



CareerSource Suncoast

**Instructions for
Workforce Innovation and Opportunity Act
Local Workforce Plan
Two-Year Modification
January 1, 2023 – December 31, 2024**

Local Workforce Development Area 18

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Date Submitted(Original): October 11, , 2022
Date Submitted (Revision): November 18, 2022
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CONTENTS

INTRODUCTION	3
KEY DATES	6
PUBLIC COMMENT PROCESS	6
PLAN SUBMISSION	6
PLAN APPROVAL	9
ORGANIZATIONAL STRUCTURE	10
ANALYSIS OF NEED AND AVAILABLE RESOURCES	16
LOCAL WORKFORCE DEVELOPMENT BOARD VISION AND STRATEGIC GOALS	31
DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES	34
DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM	52
PERFORMANCE AND EFFECTIVENESS	62

INTRODUCTION

Message from Joshua Matlock, President and CEO, CareerSource Suncoast

The Workforce Innovation and Opportunity Act (WIOA) is as important and relevant today as it was when it was adopted in 2014. Although the labor market and challenges we face today are different, WIOA authors had the foresight to ensure local workforce development areas have the flexibility and discretion to adapt to address rapidly changing conditions in our communities. This flexibility has allowed us to effectively respond to our unique local challenges.

At CareerSource Suncoast we work to equip our clients with the lifelong learning mindset and continuous skill development habits necessary for keeping them and our employers competitive for years to come.

With a tight labor market for the foreseeable future, the WIOA message on the importance of integration, collaboration, and partnership among business, economic development organizations, educational institutions, and community-based organizations is critical for addressing the challenge. Florida is a model for this collaborative approach. Locally, with unified branding and clear consistent messaging, we set a goal of having collective-impact to improve prosperity for everyone.

Coinciding with the timing requirements for the inaugural (2015) WIOA strategic planning, the CareerSource Board of Directors undertook the following:

- Review and enhance organizational vision and mission
- Develop goals and strategic priorities
- Engage stakeholders in the planning process
- Review organizational structure (board and staff)
- Provide actionable recommendations for future success

The research process included focus groups, surveys and interviews with employers, job seekers and partners. This created a baseline for the development of the strategic plan and a framework for the work over the past five years. Much of this work is reflected in the following pages, and support materials are provided as attachments.

For this 2020-2025 Plan, the board has engaged a rigorous process to update the plan. Much of the same methodology and sources have been employed so that we can measure our progress and make course corrections along the way.

Our focus remains on making high-quality workforce investments and expanding collaboration across our counties, cities, towns, governments, and partners. Thank you for the opportunity to provide this plan.

Joshua Matlock, President/CEO

These instructions provide direction for local workforce plans (local plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

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

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

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state plan as well as [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Director’s business and market-driven principles to be the global leader for talent. These principles include:
 - Increasing the prosperity of workers and employers.
 - Reducing welfare dependency.
 - Meeting employer needs.
 - Enhancing productivity and competitiveness.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education’s Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, as well as other required and optional partners.
- D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefit recipients, individuals with disabilities, and individuals residing in rural areas.

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

KEY DATES

ON OR BEFORE

Florida Unified Plan Public Comment	February-March 2022
Florida Unified Plan Reviewed by Federal Agencies.....	March-June 2022
Key Dates Sent to Local Boards.....	March 25, 2022
Local Plan Guidelines Issued.	May 25, 2022
Final Revisions and Approval of Florida Unified Plan.....	July-August 2022
Local Plans Due	October 3, 2022
Local Plans Approved by State Board	December, 2022
Local Plans Effective.....	January 1, 2023

CSS Plan Modification

Local Plan Posted for Public Comment.....	March 04, 2022
Local Plan Modification Approved/CSS Board of Directors	May 26, 2022

PUBLIC COMMENT PROCESS

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

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).
- (3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan, required attachments and contact information for primary and secondary points of contact for each local plan via the state's online form established for WIOA local plan submissions. Hard copies of local plans or attachments are not required. **All local plans must be submitted no later than 5:00 p.m. (EDT) on Monday, October 3, 2022. Please note, the local plan and all attachments must be submitted in a searchable PDF format that is Americans with Disabilities Act compliant.**²

The web address for the state's online form for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>.

Please carefully review these instructions and those posted online prior to submitting plans.

