the case file and appropriate management information system case notes must document the need of the career seeker and the fact that the services are not available from another source.

Example Determination of Need Case Note

Subject: Determination of Need for Training Services

Case Note: After an assessment of the participant's employment and education history and a review of their available resources on the financial analysis form, it has been determined that without assistance, the participant is unlikely (or unable) to obtain or retain employment leading to "self-sufficiency" and additional assistance is needed. Participant does not have a recognized postsecondary credential and is in need of training and/or support services in order to complete the (final 2 terms) of the (Dental Hygiene program at TCC). The services being provided includes assistance with training costs, transportation costs to attend training, uniforms, supplies and exam, and the participant has attested to the need for these items and that these resources are not available via any other source.

The Managing Director and staff are responsible for the maintenance of all records pertaining to the documentation of a career seeker's need and subsequent payments made to the career seeker or on his/her behalf. The Atlas case file and appropriate management information system must always contain updated financial information in order to accurately track supportive services expenditures. All supportive services shall be charged to the training related/supportive services cost category. The appropriate WIOA activity code will be entered in the MIS to identify what type of support service was provided i.e. transportation, incentives or other.

In LWDA 5, support services are provided to:

- Youth
- Adults and Dislocated Workers participating in a career or training activity (ITA or Contract) and determined to be in need of such services

Under no circumstances shall monetary WIOA Supportive Services be made available beyond the career seeker's employment placement date.

Supportive services may be provided for WIOA participants who have attested to the need for the service in order to actively participate in the WIOA Program; Note: participants who do not fulfill the requirements to receive support services will be denied support service funding. Career seekers may also be denied support services funding if program funding is reduced.

PAYMENT METHODS FOR SUPPORTIVE SERVICES

A variety of payment methods may be used for the provision of supportive services, depending upon the type of supportive service provided. For each supportive service provided, the CSCR must opt to use a payment method that allows for the highest level of oversight, accountability and internal controls to ensure the supportive service

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provided is used for the intended purpose. For example, transportation assistance (i.e. assistance with fuel costs) must be provided in the form of vendor-specific gas cards. Assistance with certifications, licensure/testing fees, clothing/uniforms, supplies, tools, or other appropriate training-related items must be provided via Purchase Order (PO), payable to the selected vendor. See Issuing Individual Training Accounts (ITAs) & Purchase Orders (POs) Directive (UNI-DR-0123) for additional information.

ASSET DISTRIBUTION (RELOADABLE OR PREPAID DEBIT AND GIFT CARDS, GAS CARDS and BUS PASSES)

Staff will ensure a process is in place that provides the following:

- Designated staff members responsible for requesting, receiving, maintaining, and delivering the asset cards to Career Advisors.
- A secure system for housing asset cards in an area that prevents loss, theft and exposure to loss and/or theft.
- A logging system that tracks the requests to Board staff for more asset cards, the amount requested, how many received from Board staff, how many are delivered to each designated staff member, and the ending monthly balance.
- A system for designated management staff to perform, reconcile and review a physical Inventory of asset cards no less than quarterly.
- Obtaining supporting documentation that ensures that the asset card was used for its intended purpose (i.e. mileage calculations for gas cards, receipts for payment, etc.).

Determination of Need for Transportation Assistance

Minimum Level of Need

- $40 in gas cards or two 7-day bus passes per month
- Career seeker lives less than 20 miles round trip from the assigned activity

Moderate Level of Need

- $60 in gas cards or three 7-day bus passes per month
- Career seeker lives 20-30 miles round trip from the assigned activity

High Level of Need

- $80 in gas cards or four 7-day bus passes per month
- Career seeker lives 31 miles or more round trip from the assigned activity

REQUIREMENTS

Staff are required to maintain documentation sufficient to satisfy the requirements of this policy to ensure that funds are allowable and used for the intended purpose. Documentation must include:

- Determination of the career seeker's need for supportive services included in the participant's IEP/ISS. A detailed explanation regarding the career seeker's need for supportive services must be included in the career seeker's case notes in Employ Florida (see example case note above).
- Case notes either confirming that the needed supportive services were not available through other programs providing such services or that the urgency of the needed supportive service was such that referrals to other resources would delay the provision of the supportive service and create a hardship for the career seeker.

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- Records of payments to vendors, including date of receipt, the amount of payment, check/voucher number, etc. must be retained in the career seeker's Atlas file.
- For career seekers enrolled in training, proof/verification of satisfactory progress and attendance in training programs must be retained in the career seeker's Atlas file in order to continue to receive assistance.
- For participants receiving assistance with childcare or dependent care, documentation of other resources explored, documentation of denial from ELC and documentation showing childcare provider's registration with ELC must be retained in the career seeker's Atlas file.
- For asset cards, staff must ensure that documentation of mileage calculations are included in the Atlas file at the time of distribution. The participant's mileage calculation should include round-trip mileage between his/her home (used for eligibility purposes) and activity site(s) as determined by mapping tools such as Yahoo, Google and/or MapQuest.
- For license reinstatements (due to being revoked or suspended), proof of compliance and documentation of the license reinstatement fee must be retained in the career seeker's Atlas file.
- Exams and Certifications must be for occupations on the region's Targeted Occupations List.

EMPLOY FLORIDA SERVICE CODES

Staff must enter the appropriate service codes in Employ Florida when career seekers are either referred to or provided supportive services. The Employ Florida Services Desk Guide (UNI-DG-0318) outlines the various service code titles and definitions as well as the documentation/case note requirements.

MONITORING

The Managing Director must ensure that there is an adequate tracking and monitoring process in place to ensure supportive services are provided in a manner that aligns with CSCR's policy as well as federal and state laws, regulations and policies.

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APPENDIX A: DOCUMENT HISTORY

Revised	1/28/2021
Document was revised to reflect requirements of Administrative Policy 109	
Revised	5/16/2017
Document was reviewed and rebranded; Updated based on WIOA regulations	
Revised	3/29/2012
Initial Release	4/1/2010

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Strategic Policy and Planning Committee

1. Are the Board's goals listed accurately stated or are there modifications needed? Are the strategies identified in the plan sufficient to allow CSCR to reach it's goals?
    a. Section C. Local Workforce Development Board Strategic Vision and Goals, Question 1

2. How can CSCR reach the targeted populations with barriers to employment more effectively? (Veterans, disabled, returning citizens, etc.)
    a. Section D. Description of Strategies and Program Services, General

3. Supportive Services: Based on a review of the supportive services currently being provided, what additional supportive services should the region consider providing to career seekers to assist with employment attainment and to enroll in and complete training services?
    a. Section D. Description of Strategies and Program Services, Question 6

4. What strategies, above and beyond those described, could the Board utilize in order to further support businesses in the local area and increase their engagement with the workforce development system?
    a. Section D. Description of Strategies and Program Services, Question 11

5. Are there other strategies that could be deployed to further coordinate services across programs, thereby improving services to customers?
    a. Section F. Coordination of Services, Question 1

6. Industry Partnerships: In what ways can the Board coordinate and invest in partnership infrastructure where none already exist?
    a. Section F. Coordination of Services, Question 4

7. High Performing Board: Aside from meeting the local levels of performance, what additional metrics should be used to track the effectiveness of actions taken to become a high performing Board?
    a. Section G. Performance & Effectiveness, Question 2

COVER PAGE

CareerSource Capital Region

Local Workforce Development Area 05

Tel 850-414-6085
Fax 850-410-2595

2035 E. Paul Dirac Drive,
Morgan Building, Suite 236
Tallahassee, FL 32310
www.careersourcecapitalregion.com
Tandria.edwards@careersourcecapitalregion.com

Date Submitted: __, 2022

Plan Contact: Tandria Edwards

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A. ORGANIZATIONAL STRUCTURE

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

1. **Chief Elected Official(s)**

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

   The chief elected officials for LWDA 5 are:
   Kimblin NeSmith, County Commissioner
   Gadsden County Board of County Commissioners
   PO Box 1799
   Quincy, Florida 32353
   Telephone Number: (850) 875-8650
   E-mail Address: knesmith@gadsdencountyfl.gov

Nick Maddox, County Commissioner, Chief Local Elected Official
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

Quincee Messersmith, County Commissioner
Wakulla County Board of County Commissioners
PO Box 1263
Crawfordville, Florida 32326-1263
Telephone Number: (850) 508-7774
Email Address: qmessersmith@mywakulla.com

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

The CareerSource Capital Region Consortium is made up of a designee from each of the three county commissions. Prior to the submission of the 2-year revision to the 4-year plan, the Commissioners attended a meeting to go over the amended plan and provide input as to the effectiveness of the proposed changes to the plan.

A series of open-ended questions were posed to the LEOs to gain their direction/input for proposed changes. All recommended changes, within reason, were incorporated into the draft plan. Items discussed included:

- Board Recruitment/Selection/Approval
- Partnerships
- Service Delivery
- Program Successes/Challenges
- County Initiatives that CSCR should focus/place resources

After feedback from the LEOs was incorporated, the plan was routed through the CSCR Board of Directors and its associated committees for review and feedback prior to the public comment phase. Upon completion of the public comment phase, any feedback received from the public will be incorporated, if warranted. At this juncture, the draft plan, including all prior input, will be brought back to the LEOs and the Board of Directors/Committees for additional review and feedback. Barring no additional changes, the plan will be considered final and ready for the appropriate approval process(es). At the designated Board of Directors meeting, the L EOs and Board of Directors will provide their approval of the plan. Based on the agreement from both bodies of authority, the plan will be signed by the CLEOs and Board of Directors' Chair verifying their consent and approval of the local plan.

2. Local Workforce Development Board

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

Board of Director's Chair – Scott Watson, Vice President
CSI Contracting, Inc.

1131 Dade Street
Quincy, FL 32351
850-544-5726
sw@csi-contracting.com

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

***Board of Director's Vice-Chair* – Kevin Vaughn, Owner**
Rogers, Gunter, Vaughn Insurance
2190 Crawfordville Highway
Wakulla, FL 32327
850-926-7900
Kvaughn@rgvi.com

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

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, a quorum must be established and there must be an affirmative majority vote by those members present. The "Consortium", consisting of the three designated County Commissioners, will also review and sign off on the plan.

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

The CSCR Career Center Partner's Council, which consists of over 40+ community partners, was convened in order to ensure that the appropriate stakeholders provided input on the plan's development. The partners reviewed the draft plan amendment in their meeting and gave feedback on the changes proposed.

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

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

CareerSource Capital Region has been designated by the Gadsden, Leon and Wakulla

Workforce Development Consortium ("the Consortium") as the local sub-recipient and fiscal agent for all WIOA funds and other federally funded workforce development programs operating within the LWDA.

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

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

4. One-Stop Operator and One-Stop Career Centers

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

Educational Data Systems, Inc (EDSI) is the One-Stop Operator which began serving CSCR on July 1, 2022.

Educational Data Systems, Inc (EDSI)
15300 Commerce DR N #200
Dearborn, Michigan 48120-1264

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

With a competitive process initiated in January 2022, CSCR received two responses for a One-Stop Operator. Upon the conclusion of the review process, the Board selected EDSI, with a start date of July 1, 2022.

CareerSource Capital Region utilized the Request for Proposal (RFP) process to competitively procure our One-Stop Operator. A Public notice of the RFP was conducted through newspaper advertisement and a notice was mailed electronically to all entities or individuals found on CSCR's compiled vendor list, including minority organizations. Additionally, the RFP was posted on our website at www.careersourcecapitalregion.com. The RFP was released for a 30-day period to allow for an adequate response time from potential respondents.

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

The CSCR Board does not serve as the OSO but continues to perform the required oversight as prescribed by WIOA.

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

CSCR has identified and assigned the following roles and responsibilities to the one-stop-

operator:

- Day-to-day operations of the career centers, including space configuration, space usage, space design and integrated service delivery design
- Develop partnerships with other community-based organizations with programs/resources that can assist in providing sufficient wraparound services thereby increasing the career seeker's ability to conduct an efficient job campaign and obtain unsubsidized employment at the highest wage possible.
- Establish and maintain relationships between all WIOA mandated one-stop partners as well as other partners that support the mission, vision and values of CareerSource Capital Region.
- Provide assistance with ensuring that Memoranda of Understanding/Agreement with all one-stop partners are executed, contains the appropriate clauses, supports the goals of WIOA and CSCR, provides the desired performance outcomes, are adhered to by all parties, as well as tracking completion, updates and expiration of agreements.
- Functional integration of all workforce investment activities of CSCR to ensure that they meet the needs of employers and career seekers by enhancing communication, coordination, collaboration and engagement.
- Manage, track and oversee a customer experience program to allow for informed business decision making by the CSCR Board of Directors and senior leadership.
- Recommend methods of continuous improvement to CSCR's senior leadership.
- Provide quarterly reports and/or presentations to CSCR's Board of Directors and select committees. In addition, attend board committee meetings (at request) to provide data/intel, feedback, advise on certain issues of interest to the Board and/or to understand the strategic direction and vision for CSCR.
- Assume a leadership role in the development of One-Stop certification applications which includes, but is not limited to, ensuring all required posters are displayed prominently, that the facilities meet all ADA requirements, an accessible workforce lab is available to all career seekers and all other State requirements (including but not limited to state and locally mandated staff training requirements are met). In addition to accessibility, ensuring that the career centers are presentable and offer a welcoming, clean and safe environment for all.
- In partnership with the Equal Opportunity Officer, develop a process to review and assess the access to facilities and program services for all career seekers, especially individuals with disabilities, youth and individuals with barriers to employment.
- Coordinate with CSCR for public relations and marketing purposes to promote the services of CSCR and its career centers/affiliate sites, including materials for outreach (traditional and social media), media spots/interviews as well as the public notices of meetings.
- Ensure non-discrimination in that career seekers have an equal opportunity to access programs and services administered by CSCR.