Prior to local plan submission, please ensure:

- The LWDB members reviewed the plan.
- The LWDB chair and the chief local elected official signed the appropriate documents.
- The name and number of the LWDB are on the plan cover page.
- The plan submitted date and point of contact is on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- Responses to all questions are informative and concise.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

ATTACHMENTS

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

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

[2017-Executed-Interlocal-agreement.pdf \(careersourcesuncoast.com\)](#) located on the CSS website page [Public Records - CareerSource Suncoast](#)
Attachment Provided

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

[2017-Executed-Interlocal-agreement.pdf \(careersourcesuncoast.com\)](#) located on the CSS website page [Public Records - CareerSource Suncoast](#)
Attachment Provided

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

[2017-Executed-Interlocal-agreement.pdf \(careersourcesuncoast.com\)](#) located on the CSS website page [Public Records - CareerSource Suncoast](#)
Attachment Provided

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

[2022-CSS-bylaws-signed.pdf \(careersourcesuncoast.com\)](#) located on the CSS website page [Public Records - CareerSource Suncoast](#)
Attachment Provided

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

Attachment Provided - [Board of Directors - CareerSource Suncoast](#)

- F. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.**

[2017-Executed-Interlocal-agreement.pdf \(careersourcesuncoast.com\)](#) located on the CSS website page [Public Records - CareerSource Suncoast](#)
Attachment Provided

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

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

- I. Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

The agreements below will continue to be reviewed and aligned with WIOA requirements:

- Manatee County School Board: Assist with referrals and location to provide services in Manatee County. Activities include career exploration, communityservice, education institution tours, employability, and life skills development.
- Sarasota County School Board: Assist with referrals and location to provide services in Sarasota County. Activities include career exploration, communityservice, education institution tours, employability, and life skills development.
- AARP Foundation's Senior Community Service Employment Program (SCSEP): Provides activities for participants aged 55+ to provide community service while they are actively pursuing training and unsubsidized employmentoff the program.
- Florida Department of Education, Division of Vocational Rehabilitation: Coordinating resources and prevent duplication of services for workforce employment and training services in Sarasota and Manatee Counties.

- Florida Department of Education, Division of Blind Services: Coordinating resources and prevent duplication of services for workforce employment and training services in Sarasota and Manatee Counties.
- Community Action Agencies: Manatee and Sarasota Counties- Coordinating resources and prevent duplication of services for individuals seeking self- sufficiency.
- Housing Authority- Manatee and Sarasota Counties: Coordinating resources and prevent duplication of services for individuals seeking self-sufficiency.

In addition to working with VR and other local agencies such as The Haven and Easter Seals of Southwest Florida that aid clients with disabilities, CareerSourceSuncoast has employed a Ticket to Work coordinator who has completed the requisite training as a part of our agreement to be an Employment Network.

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

See Attached Board member Roster- Representatives are included. When the modification goes to the public, it is also sent to each Board member for review and input.

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

PLAN APPROVAL

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

DEO will recommend approval of the local plan to the CareerSource Florida Board of Directors (state board), unless DEO notifies the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The local plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The local plan does not align with the state plan, including with regard to the alignment of the core programs to support the strategy identified in the state plan in accordance with WIOA § 102(b)(1)(E) and 20 CFR 676.105.

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

Any questions regarding the submission, review and/or approval of local plans should be submitted to DEO at: WIOA-LocalPlans@DEO.MyFlorida.com.

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.

Sarasota County Commissioner
Christian Ziegler
1660 Ringling Blvd.
Sarasota, FL 34236
(941)861-5000
cziegler@scgov.net

Manatee County Commissioner
George Kruse
1112 Manatee Ave. W.
Bradenton, FL 34205
(941)745-3702
gkruse@mymanatee.org

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

The Local Workforce Development Area 18 has two local county governments – Sarasota County and Manatee County. Each of the two counties, Sarasota County and Manatee County, designates a commissioner to serve as the Chief Elected Official (CEO). The two CEOs serve as members of the Board of Directors. As Board members, the two CEOs are provided information, updates, and reports through the Board's committees, and board meetings throughout the year. As part of the Board, they have the opportunity to offer input and provide comments in development of the plan, as well as the opportunity to review and approve the 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.

Mr. Eric Troyer/ Partner
CPA, Kerkering Barberio
1990 Main St. Unit 801
Sarasota, FL 34236
(941) 365-4617
Etroyer@kbgroup.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.

As of September 2022, the vice chairperson of the LWDB is:

Mr. David Kraft
Founder/CEO, Vision Consulting Group
3212 43rd Ave. E
Bradenton, Fl. 34208
(941)896-2108
dkraft@yourfutureaccelerated.com

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

The LWDB provided guidance and leadership in the development of the plan and Modification. Upon the completion of the draft, the plan and modification are shared with board members and local partners. In addition, the plan and modification are posted and available for public comment for the required 30-day period. Any public comments received are included when the proposed plan or modification is presented to the Board for review and approval. After Board approval, the plan or modification is signed by the CEOs and Board chairperson to indicate the LWDB will operate in accordance with the plan/modification and applicable federal and state laws, rules, and regulations.