(e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center[3], affiliate site or specialized center, as described in CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.

Administrative Office

2035 E. Paul Dirac Drive
Morgan Building, Suite 236
Tallahassee, FL 32310-3700

Comprehensive Centers
Gadsden County Career Center
1140 West Clark Street
Quincy, Florida 32351

Leon County Career Center
2601 Blair Stone Road
Building C - Suite 200
Tallahassee, Florida 32301

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

Affiliate Sites/Specialized Centers:

Leon County Public Libraries (seven locations)

The Kearney Center (Regional Homeless Shelter)

CSCR also operates one (1) mobile van

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

The hours of operation for CSCR's comprehensive Career Centers are as follows:

Gadsden County:
Monday through Friday: 8:30 am – 4:30 pm
Leon County:
Monday through Friday: 8:30 am – 4:30 pm
Wakulla County:
Monday through Friday: 8:30 am – 4:30 pm

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

CareerSource Capital Region operates three comprehensive one-stop centers (locally referred to as "Career Centers"). The Leon Career Center includes an 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 career seeker candidates 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.

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); Reemployment Services and Eligibility Assessment (RESEA); Veteran Services; Welfare Transition (WT); and Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T).

Additionally, Trade Adjustment Assistance (TAA) and Migrant Seasonal Farmworker (MSFW) programs and services are administered primarily through the Gadsden County Career Center. Career seekers also have access to a full-service resource room (with 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.

CSCR also operates one (1) mobile van that is technologically equipped similarly as the resource rooms located within our Career Centers. The mobile unit is utilized, primarily, at events such as job fairs, hiring fairs and recruitment events; community events at which career seeker and/or business customers are expected to attend; and during natural disasters that may have rendered the Career Center inoperable. Also, known as a "career center on wheels", the mobile van allows CSCR to provide career seekers in the community with access to the state's web-based labor exchange system - Employ Florida (EF) in order to register in the system, enter/update their resume, search for open and available positions, and to access the myriad of different resources available through EF. Career seekers may also submit online applications and even print work-related information that they need to secure employment.

Lastly, CSCR has also 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 EF. The ASP was established in order 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 plans to expand its ASPs in the more rural communities to increase usage of EF.

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

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

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

CSCR is coordinating services on a regional scale with its participation in The Workforce Alliance Inc. This is a group of nine workforce boards in three states creating a community of practice to improve coordination across state lines in adjoining labor sheds. In February of 2022, the Workforce Alliance submitted a grant for Good Jobs under EDA and the US Department of Commerce. Our proposed sector focus was on the Transportation, Distribution and Logistics (TDL) industry concentrating on the harder to serve populations. This is in response to the

extremely high demand in the TDL industry.

5. Provider of Workforce Services

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

CSCR has contracted with the following organization starting July 1, 2022:

C2 Global Professional Services, LLC
P.O. Box 92377
Austin, TX 78709-2377
CEO: Chakib Chehadi

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

The basic role of the One-Stop Operator (OSO) is to coordinate the service delivery of participating one-stop partners and service delivery providers in addition to ensuring the comprehensive Career Centers meet credentialing requirements. Note: The One-Stop Operator is expected to work full time onsite at the career centers. To that end, the following services must be completed by the OSO:

a. Establish and maintain relationships between all WIOA mandated one-stop partners as well as other partners that support the mission, vision and values of CareerSource Capital Region.
    i. Provide presentations to community organizations on CSCR solutions for career seekers as well as businesses. The goal is to increase (1) the number of organizations that partner with CSCR (2) the talent pool and (3) the number of businesses served.
    ii. Create, maintain and publish an up-to-date list of partners and the agreed upon service offering and referral processes. OSO will coordinate with CSCR leadership to publish information on the organization's website.
    iii. Create and manage a routine schedule of presentations to educate partners, potential partners and internal staff on the services provided by CSCR as well as the other one-stop partners' organizations.
    iv. Ensure Career Center partners and their customers follow the general policies of the Career Center. In the event the Career Center partner fails to adhere to policy, the OSO must notify the BOARD in writing within two business days of the failure.
    v. Coordinate and schedule quarterly meetings with one-stop partners to:
        1. Discuss ways to reach common goals (i.e., performance, financial, customer satisfaction).
        2. Leverage resources across partner organizations for the greater good of those served those with barriers to employment (i.e., individuals with disabilities, returning citizens, older workers) and may require long-term services towards gaining employment.

3. Discuss programmatic and financial issues faced by the partners as well as any misunderstandings/myths that may exist between participating partners (troubleshooting of issues).
4. Serve as initial contact for formal partner complaints against another partner (including CSCR), make recommendations for complaint resolution and work with the BOARD's Complaint Manager for documentation of and recommendation approvals.
5. Discuss and implement solutions for improving and maintaining an effective and successful one-stop system.
6. Discuss opportunities and implement solutions for collaboration on potential grant opportunities that serve the core mission of the one-stop system and partner organizations.
7. Share details on flagship programs, events, and initiatives.

b. Assist CSCR with ensuring that Memoranda of Understanding/Agreement with all one-stop partners are executed, contains the appropriate clauses, supports the goals of WIOA and CSCR, provides the desired performance outcomes, are adhered to by all parties, as well as tracking completion, updates and expiration of agreements. To perform this task, the OSO will be required to:
   i. Work with CSCR leadership to determine which partners are core partners as well as other community-based organizations that share a mutual customer base in order to leverage resources.
   ii. Gather contact information for partners and determine services that will be provided that support the one-stop system.
   iii. Maintain up-to-date contact information, description of services provided, and provide an innovative solution to track said information.
   iv. Determine and implement a referral method across partner organizations, with a tracking dashboard to monitor the effectiveness of the MOUs/MOAs and the referral system.
   v. Using the information gathered, clearly describe each partner's role and responsibilities to the one-stop system including financial contributions to support the career center. Note: The OSO will work with the BOARD's Chief Financial Officer (CFO) to determine each partner's required financial contribution to support the one-stop system.
   vi. Provide functional supervision of all Career Center required services, including all services provided by entities that have voluntarily entered Memorandums of Understanding/Agreement (in accordance with WIOA).
   vii. Develop, with input from the BOARD and partners, and measure system metrics for the One-Stop partners based on the agreed upon MOU/MOA.
   viii. Orient co-located partners on the career center delivery system and local processes prior to MOU/MOA execution.
   ix. Coordinate and/or facilitate professional development and staff training for One-Stop partner staff to include general policies of the Career Center, best practices and improvement of operations to foster a higher level of services to career seekers and businesses of the One-Stop Center.

x. Support CSCR's Affiliate Site Partnership initiatives in Gadsden, Leon and Wakulla Counties. As a part of supporting the initiative, the OSO will be responsible for recruitment, management and certification of affiliate sites. At least annually each affiliate site must be certified to retain its affiliate status using BOARD approved standards of certification.
xi. Serve as CSCR's liaison to the Transportation Disadvantaged Advisory Council for Gadsden, Leon and Wakulla counties. The OSO will attend quarterly meetings to better understand the transportation resources of each county, share information on the solutions/events of CSCR and gather intel on the best locations to secure an Affiliate Site Partnership. The OSO will provide a quarterly report to CSCR's senior leadership and Regional Operations, Performance & Compliance (ROPC) department.

c. Manage, track and oversee a customer experience program to allow for informed business decision making by the CSCR Board of Directors and senior leadership. To perform this task, the OSO will:
    i. Recommend customer experience tools, delivery systems and procedures for consideration by CSCR senior leadership.
    ii. Provide monthly reports by the 20th of each month on the results/responses from the approved customer experience tools sorted by career center, staff, and program (if possible).
    iii. Review customer comments identifying trend data to allow for continuous improvement; making recommendations to CSCR senior management for service delivery process changes that address unfavorable customer experiences/comments.
    iv. Increase career seeker experience by developing flows and processes that are driven by feedback from businesses, career seekers and community-based organizations whose customers are referred to the One-Stop Center.
    v. Serve as initial contact for career seeker complaints, make recommendations for complaint resolution and work with the BOARD's Complaint Manager for documentation of and recommendation approvals.
    vi. Provide monthly customer comments (quotes) for use by CSCR for marketing purposes.

d. Recommend methods of continuous improvement to CSCR's senior leadership. To perform this task, the CONTRACTOR will:
    i. Research and educate CSCR's senior leadership on innovative methods and best practices for service delivery. Areas of service delivery can include but is not limited to technological tools for delivery of services, career center design/flow, file maintenance, customer engagement/experience, customer/staff training, and assistive technology.
    ii. Promote adoption of creative and innovative methods as well as best practices in the delivery of services.
    iii. Facilitate problem-solving activities for the One-Stop Center as well as establishing a process for on-going quality improvement in the One-Stop

operations.

e. Provide quarterly reports and/or presentations to CSCR's Board of Directors and select committees. In addition, attend board committee meetings (at request) to provide data/intel, feedback, advice on certain issues of interest to the Board and/or to understand the strategic direction and vision for CSCR.

f. Collaborate with CSCR on oversight of the Career Centers, outreach efforts and the addition of complementary services from other partners to the One-Stop Center.

g. Assume a leadership role in the development of One-Stop certification applications which includes, but is not limited to, ensuring all required posters are displayed prominently, that the facilities meet all ADA requirements, an accessible workforce lab is available to all career seekers and all other State requirements (including but not limited to state and locally mandated staff training requirements are met). In addition to accessibility, ensuring that the career centers are presentable and offer a welcoming, clean and safe environment for all.

h. In partnership with the Equal Opportunity Officer, develop a process to review and assess the access to facilities and program services for all career seekers, especially individuals with disabilities, youth and individuals with barriers to employment.

i. Coordinate with CSCR for public relations and marketing purposes to promote the services of CSCR and its career centers/affiliate sites, including materials for outreach (traditional and social media), media spots/interviews as well as the public notices of meetings, as required.

j. Ensure non-discrimination in that career seekers have an equal opportunity to access programs and services administered by CSCR. No individual shall be excluded from participation in, denied the benefits of, be subjected to discrimination under, or denied employment in the administration of or in connection with programs on the basis of race, color, religion, pregnancy, sex (including stereotyping, transgender status, gender identity, sexual orientation), national origin, age, disability, marital status, political affiliation or belief, citizenship/status as a lawfully admitted immigrant authorized to work in the United States, participation in any WIOA Title I financially assisted program or activity, or any other characteristic protected by Federal, State or local law.

k. Disclose any potential conflicts of interest arising from the relationships of the OSO with training service providers or other service providers, including but not limited to, career services providers and other community-based organizations.

l. In coordinating services and serving as the OSO, refrain from establishing practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training, and education services.

m. Comply with Federal regulations, and procurement policies, relating to the calculation and use of profits.

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

CSCR has secured a single contractor to serve as its Career Services Operator and to be the provider of all workforce development services in CSCR's operating area. As such C2 Global Professional Services LLC (C2 GPS) is the provider of basic career services, individualized career services, training services and follow-up services as required by WIOA. C2 GPS staff will determine the level of service that is most appropriate for a career seeker after interviewing and assessing the career seeker'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; and (v)provision of information and assistance regarding filing claims for Reemployment Assistance benefits. *Note: As of the writing of this plan, due to funding, CSCR does not provide WIOA Adult and Dislocated Worker program participants with transportation or child-care related supportive services. Adults can receive some support services if participating in a Transitional Job.

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.

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

CSCR does not serve as a direct provider of workforce services (with the exception of Business Services).

6. Youth Service Provider

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

CSCR has contracted with the organization listed below. The term of the contract, which is the same term as that for workforce services, is from July 1, 2022-June 30, 2023 and can be reviewed for renewal annually, for three additional one-year periods.

C2 Global Professional Services, LLC.
P.O. Box 92377
Austin, TX 78709-2377
CEO: Chakib Chehadi

(b) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services.

As outlined in CSCR's administrative plan, when procuring goods or services at a unit price of $250,000 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 advertisements 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 minimum of 30 days to allow for an adequate response time for potential respondents. This procedure follows federal procurement policies.

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 those criteria and the 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.

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

At this time, no additional criteria have been established for the selection of youth service providers. If, at some point in the future, the board establishes additional criteria, the four-year plan will be updated as required.

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

CSCR has contracted with a single provider for all of the youth program elements listed below:

1. **Tutoring, study skills training, instruction, and dropout prevention –** 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.
2. **Alternative secondary school –** For those who have not obtained a high school diploma or have a basic knowledge of the English language, 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.
3. **Paid and unpaid work experiences –** In today's competitive workforce, it is more important that youth gain the right skills through work experiences in different sectors. CSCR operates a fully functional paid/unpaid work experience activity. Staff establish relationships with local employers and execute worksite agreements to place youth based on the youth's career interests. Youth are provided pre/post assessments to measure the impact/effectiveness of the work experience activity. There is a priority to connect youth in in-demand industries and on work sites with the potential for permanent placement.
    a. ***Summer Employment opportunities*** - CSCR entered 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.
    b. ***Internship and Job Shadowing*** - Internships and job shadowing are 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.
    c. ***Pre-apprenticeship programs*** - There is currently one pre-apprenticeship program offered in the CSCR service area by Tallahassee Community College, the Big Bend Electrical Pre-Apprenticeship Program. CSCR makes every effort to inform youth of the benefits of participating in apprenticeship programs and how to locate programs of interest.
    d. ***On-the-Job Training*** - 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, where the employer agrees 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).

4. **Occupational skill training –** In partnership with local training providers and 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.
5. **Education offered concurrently with Workforce Preparation (job readiness) –** From career paths, resume and interviewing skills as well as learning about soft skills, youth can feel confident they will receive the proper tools and guidance to excel in the workforce. Additionally, CSCR will work to identify virtual options for contextualized learning opportunities and will work with local education partners to develop innovative approaches to integrating these activities.
6. **Leadership development opportunities-** CSCR offers workshops through our various community partners that encourage civic responsibility, life skills and teamwork training, among others.
7. **Support services –** CSCR and other partner agencies (based on enrollment and availability of funding) provide supportive services 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 service is based on funding availability. Staff leverage resources, whenever possible, to ensure the best use of available funds while addressing the customer's needs.
8. **Adult Mentoring (not less than 12 months) –** 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 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.
9. **Follow-up services –** 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.
10. **Comprehensive Guidance & Counseling (drug/alcohol abuse counseling) –** Through assessing the customer, staff determine 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.
11. **Financial Literacy education –** Financial literacy is introduced to youth participating in the youth program. 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.
12. **Entrepreneurial skills Training –** When possible, entrepreneurship workshops are

available within the career center. CSCR will develop additional relationships with local business incubators as well as other organizations to provide workshops to participants.

13. **Labor Market Information & employment –** 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
14. **Preparatory and transition activities for post-secondary education and training –** 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 that includes intensive career advising, mentoring, and career pathway coaching.
15. **Apprenticeships when available in the region –** CSCR is committed to building a talent pipeline for its major sectors where demand is high, and wages are better than average. The Apprenticeship program allows the employer to choose the skill-based training that meets the needs of their business. For the employee, it gives them a chance to earn and learn and not build up debt.

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

(1) A regional analysis of:

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

Emerging Industries – Retail Trade, Accommodation and Food Services, Real Estate and Rental and Leasing, Professional, Scientific, and Technical Services, Management of Companies and Enterprises, Health Care and Social Assistance and Utilities sectors make up the top 10 emerging industries. Emerging industries tend to employ a higher percentage in professional occupations.

The Clothing and Clothing Accessories Stores Industry subsector, with 59.3% projected growth through 2029, is the fastest growing industry. This industry is comprised of retail new clothing and clothing accessories merchandise from fixed point-of-sale locations.

The second fastest growing industry, with 43.0% projected growth through 2029, is Accommodation. Industries within this subsector generally provide lodging or short-term accommodations for travelers, vacationers, and others.

The table below represents the Top 20 Fastest-Growing Industries (ranked by percent growth) for the 2021-2029 period.

FASTEST-GROWING INDUSTRIES

(ranked by percent growth)

WORKFORCE DEVELOPMENT AREA 5 - GADSDEN, LEON, AND WAKULLA COUNTIES

Rank	NAICS Code	NAICS Title	Employment 2021	Employment 2029	Growth	Percent Growth
1	448	Clothing and Clothing Accessories Stores	1,120	1,784	664	59.3
2	721	Accommodation	1,230	1,759	529	43.0
3	532	Rental and Leasing Services	536	682	146	27.2
4	442	Furniture and Home Furnishings Stores	435	545	110	25.3
5	541	Professional and Technical Services	12,816	15,959	3,143	24.5
6	551	Management of Companies and Enterprises	785	942	157	20.0
7	722	Food Services and Drinking Places	15,455	18,405	2,950	19.1
8	621	Ambulatory Health Care Services	9,409	11,136	1,727	18.4
9	624	Social Assistance	3,751	4,389	638	17.0
10	221	Utilities	638	740	102	16.0
11	333	Machinery Manufacturing	521	604	83	15.9
12	441	Motor Vehicle and Parts Dealers	1,967	2,272	305	15.5
13	623	Nursing and Residential Care Facilities	2,893	3,341	448	15.5
14	812	Personal and Laundry Services	1,259	1,451	192	15.3
15	811	Repair and Maintenance	1,367	1,564	197	14.4
16	327	Nonmetallic Mineral Product Mfg	321	363	42	13.1
17	492	Couriers and Messengers	774	870	96	12.4
18	713	Amusement, Gambling & Recreation Ind	1,192	1,335	143	12.0
19	562	Waste Management and Remediation Service	297	329	32	10.8
20	238	Specialty Trade Contractors	5,914	6,530	616	10.4

This table includes industries with a minimum of 250 jobs in 2021.

Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics & Economic Research

Existing Occupations – The majority of the occupations in the top 20 (seven of 20) are low-skill (requiring no formal educational credential) and are characterized by a high rate of turnover and low wages. These occupations include Fast Food and Counter Workers, Waiters and Waitresses, Janitors and Cleaners, Except Maids and Housekeeping Cleaners, Laborers and Freight, Stock, and Material Movers (Hand), Landscaping, and Groundskeeping Workers, Maids and Housekeeping Cleaners and Customer Service Representatives. Many of these positions

were heavily impacted by COVID-19, leaving workers interested in furthering their education and/or seeking certifications to allow them to work in other occupations that have a higher wage and a more flexible work environment.

Nine of the top 20 occupations require some level of postsecondary education (four occupations require a postsecondary award, three occupations require an associate's degree and 2 occupations require a bachelor's degree). The demand for registered nurses, which requires an associate's degree, is driven by the continuing employment growth in the healthcare industry sector, which is one of our primary industries served.

The remaining occupations (four of 20), Retail Salespersons, Cashiers, Stockers and Order Fillers and Receptionists and Information Clerks require a high school diploma or recognized equivalent.

The table below represents the Top 20 Existing Demand Occupations (ranked by total job openings) for the 2021-2029 period.

OCCUPATIONS GAINING THE MOST NEW JOBS

WORKFORCE DEVELOPMENT AREA 5 - GADSDEN, LEON, AND WAKULLA COUNTIES

			Employment						Education	
Rank	SOC Code	SOC Title	2021	2029	Growth	Percent Growth	Total Job Openings	2020 Median Hourly Wage ($)*	FL**	BLS**
1	35-3023	Fast Food and Counter Workers	6,113	7,506	1,393	22.8	11,331	9.73	NR	NR
4	41-2031	Retail Salespersons	5,082	5,809	727	14.3	6,430	11.78	HS	NR
2	13-1111	Management Analysts	6,271	7,260	989	15.8	5,543	23.64	B	B
27	41-2011	Cashiers	3,798	3,956	158	4.2	5,390	10.84	HS	NR
7	35-3031	Waiters and Waitresses	3,094	3,550	456	14.7	5,106	9.92	NR	NR
3	45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,755	3,651	896	32.5	4,608	10.42	NR	NR
13	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,992	3,258	266	8.9	3,305	11.71	NR	NR
36	43-4051	Customer Service Representatives	3,126	3,249	123	3.9	3,161	15.17	PS	HS
25	25-9044	Teaching Assistants, Postsecondary	4,217	4,385	168	4.0	2,721	-	PS	B
9	11-1021	General and Operations Managers	3,554	3,929	375	10.6	2,598	37.35	A	B
6	35-2014	Cooks, Restaurant	1,519	2,015	496	32.7	2,324	13.51	PS	NR
12	37-3011	Landscaping and Groundskeeping Workers	1,883	2,184	301	16.0	2,217	12.52	NR	NR
26	53-7065	Stockers and Order Fillers	1,816	1,976	160	8.8	1,953	12.49	HS	HS
33	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,782	1,910	128	7.2	1,911	12.96	NR	NR
23	43-4171	Receptionists and Information Clerks	1,688	1,859	171	10.1	1,877	12.83	HS	HS
29	13-2011	Accountants and Auditors	2,533	2,686	153	6.0	1,854	21.59	B	B
8	29-1141	Registered Nurses	3,353	3,733	380	11.3	1,738	30.50	A	B
24	47-2061	Construction Laborers	2,021	2,190	169	8.4	1,736	13.86	NR	NR
16	13-1198	Project Management Specialists and Business Operations Specialists, All Other	2,054	2,296	242	11.8	1,732	29.87	A	B
14	49-9071	Maintenance and Repair Workers, General	2,002	2,265	263	13.1	1,731	15.98	PS	HS

* Annual wage rates are reported where hourly wage rates do not exist but annual wage rates do. These rates are italicized.

** Education levels are abbreviated as follow.

Florida	U.S. Department of Labor, Bureau of Labor Statistics
A: associate degree	A: associate degree
B: bachelor's degree	B: bachelor's degree
HS: high school diploma or GED	D: doctoral or professional degree
M+: master's, doctoral or professional degree	HS: high school diploma or GED
NR: no formal educational credential required	M: master's degree
PS: postsecondary non-degree award	NR: no formal educational credential required
	PS: postsecondary non-degree award
	SC: some college, no degree

Emerging Occupations – The majority of the top emerging occupations occur in the Professional, Scientific, and Technical Services (six of top 20) and Health Care and Social Assistance sectors (five of the top 20), Accommodation and Food Services (four of the top 20) and Agriculture, Forestry, Fishing and Hunting (two of the top 20) in alignment with the overall Florida statewide distribution of top emerging occupations. The remaining occupations occur in

the Manufacturing, Trade and Administrative and Support and Waste Management and Remediation Services industries with 22.9%, 24.3% and 26.1% projected growth respectively.

The fastest growing occupation, Veterinary Technologists and Technicians (29-2056.00), is expected to see 65.1% in growth over the next 8 years. Individuals employed in this occupation, perform medical tests in a laboratory environment for use in the treatment and diagnosis of diseases in animals.

The fastest growing Health Care occupation, with 54.9% projected employment growth through 2029, is Nurse Practitioners (29-1171.00). These individuals, independently or as part of a healthcare team, diagnose and treat acute, episodic, or chronic illness.

Of the emerging occupations, 7 of the 20 occupations fall below the local area's Lower Living Standard Income Limit (LLSIL) of $15.39 per hour which affects the individual's ability to reach self-sufficiency. This is not surprising as 10 of the 20 occupations require a postsecondary non-degree award or less educational level.

The table below represents the Top 20 Fastest-Growing Occupations (ranked by percent growth) for the 2021-2029 period.

TOP 20 FASTEST-GROWING OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 5 - GADSDEN, LEON, AND WAKULLA COUNTIES

			Employment						Education	
Rank	SOC Code	SOC Title	2021	2029	Growth	Percent Growth	Total Job Openings	2020 Median Hourly Wage ($)*	FL**	BLS**
1	29-2056	Veterinary Technologists and Technicians	241	398	157	65.1	347	12.87	A	A
2	29-1131	Veterinarians	174	274	100	57.5	157	48.13	M+	D
3	29-1171	Nurse Practitioners	337	522	185	54.9	354	51.12	M+	M
4	15-1256	Software Developers and Software Quality Assurance Analysts and Testers	1,242	1,805	563	45.3	1,311	39.30	B	B
5	43-4081	Hotel, Motel, and Resort Desk Clerks	202	289	87	43.1	384	10.82	HS	HS
6	15-1212	Information Security Analyst	197	264	67	34.0	186	29.63	PS	B
7	35-2014	Cooks, Restaurant	1,519	2,015	496	32.7	2,324	13.51	PS	NR
8	45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,755	3,651	896	32.5	4,608	10.42	NR	NR
9	45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	171	218	47	27.5	252	23.60	A	HS
10	11-9111	Medical and Health Services Managers	538	684	146	27.1	482	50.68	B	B
11	31-1120	Home Health and Personal Care Aides	1,247	1,585	338	27.1	1,615	11.33	PS	HS
12	37-2012	Maids and Housekeeping Cleaners	965	1,217	252	26.1	1,330	10.19	NR	NR
13	31-9092	Medical Assistants	976	1,214	238	24.4	1,107	15.30	PS	PS
14	11-2022	Sales Managers	333	414	81	24.3	310	50.51	B	B
15	11-9081	Lodging Managers	135	167	32	23.7	147	24.59	A	HS
16	13-1161	Market Research Analysts & Marketing Specialists	777	961	184	23.7	800	24.72	B	B
17	49-9041	Industrial Machinery Mechanics	188	231	43	22.9	177	18.88	PS	HS
18	15-1232	Computer User Support Specialists	1,521	1,868	347	22.8	1,260	20.76	PS	SC
19	35-3023	Fast Food and Counter Workers	6,113	7,506	1,393	22.8	11,331	9.73	NR	NR
20	21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	267	324	57	21.3	264	18.21	B	B

This table includes occupations with a minimum of 125 jobs in 2021.