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

The LWDB provided guidance and leadership in the development of the plan and Modification. Upon the completion of the draft, the plan and modification are shared with board members and local partners. In addition, the plan and modification are posted and available for public comment for the required 30-day period. Any public comments received are included when the proposed plan or modification is presented to the Board for review and approval. After Board approval, the plan or modification is signed by the CEOs and Board chairperson to indicate the LWDB will operate in accordance with the plan/modification and applicable federal and state laws, rules, and regulations.

Committees under the CSS Board include an Executive Committee, Finance & Performance Committee, and a Talent Continuum Committee. New board members attend a Board Orientation session to become familiar with the services offered and their responsibilities. Board members are requested to participate on one of the committees based on their interests and skills. Board members are encouraged and provided opportunity to actively participate in strategic planning for the Board and educated on how to “tell our story” to the community.

(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).

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), is the fiscal entity selected to disburse local grant funds.

- (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). Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), is the administrative entity selected to staff the LWDB.

(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.

[Education Management & Services, LLC- Effective 07/01/2022](#)

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

CareerSource Suncoast (CSS) issued and posted a Request for Proposals (RFP) to solicit one-stop operator services from interested organizations that can carry out the duties of the one-stop operator, as described in the Workforce Innovation and Opportunity Act (WIOA). The RFP was issued to assure the greatest degree of open competition and achieve the best technical proposals and services at the lowest possible cost.

Public Notice of the RFP was published in local newspapers and posted under the Public Notice section of CSS website careersourcesuncoast.com/public-notice/ allowing for a 30-day notice. The Executive Committee reviewed and rated the one proposal received and recommended to the Board to procure one stop operator services with the vendor. The Board approved the recommendation to negotiate for contracted One Stop Operator Services with the vendor.

The One Stop Operator was under contract effective July 1, 2017.

- (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.

[Not Applicable](#)

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

[See Attached Executed Agreement](#)

- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center³, affiliate site or specialized center, as described in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

CareerSource Suncoast has one designated physical comprehensive one-stop career center, as well as other affiliated sites/specialized centers (often referred to as satellite offices.)

The designated physical comprehensive one-stop career center is:

[North Sarasota Career Center \(and administrative office\)](#)
3660 N. Washington Blvd.,
Sarasota, FL 34234
8:30 am. – 5:00 pm. M-F

Additional service delivery centers are currently located at:

South Sarasota Career Center
Goodwill Manasota
14879 Tamiami Trail,
North Port, FL 34287
9:00 am. – 5:00 pm. (by appointment)

Manatee Career Center
1112 Manatee Ave. E.,
Bradenton, FL 34208
8:30 am. – 5:00 pm. M-F

Suncoast Technical College
4748 Beneva Rd.,
Sarasota, FL 34233
8:30 am. – 5:00 pm. (by appointment)

Manatee Technical College
6305 SR 70 E., Bradenton, FL 34203
Hours by Appointment on Wednesdays

- (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.

North Sarasota Career Center
8:30 am. – 5:00 pm. M-F
South Sarasota Career Center,
Goodwill Manasota
9:00 am. – 5:00 pm. (by appointment)
Manatee Career Center
8:30 am. – 5:00 pm. M-F
Suncoast Technical College
8:30 am. – 5:00 pm. (by appointment)
Manatee Technical College
8:30 am. – 5:00 pm. (by appointment)

- (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).

The comprehensive one-stop career center includes staffed resource areas (with computers, fax machines, and phones) and provides job seeker services, employer services, Workforce Innovation and Opportunity (WIOA) services to include Adult, Dislocated Worker, and Youth, Welfare Transition / Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T), Wagner-Peyser Services, Veteran services, Reemployment Services and Eligibility Assessment (RESEA), Reemployment Assistance (RA) services; Migrant Seasonal Farm Worker (MSFW) services are available at the Manatee location.

Partners co-located within centers include senior adult employment services through AARP, and Vocational Rehabilitation Services. and Adult Education Assistance with GED Prep, Testing and ESOL through the school districts. Additionally, CSS has provided clients with remote access to services.

- (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.

Per DEO One-Stop Career Center Credentialing Policy, CareerSource Suncoast attest that the comprehensive one-stop centers meet the certification requirements. Certification requirements are reviewed annually. As of February 2019, the most recent certification completed was for PY 2018-19. Career Center Credentialing Certification includes a detailed review of the following criteria:

1. Minimum Resource Room Requirements,
2. Posters required by Federal and State Law and Guidance,
3. Minimum Operating Hours,
4. Minimum Skills Standards/Certification for Front-Line Staff,
5. Continuing Education Credits for Front-Line Staff,
6. Minimum activities to be provided by the Career Center.

Attachment: DEO LWDB Credentialing Certification for PY 2021-22.