* Annual wage rates are reported where hourly wage rates do not exist but annual wage rates do. These rates are italicized.
** Education levels are abbreviated as follow.

Florida
A: associate degree
B: bachelor's degree
HS: high school diploma or GED
M+: master's, doctoral or professional degree
NR: no formal educational credential required
PS: postsecondary non-degree award

U.S. Department of Labor, Bureau of Labor Statistics
A: associate degree
B: bachelor's degree
D: doctoral or professional degree
HS: high school diploma or GED
M: master's degree
NR: no formal educational credential required
PS: postsecondary non-degree award
SC: some college, no degree

Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics & Economic Research

(b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations[5] (20 CFR 679.560(a)(1)(ii)).

The business solutions staff continues to work with employers and education partners to identify and find solutions for recruitment and retention challenges in the healthcare and professional services industries and the influence and impacts of pay rates.

Business Solutions team members regularly engage with the local business community, education partners, and professional organizations to keep abreast of the ever changing/evolving needs of the business community.

Because of the low unemployment rates and available career seekers, Business Solutions team members have increased awareness of local employers on options to train employees who lack the skills needed to fill open positions. Information is regularly shared regarding On-the-Job Training grants, Incumbent Worker Training grants, and Work Experience.

As one avenue to gain information for business intel into employment needs, CSCR sponsors Industry Sector Rounds in the Health Care, IT/Professional Services, Manufacturing, and Construction & Transportation/Logistics sectors. This event brings together employers, education partners and the regional economic development entities together to discuss the challenges in finding and retaining talent and to look for solutions to those challenges.

Common challenges indicated in all sectors include:

- Labor supply has declined dramatically, fueled in part by the COVID-19 pandemic. This labor shortage is attributed to many factors, including but not limited to: higher than anticipated retirement rate of baby boomers, lack of access to childcare, health concerns related to the pandemic, the demographic shift that shows population decline, and an increase in self-employment.
- Talent cannot be trained fast enough for the current position openings in the local area.
- Many of the higher education curriculums are not in alignment with the skill sets that local companies need.
- Lack of soft skills in the current candidate pool (training/professional development issues).
- Low unemployment rate results in fewer candidates available for positions.
- Loss of staff due to the current pay structure.

CSCR partners with local technical and community colleges, who tend to be able to change curriculum more quickly than the universities can. These partnerships have allowed employers to meet directly with the college staff and student body to communicate the needs they have for student training to meet their employment demands.

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

The table below shows the top 10 advertised detailed job skills found in job openings advertised online in LWDA 5, as of April, 2022.

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count

1	Customer service	Customer Service Skills	4,933
2	Problem solving	Basic Skills	2,552
3	Work independently	Basic Skills	1,705
4	Attention to detail	Basic Skills	1,594
5	Must be flexible	Basic Skills	1,555
6	Critical thinking	Basic Skills	1,541
7	Interpersonal skills	Interpersonal Skills	1,408
8	Time management	Basic Skills	1,207
9	Organizational skills	Basic Skills	1,097
10	Decision making	Basic Skills	1,094

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 April, 2022.

Rank	Advertised Detailed Tool or Technology	Advertised Tool and Technology Group	Job Opening Match Count
1	Microsoft (MS) Office	Office Suite Software	2,218
2	Structured query language (SQL)	Database User Interface and Query Software	1,218
3	Microsoft PowerPoint	Presentation Software	1,071
4	Microsoft Word	Word Processing Software	907
5	Ladders	Ladders	723
6	Motor vehicles	Automobiles or Cars	719

7	Hypertext markup language (HTML)	Web Platform Development Software	620
8	JavaScript	Web Platform Development Software	561
9	Python	Object or Component Oriented Development Software	493
10	Microsoft Excel	Spreadsheet Software	451

Industries by Advertised Jobs:
This table shows the industries with the highest job openings advertised online in LWDA 5, as of May 31, 2022

Rank	Industry	Job Openings
1	Health Care and Social Assistance	1,230
2	Educational Services	982
3	Retail Trade	762
4	Professional, Scientific, and Technical Services	538
5	Accommodation and Food Services	512
6	Administrative and Support and Waste Management and Remediation Services	422
7	Public Administration	416
8	Finance and Insurance	312
9	Information	287
10	Unclassified establishments	4,830

Occupations by Advertised Jobs:

This table shows the occupations with the highest job openings advertised online in LWDA 5, as of May 31, 2022

Rank	Occupation	Job Openings
1	Registered Nurses	451
2	Management Analysts	152
3	Customer Service Representatives	139
4	Physicians, All Other	126
5	Licensed Practical and Licensed Vocational Nurses	124
6	Software Developers	120
7	Computer Systems Analysts	112
8	Executive Secretaries and Executive Administrative Assistants	107
9	Heavy and Tractor-Trailer Truck Drivers	105
10	Retail Salespersons	104

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

Below is an analysis of current data for CareerSource Capital Region's local area to include labor force employment, unemployment data, labor market trends, education/skill level of the workforce including those with barriers to employment.

Current Jobs Available:

There are 11,447 job openings advertised online in LWDA 5, FL on May 31, 2022.

Monthly Job Count:

There were 20,859 job openings advertised online in LWDA 5, FL in April, 2022.

Area Labor Force, Employment and Unemployment Data:

The total civilian labor force (not seasonally adjusted) for LWDB 5 in March, 2022 was 192,720, of which 187,660 were employed and 5,060 were unemployed. The unemployment rate was 2.6 percent.

Employment Wage Statistics:

The average weekly wage for LWDA 5 in the third quarter of 2021 was $1,005. This would be equivalent to $25.13 per hour or $52,260 per year, assuming a 40-hour week worked the year round.

Current Employment Statistics:

Current employment, by industry, for the Tallahassee MSA in April 2022 were: Total Nonagricultural Employment (191,100), Total Private (130,000), Good Producing (12,000), Mining, Logging and Construction (8,100), Manufacturing (3,900), Service Providing (179,100), Private Service Providing (118,000), Trade, Transportation and Utilities (25,300), Wholesale Trade (3,900), Retail Trade (18,900), Food and Beverage Stores (4,200), General Merchandise Stores (4,300), Transportation, Warehousing and Utilities (2,500), Information (3,400), Financial Activities (8,300), Professional and Business Services (26,000), Education and Health Services (25,200), Leisure and Hospitality (20,800), Other Services (9,000), Total Government (61,100), Federal Government (2,100), State Government (44,400), Local Government (14,600).

Occupations by Projected Growth:

The top 10 fastest growing occupations for LWDB 5 through 2029 include Veterinary Technologists and Technicians (65.1%), Veterinarians (57.5%), Nurse Practitioners (54.9%), Software Developers and Software Quality Assurance Analysts and Testers (45.3%), Hotel, Motel, and Resort Desk Clerks (43.1%), Information Security Analyst (34.0%), Cooks, Restaurant (32.7%), Farmworkers and Laborers, Crop, Nursery, and Greenhouse (32.5%), First-Line Supervisors of Farming, Fishing, and Forestry Workers (27.5%) and Medical and Health Services Managers (27.1%).

Occupations by Employment Wage

The top 10 occupations with the highest estimated mean (annual) wages for 2020 for the Tallahassee MSA were Anesthesiologists ($304.262), Surgeons ($298,355), Family Medicine Physicians ($252,366), Physicians, All Other and Ophthalmologists, Except Pediatric ($208,042), Psychiatrists ($184,642), Law Teachers, Postsecondary ($164,593), Dentists, General ($163,800), Chief Executives ($161,803), Nurse Anesthetists ($149,219), Personal Financial Advisors ($146,349).

Population Totals:

The estimated 2020 population of LWDB 5 was 375,056. The estimated annual average population growth is 0.6%, which equates to 2,046.

Labor Market Trends:

The table below represents the top 15 occupations gaining the most new jobs for the 2021-2029 time period, based on percent growth.

Occupation Title	2021 Employment	2029 Projected Employment	Estimated Annual Openings Growth	2021-2029 Percent Growth
Veterinary Technologists and Technicians	241	398	157	65.1
Veterinarians	174	274	100	57.5
Nurse Practitioners	337	522	185	54.9
Software Developers and Software Quality Assurance Analysts and Tester	1,242	1,805	563	45.3
Hotel, Motel, and Resort Desk Clerks	202	289	87	43.1
Information Security Analyst	197	264	67	34.0
Cooks, Restaurant	1,519	2,015	496	32.7
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,755	3,651	896	32.5
First-Line Supervisors of Farming, Fishing, and Forestry Workers	171	218	47	27.5
Medical and Health Services Managers	538	684	146	27.1
Home Health and Personal Care Aides	1,247	1,585	338	27.1
Maids and Housekeeping Cleaners	965	1,217	252	26.1

Medical Assistants	976	1,214	238	24.4
Sales Managers	333	414	81	24.3
Lodging Managers	135	167	32	23.7

Industries by Projected Growth:
The table below shows the top 10 industries with the highest annual percent change in LWDA 5 for the 2020-2028 time period.

Industry	2020 Estimated Employment	2028 Projected Employment	Total Annual Percent Change	Total Employment Change
Accommodation	1,137	1,632	4.62%	495
Food Services and Drinking Places	14,728	19,242	3.40%	4,514
Couriers and Messengers	832	1,070	3.19%	238
Apparel Manufacturing	4	5	2.83%	1
Amusement, Gambling, and Recreation Industries	1,108	1,370	2.69%	262
Personal and Laundry Services	1,173	1,423	2.44%	250
Ambulatory Health Care Services	9,335	11,080	2.17%	1,745
Administrative and Support Services	8,179	9,659	2.10%	1,480
Nursing and Residential Care Facilities	2,986	3,513	2.05%	527

Other Information Services	65	76	1.97%	11

Income Totals (LWDA 5)

The table below shows the income totals for the Tallahassee MSA, for the years listed.

Income	Year	Total
Median Family Income	2019	$69,221
Median Household Income	2019	$54,929
HUD Median Family Income	2019	$68,900
Per Capita Income	2020	$46,685
Total Personal Income	2020	$18,188,242

Source: U.S. Census, 2018 5-Year ACS Estimate. Bureau of Economic Analysis, Regional GDP & Income.

https://www.huduser.gov/portal/datasets/il/il2019/select_Geography.odn

Education Levels of Available Candidates:

The table below shows the educational attainment of potential candidates that are looking for jobs in LWDA 5, as of May 31, 2022.

Education Level	Potential Candidates	Percentage of Potential Candidates
Less than High School	1,213	3.50%
High School Diploma or Equivalent	13,368	38.55%
Vocational School Certificate	2,514	7.25%
Some College	4	0.01%
Associate degree	3,712	10.71%

Bachelor's Degree	6,437	18.56%
Master's Degree	2,142	6.18%
Doctorate Degree	359	1.04%
Specialized Degree (e.g. MD, DDS)	219	0.63%

The most common educational attainment level of LWDA 5 workforce participants is High School Diploma or Equivalent at 38.55%, followed by bachelor's degree at 18.56%, associate degree at 10.71% and then Vocational School Certificates at 7.25%. Only 3.50% 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 that are looking for jobs in LDWA 5, as of May 31, 2022.

Minimum Experience	Potential Candidates	Percentage of Potential Candidates
Less than 1 year	5,649	16.28%
1 Year to 2 Years	2,955	8.52%
2 Years to 5 Years	5,795	16.70%
5 Years to 10 Years	6,019	17.35%
More than 10 Years	14,275	41.15%

Persons with Barriers to Employment

The most recent information on unemployment rates for persons with barriers to employment is for 2018. The LWDA 5 2018 unemployment rate was 13.6 percent for disabled persons, 7.0 percent for American Indians and Alaska Natives, 0.0 percent for Native Hawaiians and Other Pacific Islanders, and 3.9 percent for persons 55 and older.

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

CareerSource Capital Region provides an array of services to the career seeker and business community. Services available to career seekers include: skill level assessment, career interest assessment, transferable skills and aptitude testing; 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 other resources in an effective job campaign, dressing for success, interviewing skills, etc.; networking events such as ConnectionsCR; and recruitment events with local employers. CSCR operates full-service career centers providing career management services for participants of WIOA (Adult, Dislocated Worker, Youth, and Special Grants), Welfare Transition (TANF), Trade Adjustment Assistance, Veterans Employment Program and Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) in addition to aiding our disabled, hard to serve and unemployed (RESEA) population. There is a direct relationship with our partner agencies such as Adult Basic Education and Vocational Rehabilitation providers due to our mutual customer base.

Equally as robust as the career seeker services are the services provided to our business community. 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.