- (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)).

Annually the region meets with area students for a State of Jobs Conference and area employers for a State of Talent Conference to discuss labor market, economic, and demographic conditions, and trends for regional convening.

(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.
[Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast \(CSS\), is the entity providing workforce services.](#)
- (b) Identify and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.
[One-Stop Operator does not provide direct services. CSS provides direct services.](#)
- (c) Identify and describe what career services are provided by the designated provider of workforce services (except training services).
[The comprehensive one-stop career center includes staffed resource areas \(with computers, fax machines, and phones\) and provides job seeker services, employer services, Workforce Innovation and Opportunity \(WIOA\) services to include Adult, Dislocated Worker, and Youth, Welfare Transition / Temporary Assistance to Needy](#)

Families (TANF), Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T), Wagner-Peyser Services, Veteran services, Reemployment Services and Eligibility Assessment (RESEA), Reemployment Assistance (RA) services; Migrant Seasonal Farm Worker (MSFW) services are available at the Manatee location. Partners co-located within centers include senior adult employment services through AARP, and Vocational Rehabilitation Services and Adult Education Assistance with GED Prep, Testing and ESOL through the school districts. Additionally, CSS has provided clients with remote access to services.

- (d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.
May 07,2020 for the period 07/01/2020 to 06/30/2023.

(6) Youth Service Provider

- (a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services.
Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), is the entity providing WIOA youth services.
- (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.
Not Applicable
- (c) Describe any additional criteria⁴ 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.
Not Applicable
- (d) Identify and describe the youth program element(s) provided by each provider.
CareerSource Suncoast provides all 14 program elements of WIOA into the youth program model:
1. tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
 2. alternative secondary school services, or dropout recovery services, as appropriate;
 3. paid and unpaid work experiences that have as a component academic and occupational education, which may include—
 - a) summer employment opportunities and other employment opportunities available throughout the school year;
 - b) pre-apprenticeship programs;
 - c) internships and job shadowing; and
 4. on-the-job training opportunities
 5. occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved

6. education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
7. leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
8. support services;
9. adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
10. follow-up services for not less than 12 months after the completion of participation, as appropriate;
11. comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
12. financial literacy education;
13. entrepreneurial skills training; services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. activities that help youth prepare for and transition to postsecondary education and training.

All of the activities discussed in the program model and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career pathway. Partners, who include employers, local school districts, community colleges, private schools, education foundations, other government-funded programs, and community-based and faith-based organizations, provide a system of support for youth to succeed in advancing their career.

³A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 ([TEGL 16-16](#)) and Training and Employment Guidance Letter No. 16-16, Change 1 ([TEGL 16-16, Change 1](#)).

⁴ The state's criteria for youth service provider selection is outlined in [CareerSource Florida Administrative Policy 120 – Youth Service Provider Selection](#).

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

Existing Demand Occupations

Existing demand occupations are occupations that have the highest number of projected total job openings. Total job openings reflect (1) job openings resulting from employment growth and (2) job openings resulting from replacement needs, which arise when workers retire or otherwise permanently leave an occupation. In most occupations, replacement needs provide many more job openings than employment growth does.

Existing demand occupations tend to be occupations that serve the most basic societal needs. The Suncoast region follows the state and national pattern, with common existing demand occupations in the region, including retail salespersons, cashiers, waiters and waitresses, and customer service representatives. However, some existing regional demand occupations are relatively high skill. Such occupations include registered nurses, accountants, and auditors.

The top five existing demand occupations for the Suncoast region are related to customer service and hospitality. Retail salespersons is the top existing demand occupation, with 36,465 projected total job openings by 2030.

The following table displays the top 15 existing demand occupations (based on 2019-2027 total job openings) for the CareerSource Suncoast region:

INDUSTRIES GAINING THE MOST NEW JOBS						
WORKFORCE DEVELOPMENT AREA 18 - MANATEE AND SARASOTA COUNTIES						
Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2022	2030	Growth	
1	722	Food Services and Drinking Places	32,182	36,465	4,283	13.3
2	238	Specialty Trade Contractors	20,436	24,696	4,260	20.8
3	622	Hospitals	14,291	17,837	3,546	24.8
4	541	Professional, Scientific, and Technical Services	21,149	24,628	3,479	16.4
5	621	Ambulatory Health Care Services	22,910	25,864	2,954	12.9
6	623	Nursing and Residential Care Facilities	9,447	11,383	1,936	20.5
7	930	Local Government	23,241	24,645	1,404	6.0
8	561	Administrative and Support Services	20,468	21,852	1,384	6.8
9	713	Amusement, Gambling, and Recreation Industries	6,396	7,728	1,332	20.8
10	332	Fabricated Metal Product Manufacturing	5,320	6,282	962	18.1
11	551	Management of Companies and Enterprises	3,668	4,359	691	18.8
12	531	Real Estate	6,567	7,219	652	9.9
13	236	Construction of Buildings	5,622	6,269	647	11.5
14	611	Educational Services	4,315	4,931	616	14.3
15	524	Insurance Carriers and Related Activities	4,838	5,363	525	10.9
16	624	Social Assistance	4,602	5,112	510	11.1
17	812	Personal and Laundry Services	4,544	5,018	474	10.4
18	711	Performing Arts, Spectator Sports, and Related Industries	2,660	3,049	389	14.6
19	721	Accommodation	4,132	4,517	385	9.3
20	811	Repair and Maintenance	3,552	3,927	375	10.6