The challenges associated with the local workforce development area's population attaining the education, skills, and training needed to fill the employment gaps are being addressed through a coordinated approach with key stakeholders such as the K - 12 and post-secondary institutions, economic development entities and the business community - Career Pathways Council, Business Partnership Advisory Council (BPAC), and Industry Sector Rounds. 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.

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. In specific, 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 education entities to infuse the skills being

sought by employers. 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. Where there are gaps in reputable data regarding what is considered in-demand for the local area, CSCR allows employers, training institutions and other interested parties to provide documentation proving local demand thereby allowing CSCR to consistently assess and seek solutions to the current and future supply/demand structure.

C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

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

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

The CareerSource Capital Region Strategic Goals are to:

Goal 1 - Develop and maintain a streamlined integrated service delivery model to support employer's talent needs.

CSCR's Board of Directors has committed to continuing its modified integrated service delivery model. This employer focused model supports the creation of jobs in in-demand industries which leads to self-sufficiency for those seeking employment and transitioning careers. Based on several factors, the model appears to be a best practice across the state. There have been several Florida local workforce development areas as well as other states that have visited CSCR in order to understand the service delivery model for replication (in some fashion) in their areas. To date, performance appears to be constant with some areas experiencing a marked increase from the point of service delivery implementation. For CSCR, successful performance equates to supporting an employer's talent needs by making a direct match with a skilled career seeker who is unemployed/seeking better employment. At this point, CSCR will continue to review its service delivery for any gaps to ensure continuous improvement.

Goal 2 - Improve the effectiveness of service delivery to our customers - employers and career seekers.

CSCR conducts a career seeker experience survey (Net Promoter) in addition to a satisfaction survey to employers. The results are reviewed and a follow-up may be performed on negative/detracting comments. CSCR uses information obtained from the surveys to determine system improvements and streamlining for effectiveness of service provision. To keep the Board of Directors informed, the results are shared with the Executive Committee on a quarterly basis. In addition to the use of survey information, CSCR also holds monthly scheduled meetings in order to discuss performance/system/service model successes and areas for improvement. CSCR continuously seeks ways to improve service delivery to our customers.

CSCR also conducts regular employer surveys and uses results to determine service

improvements, additional services to offer, and staff effectiveness.

Goal 3 - Attract, develop and retain top talent to provide for the workforce needs of employers in the region.

CSCR, under the direction of its Board of Directors, continues to work with training providers, students and employers to find ways to attract, develop and retain the talent being trained/employed through the workforce system. In particular, this topic is discussed in our Sector Rounds. The Sector Rounds are a forum for employers, economic development and training providers to discuss the state of the industry sector and find solutions to training the current and future talent for the knowledge, skills and abilities that employers need to remain competitive in their respective markets. The Sector Rounds are broken out by the major sectors represented in the CSCR service area – Manufacturing/Construction/Transportation/Logistics, Healthcare, and Information Technology & Professional Services. The Sector Rounds have been in effect since fall of 2018, and CSCR continues to build on the information provided by employers and educational partners in the individual sectors. The Sector Round focus is now on providing solutions to the pain points identified by employers in previous Sector Rounds.

The information is also shared with the Career Pathways Council. The Career Pathways Council provides information on local in-demand occupations to educate students, parents, teachers and the like. In-demand occupations are those occupations that are expected to have considerable growth for new jobs, sustainable wages, and career advancement. Our hope is that through educating the community on how to navigate a career ladder/path, that interest would be garnered for highlighted occupations in order to assist in meeting the skills gap that currently exists in our local area. Check it out on www.mycareerpathways.org.

Another method to attract, develop and retain talent is through the partnership, The Workforce Alliance (TWA) developed over the past six years. CSCR is the driving force behind the The Workforce Alliance. TWA has grown to nine LWDBs - five in Florida and three in Georgia and one in Alabama. The two Georgia and two Florida LWDBs began meeting in 2015 to look for ways of sharing data, working together in hiring fairs, and cross training front line staff in the Employ Florida and Employ Georgia labor exchange. In 2018, CareerSource NE Florida and WorkSource Coastal in Savannah joined the Alliance. The six LWDBs have signed a 5 year MOU and under a grant from CareerSource Florida worked with a consultant to begin to structure the collaboration into committees, determine what measures will show success, and bring teams together to leverage our resources. The study by Educational Data Systems, Inc. (EDSI) that was completed in August 2019 outlines the goals and objectives of TWA. This work will begin to benefit our employers and career seekers by expanding options for skilled talent and opportunities for employment beyond the borders of the local service area(s). In 2020, CareerSource Crown, CareerSource Chipola and Southeast Alabama Works joined TWA. In 2022, TWA aplied for a Good Jobs Grant from the US Department of Commerce Economic Development Administration focused on Transportation, Distribution and Logistics.

Goal 4 - Develop and improve community partnerships that enhance workforce development.

Collaboration is the cornerstone to leveraging resources and being able to provide services to as many career seekers as possible. CSCR staff performs community outreach and engagement to educate the community on solutions provided by CSCR. Through outreach/partnership CSCR has strengthened current partnerships and cultivated new collaborations. As a result, we continue to find new ways that we can reach across agencies and partner to provide services to the community; in particular, how to best provide services to individuals that are considered to be harder to serve (i.e. returning citizens/ex-

offenders, at-risk youth, transportation disadvantaged, those with other abilities, etc.). Community partnerships are sought as a way to support the initiatives of CSCR's Chief Elected Officials Consortium. Each county is building initiatives around its harder to serve or at-risk constituent populations. Another avenue to improve community partnerships is through the Career Center Partners Council. The Council includes WIOA core partners as well as other community-based organizations that support the mission, vision and values of CSCR. Through the council, CSCR is able to share details on services offered, initiatives underway, make key connections to leverage resources, collaborate on grant opportunities that serve the core mission of the one-stop system and its partners. Being able to have open and constructive conversations between partners helps to enhance workforce development. One new addition is the Crosswalk(tm) referral system that was adopted late 2021. Our intention is that this will grow to be a well-used referral system for clients that are common to our partners.

Goal 5 - Ensure that the community understands and recognizes our value and services.

CSCR is committed to being a value for the communities that fall within our service area. CSCR has used different ways to inform the community of our services, and through service provision, the impact CSCR has had on its customers. CSCR has:

- Used several marketing media such as LinkedIn, Facebook, Instagram and Twitter to provide point-of-time information regarding employment and training information sessions, recruitment events, hiring fairs, etc.
- Participated in multiple community agencies board of directors and committees to seek ways to inform the mutual customer bases and ways to leverage resources. Some examples include: Big Bend SHRM (Diversity Chair, Community Resource Chair/Workforce Development Committee/Certification Chair), TalTech Alliance, Gadsden Technical College Nursing Advisory Board, Occupational Advisory Board Lively, Student Advisory Board Lively, and Gadsden Education Foundation.
- The Business Solutions team regularly attends networking events sponsored by the local Chambers of Commerce and provides marketing collateral regarding services provided and successes.

Goal 6 - Grow unrestricted funds through a money market account.

Over the years, CSCR has experienced a decrease in funding, year over year. This year's decrease in funding has caused CSCR to make budget cuts. After many years of targeted marketing and outreach to increase the community's awareness of the value that CSCR adds, CSCR began to be a prominent agency related to training. However, budget cuts led to our deciding that CSCR would need to diversify the funds available. The Board of Directors decided that one such method was to invest the unrestricted funds into a money market account. This was deemed to be the most appropriate avenue to steadily increase the amount of unrestricted funds but with less risk. The funds are currently used for any costs that are/would be deemed unallowable. These funds can also be used to supplement the federal funding received to provide additional opportunities for partnerships as well as providing services to individuals who would not qualify for any other financial assistance but have been determined to be in need of training services as well as support services to assist in quickly returning to the workforce.

Goal 7 - Champion work-based learning by engaging and educating parents of school-aged children.

CSCR sees work-based learning as the solution to the skills gap experienced in our community.

As an example, IT employers stated that the colleges/universities were not training individuals for the current platforms/systems needed in the current and future IT jobs. Although the information was shared with local educational partners, the educational partners are not able to make changes to curriculum quick enough to fill the current supply gap. For this reason, CSCR applied for and received an Apprenticeship Expansion Grant from CareerSource Florida in 2018. Through this grant, CSCR has used its platform to convene IT employers to discuss increasing IT apprenticeship programs with the IT sector.

It has become increasingly evident that our local area has many sectors/occupations that could use work-based learning, in its many formats, to build the workforce needed to become and remain competitive. For this reason, CSCR in coordination with Department of Education, training providers and employers, CSCR has begun to seek ways to interact with the parents of school-aged children to educate them on the benefits of work-based learning. Some ways are Parent/Teacher Organization meetings, emails through school listserv, attendance of school orientations, etc. Many parents believe that the only way for their children to have successful careers is through attending colleges/universities. CSCR will continue to educate the general public and the employer community on work-based learning opportunities and Career & Technical Education opportunities and hope to see a marked improvement in the usage of work-based learning. Work-based training can boost performance by quickly returning individuals to employment at sustainable wages. Work-based learning is a win-win for the community as well as CSCR.

In addition, in January of 2022, CSCR met with the Leon County Schools superintendent and proposed that our Career Navigators visit the middle and high schools to talk about the emerging careers in our region and what it takes to become certified to gain great employment opportunities. Multiple school principals have contacted CSCR and we are now engaged in sharing the current and future job needs of the region.

Goal 8 - Improve awareness of CSCR in the general business community, beyond the sectors through three tactics: Talent Innovation Summit, Investment “cafeteria menu”, and Collaborating with the EDOs.

CSCR has improved its integration into strategic alliances within the community. These include the three county EDOs, the five chambers of commerce, multiple nonprofit associations such as the United Way of the Big Bend, United Partners for Human Services and the Institute for Nonprofit Innovation and Excellence (INIE).

With the Talent Innovation Summit, the Board of Directors in concert with our LEOs have supported a regional conversation event that focuses on the workforce issues at hand by bringing in speakers that have expertise and experience to speak to a specific HR topic. With support from CareerSource Florida and the local SHRM association, keynote speakers are recruited to attract our business leadership and provide ideas and suggestions that address workforce challenges.

To support this effort, CSCR has developed a menu of investment opportunities for the business to be recognized as a sponsor. Sponsorships include the Talent Innovation Summit, Industry Sector Rounds Meetings, Power Hour Workshops and events that directly connect employers and career seekers, such as Hiring Fairs, Ask the HR Experts and ConnectionsCR.

Goal 9 - Board Development by bringing in new members with specific talents and knowledge that serve the mission of CSCR and by the education of all board members on workforce development.

CSCR has set forth a policy of inclusion that specifies the intent to have a diversified board that is reflective of the community it serves. In addition, with the sector strategy in place, recruitment has been focused to ensure that the composition of the Board represents the sectors that have the most demand for employees.

CSCR is also looking to use a tool to assist in educating board members and LEOs on the workforce system, their governance and fiduciary responsibilities to the Board and how they can best impact the efforts of CSCR in its communities. Developed by Maher & Maher, these tools are housed in the DEO learning management system and are approved for use in training board members and elected officials.

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

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 and online. The CSCR Board believes that aligning these services and being aware of co-enrolling 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 co-locations are an effort to put more services in one location for the common customers which allows for better coordination of services, 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 customers.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

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

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

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 career 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)

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

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 career 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 career seekers. The programs operate seamlessly whereby career 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) Adult and Dislocated Worker Employment and Training Activities:

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

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 and eligibility, referrals to open positions, job search assistance, job matching, assisting with unemployment claims, registration with Employ Florida and other labor exchange systems, and labor market training. These basic level services are designed to provide an essential overview 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, 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 work experience, apprenticeships and on-the-job training partnerships established with employers. During training, ongoing engagement with Career Navigators is mandatory on a bi-monthly basis. as determined by the career seeker's needs and type of training provided. Upon completion of training and/or obtaining permanent employment, participants may be provided follow-up services for up to 12 months. Follow-up services include periodic check-ins by staff to ensure that employment is retained. During follow-up, staff will also offer additional services to help the career seeker remain employed such as workplace counseling/mentoring, referrals to community resources and job search/support services.

Enrollment in the WIOA Adult and Dislocated Worker programs is determined through 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 a program orientation, Employ Florida Registration, labor market research, employment readiness workshops 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 need of the participant.

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 gives priority to the following "priority groups" when providing individualized 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. Fourth, to Non-covered persons who fall outside of WIOA's priority groups but within locally established program eligibility requirements
5. Last, to "Other" individuals who fall outside of WIOA's priority groups and do not fall within locally established program eligibility requirements. Individuals must meet WIOA Adult 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 career seeker's income as of the application date into WIOA.

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

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

Funding for training services is reserved for those individuals who 1) are members of one of the WIOA priority groups (as outlined above) **and** 2) need training in order to increase their skill levels and who are pursuing occupations that are listed on the Eligible Training Provider List/Programs. If the career seeker (Adult or Dislocated Worker) is not a member of a "priority group", they may be placed on a waiting list to receive training services after serving individuals that are considered a "priority" under WIOA, when possible.