The following table displays the Fastest-growing Industries for the CareerSource Suncoast region:

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2019

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

Top Emerging Industries:

The top emerging industries according to Florida Department of Economic Opportunity’s Bureau of Labor Market Statistics are listed below. The industry list is sorted by greatest percent change in employment to least percent change in the next 8 years. The top five are Community Food and Housing, Electronic Shopping and Mail Order Houses, Outpatient Care Centers, Ambulatory Health Care Services and Financial Investment Activities.

FASTEST-GROWING INDUSTRIES

WORKFORCE DEVELOPMENT AREA 18 - MANATEE AND SARASOTA COUNTIES						
Rank	NAICS Code	NAICS Title	Employment			
			2022	2030	Growth	Percent Growth
1	622	Hospitals	14,291	17,837	3,546	24.8
2	327	Nonmetallic Mineral Product Manufacturing	647	797	150	23.2
3	238	Specialty Trade Contractors	20,436	24,696	4,260	20.8
4	713	Amusement, Gambling, and Recreation Industries	6,396	7,728	1,332	20.8
5	623	Nursing and Residential Care Facilities	9,447	11,383	1,936	20.5
6	326	Plastics and Rubber Products Manufacturing	1,113	1,336	223	20.0
7	551	Management of Companies and Enterprises	3,668	4,359	691	18.8
8	332	Fabricated Metal Product Manufacturing	5,320	6,282	962	18.1
9	541	Professional, Scientific, and Technical Services	21,149	24,628	3,479	16.4
10	484	Truck Transportation	1,469	1,685	216	14.7
11	711	Performing Arts, Spectator Sports, and Related Industries	2,660	3,049	389	14.6
12	611	Educational Services	4,315	4,931	616	14.3
13	722	Food Services and Drinking Places	32,182	36,465	4,283	13.3
14	621	Ambulatory Health Care Services	22,910	25,864	2,954	12.9
15	237	Heavy and Civil Engineering Construction	2,497	2,816	319	12.8
16	488	Support Activities for Transportation	1,501	1,677	176	11.7
17	236	Construction of Buildings	5,622	6,269	647	11.5
18	624	Social Assistance	4,602	5,112	510	11.1
19	524	Insurance Carriers and Related Activities	4,838	5,363	525	10.9
20	454	Nonstore Retailers	1,098	1,217	119	10.8

This table includes industries with a minimum of 300 jobs in 2022.

Emerging Occupations

Emerging occupations consist of (1) new occupations in the workforce and (2) traditional occupations whose requisite knowledge, skills, and abilities are currently evolving in response to altered market conditions, new technology, and societal changes.

Some of the factors that cause occupations to emerge are changing technology, laws, demographics, and business practices. For the CareerSource Suncoast region, common emerging occupations include physician assistants, helpers-brick masons' tile and marble setters, nurse practitioner and athletic trainers. The most common industry sectors for emerging occupations are healthcare and construction.

The majority of top emerging occupations occur in healthcare (six of the top 10), and professional services (four of the top 10) industry sectors. The top 10 fastest-growing occupations for the Suncoast region are displayed in the following table:

FASTEST-GROWING OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 18 - MANATEE AND SARASOTA COUNTIES										
Rank	SOC Code	SOC Title	Employment					2021 Median Hourly Wage (\$)*	Education	
			2022	2030	Growth	Percent Growth	Total Job Openings		FL**	BLS**
1	29-1171	Nurse Practitioners	437	653	216	49.4	444	48.92	M+	M
2	29-1126	Respiratory Therapists	310	428	118	38.1	255	-	A	A
3	11-9111	Medical and Health Services Managers	894	1,218	324	36.2	964	47.35	B	B
4	35-2014	Cooks, Restaurant	4,562	6,077	1,515	33.2	7,661	-	PS	NR
5	15-1212	Information Security Analyst	188	248	60	31.9	183	-	PS	B
6	47-2121	Glaziers	387	505	118	30.5	489	-	PS	HS
7	29-1071	Physician Assistants	414	540	126	30.4	336	-	B	M
8	29-2032	Diagnostic Medical Sonographers	301	390	89	29.6	283	-	PS	A
9	31-2011	Occupational Therapy Assistants	202	260	58	28.7	285	-	A	A
10	39-9031	Fitness Trainers and Aerobics Instructors	1,865	2,391	526	28.2	3,139	-	HS	HS