Career seekers select appropriate training programs based upon an assessment and career plan created in collaboration with staff. Career seekers then select their training institution from the Eligible Training Provider List/Programs (ETPL). The career seeker must be presented with all options to pursue training and provided information on all training providers in order to make an informed choice. Prior to enrollment in a training service, the career seeker must furnish documentation of acceptance into the training program as provided by the training institution.

Individual Training Accounts (ITAs) are vouchers that can be used by career seekers 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 career seekers after all necessary assessment and planning and pre-enrollment activities have been completed. Issuing an ITA to career seekers 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 necessary 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 total training expense in the Fund Tracking section of Employ Florida on the Funding 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 LEAD 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 of 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 Tiers 2 through 4 only.

Tier	**Eligible Program Participants**	**Average Placement Wage**	**% of 2022-2023 LLSIL ($15.39)**	**ITA Cap**
Tier 1	WIOA YA, WT & WIOA A/DW (Special Population)	$10.00 – $11.53	65 - 74%	$2,500
Tier 2	**ALL WIOA** & WT	$11.54 – $13.84	75 - 89%	$5,000
Tier 3	**ALL WIOA** & WT	$13.85 – $15.38	90 - 99%	$7,500
Tier 4	**ALL WIOA** & WT	$15.39 and above	100% and above	$10,000

Note: SNAP E&T career seekers must be dual enrolled in WIOA in order to access occupational skills training.

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 term-by-term basis only. If training lasts more than one term, 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.

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.

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

Contracts are utilized for such training services such as On-the-Job Training (OJT), Incumbent Worker Training, Customized Training and for Work Experience opportunities, while ITAs are used for Occupational Skills Training. Individuals participating in Registered Apprenticeships may be provided assistance via contract for the work component (OJT) in order to reimburse the employer for the participant's wages and via ITA in order to cover the tuition, books and fees of the training provider for the related technical instruction (RTI) component.

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

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 (ETPL) for selection. The career seeker must be presented with all options to pursue training and provided information on all training providers in order to make an informed choice. Programs are offered via the following approved training providers:

- Computer Coach Training Center
- Florida Rural Water Association
- Gadsden Technical College
- Keiser University
- Leon County Adult & Community Education
- Lively Technical College
- National Training, Inc.
- Roadmaster Drivers School
- Solutions of Substance, Corp.
- Tallahassee Community College
- The Academy of South Florida
- Truck Driver Institute
- Wakulla Adult & Community Education

Programs are added based on 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 and available in the local area, it will be targeted for inclusion on the list.

(d) How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

The LWDA 5 is committed to ensuring that participants are afforded the best opportunity possible to gain the knowledge and skills needed 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 LWDA 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 $15.49/hour and Entry Wage of $12.65/hour
    d. High Skill/High Wage (HSHW) Occupations:
        1. Mean Wage of $24.26/hour and Entry Wage of $15.49/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 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.

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

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 work-based training services through On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training and Work Experience.

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 and have not been offered employment by the employer. 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 a self-sufficient wage. If layoffs will be averted as a result of the training, the minimum amount of the employer share of the training cost may be increased up to 90%, depending on the size of the employer.

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 Senior Director for Business Services for final review and eligibility determination.

Work Experience

CSCR assists qualified participants by providing 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.

(4) Youth Workforce Investment Activities: Describe and assess the type and availability of youth

workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

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

Enrollment in the WIOA Young Adult program requires an objective assessment of academic levels, skills level, and service needs for the participant, which includes a review of basic skills, occupational skills, prior work experience, employability, interest, aptitudes, supportive service needs, and the developmental needs.

All youth including youth with disabilities benefit from WIOA youth activities; as such, reasonable accommodations are provided to youth who are individuals with disabilities such as, assistive technology and other accommodations. Participants are required to complete specific pre-enrollment activities as part of the WIOA Youth application process. These activities include completing a program orientation, Employ Florida registration, resume creation, career exploration as well as formal and informal assessments.

Once a candidate has been approved for enrollment, the program encourages and supports academic achievement and life-long learning; Prepares young adults with the literacy, technical/occupational, work readiness, decision-making and interpersonal skills needed to successfully transition to employment and postsecondary education; Provides opportunities for leadership, encourages a sense of personal identity, broadens a young adult's perspective, provides youth with safe surroundings, connects youth with caring adults and provides supports to overcome barriers; prepares youth to meet the challenges of work, family and community responsibilities; promotes collaboration and coordination between service community partners to meet the needs of the participant and ensures access to the information and services available through the service delivery system.

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

Commencing July 1, 2022 CSCR's Young Adult Program Model will organize the 14 required WIOA youth elements around three phases of service delivery: *Empower, Educate, and Employ*. The Young Adult Program Model stacks activities across all three phases to achieve the greatest youth development.

EMPOWER

WIOA eligible youth frequently have significant barriers to education and employment success. The Model immediately engages youth, as they enter the workforce system in barrier identification and remediation. This is the critical first step in positioning youth for success. Only when their situation is stabilized (to the degree possible) can they move toward developmental phases (Educate and Employ). Services and WIOA Youth Elements used in the Empower phase include:

- Cooperative Individual Service Strategy (ISS) development, Education, and Career Planning

- Focused and relevant Leadership Development Opportunities
- Adult Mentoring to help them succeed
- Supportive Services to overcome barriers
- Access to Comprehensive Guidance and Counseling

EDUCATE

Education and contextualized learning opportunities are emphasized in the **Educate** Phase of the program. The Educate phase is (in the context of a long-term Career Pathway) an intervention stage as they move toward employment or advancement along their Career Pathway. Youth that struggled in secondary school and/or dropped out may require significant remediation and services in this Phase, while others that excelled in education and training programs may move more directly to the **Employ** Phase. Services and WIOA Youth Elements used in the **Educate** Phase include:

- Financial Literacy Education
- Entrepreneurial Skills Training
- Tutoring, Study Skills Training, Instruction, and Dropout Prevention
- Alternative Secondary School and Dropout Recovery Services
- Education Offered Concurrently with Workforce Preparation
- Postsecondary Preparation and Transition Activities
- Occupational Skills Training

EMPLOY

The goal for the Young Adult participants is the Employ Phase. In service planning and goal setting with youth, our focus is always on long-term career goals, and the intermediate education and employment steps it will take to achieve their career goals.

The Employ Phase of the Young Adult Program focuses on employment within their preferred Career Pathway and (as needed) on contextualized, work-based training opportunities that will accelerate their progress toward their career goals. Employer engagement during the educate phase also helps to establish invaluable adult mentoring relationships in a professional setting, creating role models for the participants that will ensure their continued success and progression.

- Services and WIOA Youth Elements used in the Employ phase include:
- Labor Market Information that is relevant to their education and career goals
- Meaningful work-based learning opportunities (Paid/Unpaid Work Experience, Internships, On-the-Job Training, and Apprenticeships)
- Customized Job Development
- Direct Placement (employment in target occupations and industry sectors that lead to self-sufficiency

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

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.

(d) Define the term "a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society" and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).

CareerSource Capital Region defines "a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society" as youth determined as basic skills deficient, documented as having a disability or considered limited English proficient.

Basic Skills Deficient - CSCR 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.

(e) Define the term "requires additional assistance to complete an educational program or to obtain or retain employment" and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).

CareerSource Capital Region defines "requires additional assistance…" as an individual who:

- Resides in a county where the resident live birth rate for mother's 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.

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

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

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. CSCR's local operating procedures reflect the following definitions:

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 (Incumbent Workers) - These individuals are considered self-sufficient if the employee's hourly wage is at or above 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, and 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.

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

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.

If self-sufficiency is defined differently for other programs or populations served in the local area,

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

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 by the Board of Directors.

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

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 services. CSCR is currently in the process of reviewing the policy related to the provision of Support Services and Needs-Related Payments and will update the Plan appropriately if any modifications are made. The following services are currently provided by CSCR:

- *Transportation Assistance:* Customers participating in the Welfare Transition (WT) program are able to receive transportation assistance based upon need and the mileage for participation in program activities. Customers may be considered to have minimum, moderate, or high-level need and the amount received is based on the determined level of need. In no instance will a customer receive more than $40 monthly in gas cards/bus passes. Customers that fail to participate as required are not eligible to receive assistance unless there is a documented hardship.

WIOA program participants enrolled in the Transitional Employment program are eligible to receive transportation assistance, based on their need for such assistance, as determined during their initial assessment. Participants may be considered to have minimum, moderate, or high-level need and the amount received is based on the determined level of need. Under no circumstances will the participant receive more than $80.00 in transportation assistance per month. In the event the participant is already receiving transportation assistance (i.e. WT career seeker), staff 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). Customers who are mandatory and successfully completing assigned activities are eligible to receive a referral authorizing ELC to provide subsidized services. Customers are required to provide proof of participation and/or employment in order to receive ongoing referrals. Customers 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 customers who are employed, attending school, or in training 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.

Workforce Innovation & Opportunity Act (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. Additionally, WIOA career seekers who are employed or who have an offer of employment are eligible to receive assistance with certifications and licensure/testing fees when the certification/license/exam is for an occupation that is currently in-demand and required for employment by the career seeker's employer (or future employer).

- *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, through 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 on-going 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 on-going 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 customers receiving ongoing benefits and meet the eligibility criteria for relocation assistance. If the customer 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.

(7) Individuals with Disabilities: Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part 38.

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 accommodation 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 are 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 electronically with a screen reader for the visually impaired 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 centers 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 the 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.
- Employ individuals with disabilities to serve customers.

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

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 recruiting and networking events that connect experienced and professional-level, pre-screened unemployed career seekers with employers in an informal but organized atmosphere. The event provides hiring managers and career seekers the opportunity to interact with the assurance that (1) the career seeker has met minimum qualifications for open positions and (2) employers are those of interest for the attending career seekers.
- Rapid Response - The Rapid Response Coordinator works to link affected workers with resources and local businesses needing to hire for skills similar to those of the worker. To that effort the Rapid Response 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, 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 integrated case management model and in response to employer/career seeker comments, CSCR has shifted to having smaller, industry-focused hiring events throughout the year. Doing so, allows the area to attract more businesses and career seekers that have skills in specific, in-demand industries. As a result, more career seekers and businesses register in Employ Florida 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 career seekers with employers who are Human Resources professionals or hiring managers with local businesses. Career 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 career seekers.

To further strengthen the linkage, individuals referred to the Reemployment Services and Eligibility Assessment (RESEA) program are introduced, as part of the program's orientation, to the full suite of services and programs available at the career centers, including the WIOA Dislocated Worker program, with the goal of possible enrollment for training and case management services.

(9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB's

strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

Veterans and eligible spouses, including widows and widowers as defined in the statute and regulations, are eligible for priority of service. Priority of service (POS) means the right of eligible veterans (Wagner-Peyser 180-days or greater (LVER/DVOP), one-day for other USDOL funded programs) and covered persons to take precedence over eligible non-covered persons for the receipt of employment, training and placement services provided under new or existing qualified job training programs. Veterans and eligible spouses will be made aware of:

- Their entitlement to priority of service
- The full array of programs and services available to them, and
- Any applicable eligibility requirements for those programs and/or services.

To ensure priority of service is provided, eligible veterans and covered persons must be identified at the point of entry of CareerSource Capital Region offices, by use of the DEO Intake Form, and shall be notified of their priority of service status along with other program information and/or available services. Point of access includes physical locations, such as CareerSource Capital Region offices, as well as web sites and other virtual service delivery resources. Staff must ensure Priority of Service (Service Code 189) is documented in Employ Florida subsequent to the provision of POS information. Staff should also enter a case note to support the entry of the Service Code 189. Staff will use the DEO Intake Form to identify veterans with a significant barrier to employment (SBE), i.e., disabled veterans, recently separated veterans, homeless and the like. An initial assessment should be conducted and subsequently, services, referral and/or a soft hand-off of the veteran, as appropriate, for services. All veterans and covered persons who are pursuing employment must be registered in Employ Florida.

If the veteran attests to having any SBEs as defined in Title 38 and VPL 03-14, Center staff must:

- Conduct an Initial Assessment;
- Ensure the veteran's SBE is documented at the beginning of the case note;
- Determine if the veteran needs a referral to a DVOP Specialist; case note that the veteran was referred to the DVOP and escorted.

If a DVOP is not available, center staff must provide the services and document in the case note that a DVOP was not available.

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

(a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

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.

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

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.

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 Reemployment Services and Eligibility Assessment (RESEA) Program with the procedures of WIOA Adult, Dislocated Worker, and Youth in order to assess eligibility for co-enrollment. 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.

(c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida's Master Credentials List.

Eligibility for WIOA programs is assessed through the pre-enrollment process (inclusive of the predetermined activities discussed in 10(b) above) to allow for efficient co-enrollment when the need for training services is determined necessary. As part of the enrollment process for the WIOA program, individuals are assessed to determine the individual's career interests and goals and the potential career and training services needed in order to assist them in attaining recognized postsecondary credentials, including those on Florida's Master Credentials List, for in-demand occupations.

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

(a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and

CSCR Business Account Managers 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, trends and initiatives as needed, and (3) to assess the employers' workforce needs. 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, serving as guest speakers and serving on the board of directors.
- Account Managers participate in local chamber meetings and events in the three

counties, including the monthly Benefits & Breakfast sponsored by the Greater Tallahassee Chamber where we introduce CSCR solutions to employers new to the Chamber (and often new to the region).

- Account Managers participate in Chamber Leads Groups and serve as a Greater Tallahassee Chamber Ambassador.
- 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 employers on LinkedIn and other appropriate online tools to market services.
- Business Solutions team members host multiple recruitment events and information sessions, as well as hiring fairs annually.
- Business Solutions team members participate in local business associations such as the Florida Health Care Association to increase employer engagement

(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 Manager 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, industry sector round meetings and regularly scheduled face-to-face meetings, CSCR gains a better understanding of business needs by gathering information on open positions, company culture and ideal candidates. We then partner with Regional Recruiters to screen job matches and provide qualified talent.

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

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

Business Solutions team members take several approaches to engaging employers and educating them on the benefits of Registered Apprenticeships (RA), including:

- Attend webinars and conferences for tips and strategies on incorporating Apprenticeships not just in rural areas but also in high growing industries such as Telecommunications, Transportation & Logistics, Construction and even the Hospitality industry.
- Establish relationships with employers who already have a RA and use that as a guide to show others in that industry how it's able to be successfully done.

- Acquire sample training plans from current RA employers, to be shared as a guide for those employers needing some direction.
- Research and work with local education providers participating in Apprenticeships and leverage their training opportunities in order to incorporate some of our CareerSource Capital Region solutions.
- Hold regular meetings for open discussion with employers to discuss available programs. While the number of apprenticeship opportunities in the CSCR is currently limited, there is a concerted effort by CSCR, the Department of Education and local training providers to educate employers on the benefits of apprenticeships.

CSCR makes every effort to provide information to its career 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 to discuss the possibility of adding the programs to the local ETPL.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

The Workforce Innovation and Opportunity Act 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 and innovate a local workforce system that embodies the vision of WIOA by:

1. Knowing and understanding the needs of business and workers to drive workforce solutions;
2. Ensuring that our career centers provide an excellent customer service experience to career seekers and employers and focus on continuous improvement;
3. Supporting strong regional economies and playing an active role in community and workforce development; and
4. Integrating the multiple funding streams into a seamless delivery to career seekers with a single point of contact.

The local one-stop delivery system includes a comprehensive career center in each of the three counties included in CSCR's operating area that offers career seekers a range of programs and services that support the local workforce development system. These services are available to any eligible adult, at-risk youth, dislocated worker, welfare recipient as well as SNAP recipients based upon an assessment of the individual's needs and the resulting employment plan or service strategy. Specific services incorporated into CSCR's service delivery system include orientation to services; computer resources which career 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, childcare 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 opportunities; and customized training.

The following resources will be pooled within the one-stop systems to provide services:

1) Workforce Innovation and Opportunity Act funds, 2) Temporary Assistance for Needy Families funds for the Welfare Transition program, 3) Wagner-Peyser funds, 4) Supplemental Nutrition Assistance Program Employment & Training 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. Additional partners such as Vocational Rehabilitation, Adult & Community Education (ACE) and the Division of Blind Services either financially contribute to the space and overhead costs of the local one-stop delivery system or provide in-kind services.

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

The mandatory partners in WIOA, as well as partners with whom a Memorandum of Understanding (MOU) has been executed, are engaged via CSCR's Career Center Partner's Council. In addition to sharing details on services offered and making key connections to leverage resources, the Council meetings are used as an opportunity to identify community and system challenges and solicit input for the development of plans/processes in order to address those concerns and strengthen the system as a whole.

(b) Identify any optional/additional partners included in the local one-stop delivery system.

The National Caucus and Center on Black Aging is a partner in Gadsden County with the Senior Employment Program providing opportunity for those unemployed over 55 years old. In addition, the AARP is present in our Leon Career Center. CSCR commits to serving as a worksite for these programs.

Early Learning Coalition is in the Wakulla Career Center with a full-time staff member assisting career seekers with childcare needs.

ECHO (which provides emergency and support services) and TRIO Educational Opportunity Center (which assists individuals in achieving their educational goals) are also in the Wakulla Career Center.

Job Corps (which provides opportunities for paid internships and volunteer opportunities) also has a presence in the Leon Career Center.

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

The LWDB employs a "supply/demand" 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 EF and other resume aggregator websites like Indeed(™) and LinkedIn(™). When viable candidates are identified, referrals are made in EF 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.

The local Rapid Response Coordinator works closely with the Business Account Managers to ensure up-to-date communication about business closures/layoffs and the need to assist affected workers with finding employment, as well as connecting businesses to other solutions offered by CSCR.

Additionally, CSCR's Business Partnership Advisory Council (BPAC) is a group of executive level professionals advocating on behalf of the 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.

The Business Partnership Advisory Council and the Career Pathways Council started holding two joint meetings per year in program year 21-22. The purpose of these joint meetings is to increase engagement and dialog between both Councils, and to provide real world information between businesses and education providers.

(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 center 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 screen readers 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.

As of the writing of this plan, CSCR has not been able to secure a firm relationship with our local Independent Living Center (ILC). The ILC is regularly invited to attend our Career Center Partner's Council meeting, included in our community partners email distribution list for details on programs/services being provided through the Career Centers. CSCR will continue to try to cultivate a better working relationship in order to gain feedback from the ILC. Currently Vocational Rehabilitation and the Division of Blind Services has been our most consistent sounding board when it comes to how CSCR complies with Section 188 of WIOA.

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

CSCR makes every attempt to utilize principles of universal design within its operations, including in the design and layout of its one-stop centers. Adequate space is provided for staff and one-stop partners to meet with customers and ensure workshops and assessments are accessible for all individuals. Information is made available in various formats and assistive technology is utilized so standard online tools can be used by all customers. Web-based services include applications for programs and feedback instruments that customers are able to complete and submit without printing. Prior to new processes being created and implemented, management and staff consider the design elements for all customer groups and how they will potentially be impacted, adjusting as necessary.

(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 customer 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, customers 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, an initial assessment with a Career Navigator 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 meeting, it is also determined which level of services the customer would most benefit from utilizing. 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 program to expand services outside of the career centers by aligning with community partners with an interest and space for career seekers in remote areas to access 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.

Upon request, remote areas may also be serviced through deployment of the LWDB's mobile unit. The van is capable of bringing tables, chairs, laptops, hot spot, and tent covering to any site within the service delivery area. It is capable of being set up quickly and staffed in the event of an emergency, hurricane or large dislocation event.

(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 E&T, special grants, universal services, etc.), all customers will complete a Tour of Services, Employ Florida Registration, and Initial Assessment with an Industry-Specific Career Navigator prior to accessing services.

The Initial Assessment utilizes an electronic form that ensures all elements of a career seekers education and employment history, barriers to employment, and other required areas are captured. The assessment form also includes a link to refer career seekers to partner agencies when barriers are identified that have not yet been addressed.

Once these steps are complete, enrollment into specific programs is dependent upon the customer completing a prescribed set of activities which include:

- Labor market research
- Resume creation and review/critique by staff
- Career Interest Assessment

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

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 $10,000. 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 $250,000. 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;

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 $250,000 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 estimated 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 $10,000.00 – no bid required
b) Unit price between $10,000.01 and $249,999.99 – three bids required
c) Unit price of $250,000.00 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 $250,000 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. 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

(5) Service Provider Continuous Improvement: Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will

meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

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, credentials attained, 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 a review of 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 identify areas of opportunity, 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 the provision and availability of surveys and the use of the Net Promoter™ scoring rubric for customer feedback to ensure our customer centered design is working in the eyes of those we serve.

   CSCR also 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 career 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 (CAPs) 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.

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

- Number of enrollees of the programs provided by the training institution
- 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 within 270 days

When it is determined that the training institution does not adequately train career 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 based on its local policy. CSCR requires a minimum 80% performance standard for all providers in order to be considered successful and remain on the ETPL.

2. Performance driven contract – CSCR holds back fifteen percent of the contract amount and inks that amount to the achievement of performance deliverables linked to customer experience, placements, DEO/CSCR 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.

3. Continuous Improvement Plan – As part of the service provider's contract, a Continuous Improvement Plan is created/maintained that provides guidance on how mechanisms/processes intended to enhance CSCR's quality system will be established and maintained. The plan is to be created annually and reviewed semi-annually to ensure adjustments are made as needed to address identified trends or changes in organizational needs. As part of the Continuous Improvement Plan, a workgroup was established to review the service delivery model, processes and procedures in place to determine where there are gaps, deficiencies and successes. The group met quarterly to discuss findings and provided recommendations for needed changes.

F. COORDINATION OF SERVICES

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

CSCR is dedicated to meeting the needs of employers and career 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, memorandum of understandings and joint planning. Individualized career services are coordinated across programs and partners to serve career seekers. Where possible, staff ensure co-enrollment to provide services needed to attain employment or complete training. These strategies assist in ensuring that services are not duplicated. And by adding Crosswalk(tm) as a referral system, tracking services across partners for referred individuals ensures that there is no duplication.

Upon entry, career seekers are "triaged" through formal and informal assessments to determine their knowledge, skills, abilities, needs, and barriers. Staff also verifies whether the customer is registered in EF and has a viable resume for job search. Career seekers that are

considered job ready can access EF, Employ Georgia (MIS used in Florida-Georgia Workforce Alliance partner regions) and other resources to quickly move into employment while those with more intensive needs are connected with services geared to build their skills and increase their earning capacity. To assist with needs and barriers, referrals are made to the appropriate program partners 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 who receive cash assistance benefits and children of migrant workers are co-enrolled in the WIOA youth program to benefit from a coordinated case management approach. Career seekers participating with the Jobs for Veterans State Grant, Welfare Transition and Supplemental Nutrition Assistance Program, Employment & Training who require assistance with training/educational costs and appear to be job ready are co-enrolled 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 to avoid duplication of effort.

To ensure frontline staff are educated on the resources available in the service area, partner agencies provide training on their agencies. 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. It is important for staff to be educated and to know when to utilize partner agencies to provide services or address the needs of the career seeker for which CSCR does not have available resources. Through its Career Center Partners Council, an online tool, CrossWalk, is utilized to allow staff to educate themselves about the agencies represented in the Council as well as make warm referrals (direct to specific points of contact). Each organization has agreed to keep the educational tool current as changes are made in their organization as well as contacting individuals referred within 48 hours.

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

The CareerSource Capital Region (CSCR) Board has invested in working with the three counties of Gadsden: Gadsden County Development Council, Leon: Office of Economic Vitality, and Wakulla: Wakulla Economic Development Council. With this investment, CSCR has a Board position on Wakulla and Gadsden County Economic Development Councils. The CEO sits on the Citizens Advisory Council for Blueprint and the Office of Economic Vitality. The CEO regularly attends meetings to give input on workforce issues facing the area and makes presentations annually to the county commissions. CSCR has an MOU with the two rural county EDO's in the area to outline the specific duties of each organization to coordinate workforce investment and economic development activities. Our goal is to assist the local Economic Development Organizations (EDOs), Chambers, and others in the attraction, expansion, and retention of businesses in the three-county area. CSCR strategically partners with local EDO's and chambers of commerce to ensure we are supporting the vision of each entity and aligned with their sector strategy. This is accomplished by teaming up on meetings with businesses looking to expand or move to the area, offering a variety of workforce development solutions, and providing labor

market data. The BES team also makes presentations to community and business groups on the plethora of services CSCR offers.

CSCR has developed strong relationships with the entrepreneurial community within the capital region. In addition, CSCR staff are in leadership positions throughout the community to maintain communication and engagement with the entrepreneurial ecosystem. CSCR's Senior Director, Business Solutions and CEO both regularly engage with 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 (SPARK). CSCR staff have and continue to present to SPARK participants on the subject of best practices in Human Resources for start-up businesses. CSCR also partners with local business incubators such as Domi Station and Innovation Park to help businesses with workforce needs.

The CEO is leading the City of Tallahassee Affordable Housing Committee and has led the board and is on the executive committee of the Big Bend Continuum of Care Board addressing ongoing homelessness in the region.

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

CSCR has a full-time Rapid Response Coordinator dedicated to working with both employers and career seekers affected by closures and/or layoffs. The Rapid Response Coordinator is the first point of contact (recipient) within the region for all WARN notices from the State Rapid Response Program Office (the Business Solutions Senior Director is also a recipient of WARN notices). The Rapid Response Coordinator contacts the employer representative to verify the number of affected workers, types of positions affected, the effective date of layoff/closure, and provides the employer with an overview of solutions offered for affected workers. For layoffs that affect workers in multiple LWDBs, the Rapid Response Coordinator will also work/coordinate efforts with the local rapid response team. Note: At the time of this Plan's development, the Trade Adjustment Assistance for Workers Program (TAA) has not been reauthorized for new petitions beyond June 30, 2022. If, at some point in the future, the program is reauthorized, CSCR will coordinate with State Rapid Response Program Office to ensure Rapid Response services are provided to affected workers.