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

The flow of qualified talent into the workforce is the key to a successful economy. The ability to match the skills of talent entering the workforce and the rapidly changing skills needed by employers to remain competitive remains a challenge. CSS uses the 2018 Florida Skills Gap and Job Vacancy Report [Skills Gap and Job Vacancy Data - FloridaJobs.org](#). Based on the skills gap analysis across the state soft skills continue to be the leading factors in skills gaps with communication, reliability/time management and leadership being the top three areas of significant gaps. The top three hard skills gap areas are information technology/research, workplace skills, and math.

CSS regional skills gaps follow suit with the state skills gap areas with a higher number of skills gaps in the soft skills versus hard skills. .

Health Care - The top soft skills gaps in this industry include reliability/time management, communication, and leadership. The top hard skills gaps in this industry include information technology/research, math, and workplace skills required for the jobs. This trend shows that soft skills continue to be the largest area in gaps for employers in filling their vacant positions with .44 number of gaps per vacancy, verses .06 number of gaps per vacancy for hard skills gaps for this industry.

Construction - The top soft skills gaps in this industry include reliability/time management, Communication, and leadership. The top hard skills gaps in this industry include information technology/ research, math, and workplace skills required for the jobs. This trend shows that soft skills continue to be the largest area in gaps for employers in filling g their vacant positions with 1.7 number of gaps per vacancy, verses .38 number of gaps per vacancy for hard skills gaps for this industry.

Manufacturing – The top soft skills gaps in this industry include reliability/time management, Communication, and leadership. The top hard skills gaps in this industry include information technology/ research, other skills and equally math, and workplace skills required for the jobs. This trend shows that soft skills continue to be the largest area in gaps for employers in filling their vacant positions with 1.09 number of gaps per vacancy, verses .37 number of gaps per vacancy for hard skills gaps for this industry.

Finance and Insurance - The top soft skills gaps in this industry include reliability/time management, Communication, and leadership. The top hard skills gaps in this industry include information technology/ research, other skills and math. This trend shows that soft skills continue to be the largest area in gaps for employers in filling their vacant positions with 1.10 number of gaps per vacancy, verses .34 number of gaps per vacancy for hard skills gaps for this industry.

CSS works to address these skills gaps by offering soft skills training to include Metrix online learning platform and Stephen Covey's 7-habits of highly effective people to both career seekers and employers.

Employers' Knowledge of Skills and Needs

The needs of employers with respect to knowledge, skills, and abilities (KSAs) are provided for each occupation in the labor market by the O*Net system www.onetonline.org/.

Furthermore, Florida's Dept. Of Economic Opportunity (DEO) has created a Skills Gap and Job Vacancy Data charts to break this down by industry and occupations. See below charts for info. The Data reflects the following skills gaps in the top three existing industry sectors.

Skills Gap and Job Vacancy Data

< Occupations, Experience, and Education | Skills Gap Concentration by Local Area | Gap Mitigation | Soft and Hard Skills Gap Totals | **Skills Gaps by Industry Super Sector** | Skills Gaps by Major Occupational Group | Skills Gaps by Major Occupational Group >

SELECT AN AREA [?]

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These tables show the percent of vacancies in each industry super sector that experienced gaps in specific skills. The “Number of gaps per vacancy” column shows the number of skills gaps per vacancy across all skills. Industries are assigned to an employer based on the activities in which they are primarily engaged.

Percent of Vacancies with Soft Skills Gaps by Industry Super Sector

Industry	F	Communication	Leadership	Other	Problem-solving	Reliability and time management	Number of gaps per vacancy
Other Services		39.7%	37.5%	15.0%	35.5%	37.5%	1.65
Mining and Construction		23.7%	22.0%	17.7%	8.8%	47.9%	1.20
Financial Services		31.1%	24.0%	10.0%	15.4%	29.2%	1.10
Manufacturing		27.4%	22.5%	4.5%	24.0%	30.4%	1.09
Leisure and Hospitality		20.5%	18.5%	10.2%	7.9%	27.6%	0.85
Professional and Business Services		21.7%	18.6%	14.9%	6.3%	18.4%	0.80
Trade, Transportation, and Utilities		19.8%	16.3%	8.2%	3.5%	23.8%	0.72
Education and Health Care		10.8%	7.3%	4.2%	4.4%	11.6%	0.38

Percent of Vacancies with Hard Skills Gaps by Industry Super Sector

Industry	F	Information technology/Research	Workplace	Math	Other	Number of gaps per vacancy
Manufacturing		16.6%	10.5%	3.2%	7.0%	0.37
Financial Services		11.5%	5.8%	10.6%	6.2%	0.34
Professional and Business Services		9.3%	8.4%	10.5%	2.5%	0.31
Trade, Transportation, and Utilities		5.6%	1.1%	2.7%	1.7%	0.11
Leisure and Hospitality		4.0%	0.3%	2.7%	2.0%	0.09

- (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)).

Labor Force and Unemployment

Subject	Manatee County, Florida			Sarasota County, Florida		
	Total Population	Labor Force Participation Rate	Unemploy- ment Rate	Total Population	Labor Force Participation Rate	Unemploy- ment Rate
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 16 years and over	302,121	53.40%	6.60%	352,490	48.20%	5.70%
AGE						
16 to 19 years	15,075	41.00%	19.90%	14,124	41.00%	11.00%
20 to 24 years	18,255	76.70%	10.00%	17,240	76.20%	12.50%
25 to 29 years	19,153	77.60%	7.60%	17,047	82.80%	8.40%
30 to 34 years	18,570	80.40%	7.50%	16,615	80.90%	5.80%
35 to 44 years	37,998	83.50%	4.90%	35,503	84.60%	4.70%
45 to 54 years	46,328	78.10%	5.70%	49,064	79.60%	3.80%
55 to 59 years	26,147	68.10%	5.90%	28,871	69.00%	4.70%
60 to 64 years	25,959	51.80%	4.60%	33,306	48.80%	4.30%
65 to 74 years	51,532	19.40%	3.70%	71,647	19.90%	5.40%
75 years andover	43,104	5.30%	6.10%	69,073	5.70%	3.90%
	Total Population	Labor Force Participation Rate	Unemploy- ment Rate	Total Population	Labor Force Participation Rate	Unemploy- ment Rate
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
RACE AND HISPANIC OR LATINO ORIGIN						
White alone	263,319	52.00%	5.80%	326,092	47.40%	5.40%

Black or African American alone	23,682	60.80%	12.00%	14,028	56.00%	11.50%
American Indian and Alaska Native alone	837	59.70%	6.00%	618	30.40%	6.90%
Asian alone	5,731	61.40%	5.20%	5,471	55.00%	2.60%
Native Hawaiian and Other Pacific Islander alone	402	63.40%	20.80%	54	50.00%	0.00%
Some other race alone	4,390	77.20%	7.70%	2,812	75.10%	11.00%
Two or more races	3,760	63.20%	16.60%	3,415	63.80%	7.90%
Hispanic or Latino origin (of any race)	38,933	67.70%	6.00%	26,453	68.90%	5.50%
White alone, not Hispanic or Latino	230,020	50.00%	5.90%	302,788	45.80%	5.40%
	Total Population Estimate	Labor Force Participation Rate Estimate	Unemployment Rate Estimate	Total Population Estimate	Labor Force Participation Rate Estimate	Unemployment Rate Estimate
Population 20 to 64 years	192,410	74.30%	6.20%	197,646	73.90%	5.60%
SEX						
Male	92,820	80.20%	6.10%	94,718	78.90%	5.80%
Female	99,590	68.80%	6.40%	102,928	69.20%	5.30%

With own children under 18 years	30,355	73.80%	6.00%	28,313	75.00%	3.80%
With own children under 6 years only	7,060	70.40%	5.70%	5,235	68.30%	9.50%
With own children under 6 years and 6 to 17 years	5,853	65.60%	12.60%	5,162	67.80%	4.50%
With own children under 6 to 17 years only	17,442	77.90%	4.20%	17,916	79.10%	2.20%
	Total Population Estimate	Labor Force Participation Rate Estimate	Unemployment Rate Estimate	Total Population Estimate	Labor Force Participation Rate Estimate	Unemployment Rate Estimate
Poverty Status in the past 12 months						
Below poverty level	25,019	45.10%	25.70%	22,074	50.40%	25.60%
At or above the poverty level	165,858	79.30%	4.60%	173,762	77.60%	3.90%

	Total Populat ion Estimate	Labor Force Participat ionRate Estimate	Unemploy mentRate Estimate	Total Populati on Estimate	Labor Force Participat ionRate Estimate	Unemploy mentRate Estimate
DISABILITY STATUS						
With any disability	20,374	34.80%	16.10%	20,580	33.70%	13.60%
	Total Populat ion Estimate	Labor Force Participat ionRate Estimate	Unemploy mentRate Estimate	Total Populati on Estimate	Labor Force Participat ionRate Estimate	Unemploy mentRate Estimate
EDUCATIONAL ATTAINMENT						
Population 25 to 64 years	174,155	74.00%	5.80%	180,406	73.60%	4.90%
Less than high school graduate	20,939	63.30%	10.10%	13,336	63.10%	11.30%
High school graduate	53,629	71.20%	6.10%	55,742	69.60%	5.60%
(Includes equivalency)						
Some college or associate degree	51,886	75.80%	6.30%	55,127	76.90%	4.80%
Bachelor's degree or higher	47,701	80.10%	3.70%	56,201	76.90%	3.10%

United States Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2017 Estimates. Table S2301

- (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)).