The Rapid Response Coordinator also participates in the state-wide Rapid Response Work Group to share information and best practices with other LWDBs and the State Rapid Response team.

This region does not experience a high volume of closures/layoffs so the primary focus of the Rapid Response Coordinator has been on Layoff Aversion Strategies such as:

1. Strategic planning, business intelligence data gathering, and analysis designed to predict, prepare for, and mitigate layoff events.
   - Utilizing EconoVue on a consistent basis to see current industry trends, declines, increases and financial stress trends.
   - Reviewing local, State and National news to determine potential leads of who/where to

reach out.
- Utilizing realtors, loan officers and accountants to provide insight to potential businesses in need.

2. Strategies designed to maintain effective business engagement with companies of all sizes and industries within the community.
   - Utilizing EconoVue to sort by various company sizes for our Region, and by sourcing strategically within a specific industry.
   - Connecting and establishing solid relationships with the local Chambers, SBD, EDC, OEV, Enterprise Florida, Disaster Relief Programs and CRA organizations in order to speak at meetings and be included in newsletters so that CSCR is considered first when one of the listed agencies encounters a business in need.
   - Partnering with local industry associations.
   - Attending community events consistently in order to connect with the various businesses i.e., town halls, ribbon cuttings, networking events, etc.…
   - Present monthly workshops on local and statewide IWT, Customized Training and Short-Time Compensation opportunities

3. Outreach and education regarding the provision of comprehensive, employer-based Layoff Aversion services to include Short-Time Compensation, federal emergency grant and loan programs, local and community assistance programs, and incumbent worker training to avert layoffs and facilitate connections to other support services.
   - Regularly attending workforce group training which offers monthly courses pertaining to all of the above listed items as well as TAA training opportunities.
   - Attending conferences and webinars locally, statewide, and nationally that provide tips and highlight other successful strategies to be implemented in our region.
   - Connecting with local DEO team in order to receive a better understanding of how short-term compensation applications work and develop strategies to ensure contingencies are made where needed depending on the company.
   - Connecting with State Chamber to ensure proper understanding of CareerSource Florida IWT opportunities compared to our local IWT grant.
   - Connecting with SBD to know about current loan opportunities they have available for employers in need
   - Connecting with INIE agency to know of their current grant opportunities available to nonprofits in need who might not qualify for OJT
   - Staying up to date with local DEO announcements

4. Establishing early warning systems to identify businesses that may be at risk of closing, so that immediate support may be provided to avoid layoffs. Establishing local points of contact within the early warning system network to communicate and be accountable for Rapid Response services.
   - Maintain a consistent presence in the business community (networking, attending events, etc.) so when someone hears of a potential and or actual closing, they notify RR in order to assist.
   - Being able to map and determine potential financial stress indicators of local businesses through EconoVue.

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

into its local strategy and operational sector strategy policy:

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 sectors and trades, entrepreneurship, education, etc. Partnerships that assist with key industries include the local/regional EDO's, Chambers of Commerce, SBDC, Leon County School Board, Lively Technical College, Gadsden Technical College, Wakulla County Schools, Tallahassee Community College, Keiser University, FSU (Florida State University), FAMU (Florida A&M University), Florida Economic Development Council, Manufacturers Association of Florida, Florida Makes, Big Bend SHRM, HR Florida, Alliance of Entrepreneur Resource Organizations (AERO), Institute for Nonprofit Innovation and Excellence (INIE), Tallahassee Technology Alliance, United Partners for Human Services, and the Greater Tallahassee Chamber's Talent Pipeline Management. These partnerships have proven to be 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 Workforce Statistics and Economic Research of DEO (Regional Employment Projections and Regional Labor Supply) as well as an analysis of job order and referral statistics from Employ Florida over a period of three program years (See Key Industry Sectors above). In addition, through 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 Florida Online Job Demand Tool 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 and organized industry sector round table discussions and focus group meetings 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 industry sector round tables and focus group meetings in order to align our WIOA resources to the skill gaps identified and work with our partners to address the training requirements needed to mitigate the skills gap in each sector.

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 and 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 on our efforts.

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

CareerSource Capital Region has developed strong relationships with a myriad of community educational partners. CSCR has an excellent relationship with Tallahassee Community College (TCC), Lively Technical College (LTC), Keiser University, Florida A & M University (FAMU) and Gadsden Technical College in our local area. Our goal is to align with the Economic Development entities and their targeted industries 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, LTC, Keiser University, Flagler College, and other educational providers serving the local area. CSCR has a relationship with all the training providers, including secondary and postsecondary, and with our established Career Pathways Council, has set a structure in place to develop realistic career information for those career seekers we serve. (See: www.mycareerpathways.org)

CareerSource Capital Region also hosts industry sector round table meetings which include education and employment partners and provides opportunities for collaboration and collective impact. Furthermore, the region is part of the Workforce Alliance, a community of practice with nine workforce boards. Members include five LWDBs in Florida, three in Georgia, and one in Alabama. The collaborative, which was based on the labor shed and the movement of labor across state lines and county lines, allows the members to share best practices, policies and procedures, education and training opportunities, economic development, grant seeking and business solutions.

Providers wishing to be included on the Eligible Training Provider List (ETPL) submit applications to CSCR, which are reviewed for several factors to ensure that the proposed training programs are in-demand, and that the provider has been approved to provide training services in Florida. The ETPL is posted on the website (including performance information) to inform career seekers of the available training providers/programs for this service area. Those interested in training must be approved through WIOA or another core program and training funds

are coordinated with the training provider to avoid duplication of federal funds.

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

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 relating 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.

The Leon Career Center is located on a city bus route with a stop in front of the building. The other counties do not have a mass transit system, however, there are other transportation services for individuals meeting the vendor's program eligibility requirements (I.e., low-income, youth, disabled, elderly).

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 services. The following services are currently provided by CSCR:

- *Transportation Assistance:* Customers participating in the Welfare Transition (WT) program are able to receive transportation assistance based upon need and the mileage for participation in program activities. Customers may be considered to have minimum, moderate, or high-level need and the amount received is based on the determined level of need. In no instance will a customer receive more than $40 monthly in gas cards/bus passes. Customers that fail to participate as required are not eligible to receive assistance unless there is a documented hardship.

  WIOA program participants enrolled in training may be eligible to receive transportation assistance, based on their need for such assistance, as determined during their initial assessment. Participants may be considered to have minimum, moderate, or high-level need and the amount received is based on the determined level of need. Under no circumstances will the participant receive more than $80.00 in transportation assistance per month. In the event the participant is already receiving transportation assistance (i.e. WT career seeker), staff 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 their WIOA activity (Maximum amount of $40.00 per month).

- *Childcare Assistance:* Childcare assistance is provided to WT customers by referral to the Early Learning Coalition (ELC). Customers who are mandatory and successfully completing assigned activities are eligible to receive a referral authorizing ELC to

provide subsidized services. Customers are required to provide proof of participation and/or employment in order to receive ongoing referrals. Customers 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 customers who are employed, attending school, or in training 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. Additionally, WIOA career seekers who are employed or who have an offer of employment are eligible to receive assistance with certifications and licensure/testing fees when the certification/license/exam is for an occupation that is currently in-demand and required for employment by the career seeker's employer (or future employer).

- *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, through 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 on-going 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 on-going public assistance payments may qualify for and receive up-front diversion funds up to $1,000 through the Department of Children & Families (DCF).

  Relocation assistance is available to applicants that meet the eligibility criteria for up-front diversion and customers receiving ongoing benefits and meet the eligibility criteria for relocation assistance. If the customer 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 $2,000 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.

(7) Coordination of Wagner-Peyser Services: Describe plans, assurances, and strategies for

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

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 Workforce Services Provider. Because of this, 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.

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

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 career seekers in 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.
- Conducts regular outreach at Adult Education partners to highlight additional services provided by CSCR.

Based on administrative policy provided by CareerSource Florida regarding WIOA Eligible Training Provider List procedures, these partners will submit applications to provide adult education and literacy services under the title II of WIOA, if such services are provided in combination with occupational skills training. The application will be reviewed using CSCR's standard process for reviewing and approving applications for training services.

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

- Defined referral process between the agencies (i.e. tracking, close-out, communication protocol)
- Customer service delivery process (combined case management approach)
- Common performance measures
- Schedule for training of staff for all agencies
    - Includes 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

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

By definition, welfare dependency is the state in which a person or household is reliant on public assistance for their income for a prolonged period of time and without which they would not be able to meet the expenses of daily living. As a result, families that rely on public assistance are also at risk of generational poverty. Both welfare dependency and generational poverty are important topics for CSCR; these are topics that have been discussed in great detail in meetings with the Local Elected Officials and the Board of Directors. During these discussions, it has been noted that certain factors prolong welfare dependency/generational poverty such as:

- lack of affordable housing
- lack of access to affordable transportation
- lack of education
- lack of financial literacy
- lack of employment with a sustainable wage

As such, along with engaging program participants in activities to improve their employability skills; CSCR makes every attempt to review each Welfare Transition and SNAP E&T participant to determine if co-enrollment in WIOA is the best option to assist the participant in moving them toward economic self-sufficiency. Career seekers that are co-enrolled in WIOA are managed by one staff person to ensure compliance with both programs. This process also minimizes the ability to duplicate services/supports across core and external partners. Additionally, CSCR partners with other community agencies to address the aforementioned barriers and has begun supporting efforts focused on affordable housing as a way to help those transitioning from being dependent on welfare to find housing that does not leave them in a situation where welfare dependency is the preferred path.

CSCR uses CareerSource Florida's recently created Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard to assist career seekers with planning for life after welfare dependency. The CLIFF Dashboard provides information to help career seekers understand potential earnings from paid employment, while also mapping the timing and size of reductions in public assistance as they progress along in-demand career pathways toward self-sufficiency. Career Advisors use this information as a part of their coaching process for WT and SNAP E&T participants who are interested in training or have obtained employment. CSCR is currently

evaluating the expansion of the use of this tool for other program participants. There is also a movement to share this program at no cost with our community partners.

G. PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

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

The following chart serves as an illustration of the PY 2021-2022 WIOA negotiated local levels of performance for all federal measures.

Measures	PY 2021-2022 Performance Levels
Adults:	
Employed 2nd Quarter After Exit	**88%**
Employed 4th Quarter After Exit	**86%**
Median Wage 2nd Quarter After Exit	**$7,200**
Credential Attainment Rate	**85%**
Measurable Skill Gains	**55%**
Dislocated Workers:	
Employed 2nd Quarter After Exit	**92%**

Employed 4th Quarter After Exit	**84%**
Median Wage 2nd Quarter After Exit	**$7,100**
Credential Attainment Rate	**83.2%**
Measurable Skill Gains	**50%**
Youth:	
Employed 2nd Quarter After Exit	**79.5%**
Employed 4th Quarter After Exit	**74%**
Median Wage 2nd Quarter After Exit	**$3,200**
Credential Attainment Rate	**76.5%**
Measurable Skill Gains	**46.5%**
Wagner-Peyser:	
Employed 2nd Quarter After Exit	**74%**
Employed 4th Quarter After Exit	**73%**
Median Wage 2nd Quarter After Exit	**$5,100**

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

According to the National Association of Governors report, "Building a High-Performance State Workforce Board," one of the first indicators of becoming and remaining a high-performing board is by impacting the community with sustainable change. CSCR, over the past six years, has emerged as the community leader recognized in workforce development. We have established strategic partnerships with our federal partners and the educational and training system. CSCR has strengthened relationships with our economic development partners and the non-profit community.

We are seen as a stable and reliable leader in all things workforce, including housing, homelessness, early learning, K-12 education, returning citizens from prison, people with disabilities and out of school youth. The CareerSource Florida system has set the vision and established performance measures show the progress and a continuous improvement attitude. We respect the autonomy of the partners yet seek ways to leverage what services each bring to the table. We receive feedback from our partners in a monthly Partners Council meeting where referrals and policy issues are discussed. A common platform for referrals has been developed by the partners and is in use today.

To summarize, CSCR has built strategic partnerships within the three counties of Leon, Gadsden and Wakulla. We have measures in place, both federally and from CareerSource

Florida, to measure our success, and we communicate our mission and vision via media, actions, leadership in the community, and showing our vision by living it every day. The Board uses data to assist in decision making and holds the system accountable for the funds that are received.

In the program year 2021-2022 the Board was not satisfied with the performance of the current workforce services and one-stop providers. The Board staff worked intensely to change the direction of the provider; Dynamic Workforce Solutions. After a year and a half of vigilant effort to get performance on track, the Board elected to issue RFPs for a new workforce services provider and a new one-stop operator January 2022. A review committee was set up with four external community leaders, one board member, and one staff member. CSCR received five proposals and had a tie for first place. The Board's Executive Committee elected to have the top two proposers make presentations at a committee meeting and C2 Global Professional Services LLC was chosen for the workforce services provider while EDSI was chosen for the One Stop Operator provider.

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

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 includes the distribution of customer experience surveys and evaluation of the results using the Net Promoter™ scoring rubric, to ensure our customer centered design is working in the eyes of those we serve.