An analysis of CareerSource Suncoast's workforce development activities demonstrates a broad range of services offered to regional residents. The region's WIOA core partners of CareerSource Suncoast, CareerSource Florida, Department of Economic Opportunity (DEO), Florida Division of Blind Services (FDBS), Vocational Rehabilitation (VR), and Division of Career and Adult Education (DCAE) provide services that assist the region in delivering workforce, education, and training activities in a cohesive manner.

One-Stop Career Centers

Florida's career center system was initially established to bring workforce and welfare transition programs together to simplify and improve access for employers seeking qualified workers and training for new or existing employees as well as for job seekers. CareerSource Suncoast's career centers have expanded their services and programs and have invited other partners to co-locate both physically and through website linkages. Our South Sarasota Career Center is co-located within Goodwill Manasota's Job Connection office in North Port. Other co-locating partners include VR, and AARP. CareerSource Suncoast has also created "satellite" career centers that are strategically located in Manatee Technical College in Bradenton and Suncoast Technical College in Sarasota. These partnerships and co-locations have become increasingly important in laying the foundation for implementing WIOA, which emphasizes local and community partnerships and close collaboration with core partners to improve employment outcomes. All of Florida's career centers are affiliated with each other using the CareerSource Florida affiliate brand and the employflorida.com web site.

WIOA emphasizes the importance of serving the business customer. CareerSource Suncoast is a key resource for businesses looking to improve their talent management process by helping them recruit, train, and retain workers. Examples of talent solutions offered include recruiting qualified candidates and partnering on grants that reimburse customized training for new or existing employees. CareerSource Suncoast also has dedicated Talent Consultants with a focus on business services.

Communications Tools

Increasingly, digital communication and social media are replacing traditional outreach tools and media as effective and efficient methods of educating and informing current and potential customers and partners. While still employing traditional outreach tactics, such as print advertising, CareerSource Suncoast is leading in the growing trend of using digital platforms to reach both employers and career seekers.

CareerSource Suncoast's website serves as an important communications tool for accessing information about region wide initiatives and resources, the latest news, policy updates, services, hiring events, board actions, public announcements, request for proposals, and workforce system successes. CareerSource Suncoast also employs integrated communications tactics including several social media accounts as well as paid and earned media to inform the region's career seekers and businesses as well as board members, state and local partners and various stakeholders.

In 2019, CareerSource Suncoast introduced a podcast called Aligned for Talent to discuss region wide issues around workforce. Additional CareerSource Suncoast communication tools include timely and relevant updates on workforce system issues, events and news via weekly electronic messages, a monthly Bradenton Herald guest column from the President/CEO of CareerSource Suncoast, and news releases and special alerts as warranted.

CareerSource Suncoast invests in region-wide outreach to help businesses and career seekers locate and connect with the resources and services available through the workforce development system. Through strategic advertising placements, copy and design, and a strong call to action, career seekers and employers are encouraged to visit careersourcesuncoast.com/ to access the CareerSource Suncoast network's services and resources. In today's technology-driven marketplace, career seekers and businesses need access to services 24 hours a day, seven days a week. The Employ Florida (EF) website at employflorida.com is CareerSource Suncoast's virtual job-matching tool, providing access to great employment opportunities, career development resources and many other services to help connect businesses with career seekers.

Employ Florida provides CareerSource Suncoast businesses valuable information on training grants as well as links to labor market information and talent tools available at both the state and local levels. CareerSource Suncoast's career seekers search for employment opportunities from numerous job and corporate websites as well as those placed directly on Employ Florida by businesses or through CareerSource Suncoast career centers, making Employ Florida the most comprehensive source for current job openings. Both employers and career seekers can locate services and resources anywhere in the region via Employ Florida or by calling the toll-free Employ Florida Helpdesk, staffed by DEO.

The Florida Abilities Work portal at <https://abilitieswork.employflorida.com/> is a tool for employers and job seekers with disabilities. The micro-portal is housed on the Employ Florida (EF) website with a logo button for ease of access. The portal was specifically designed to provide resources to people with disabilities and to assist employers who are interested in hiring. The 2014 Florida Legislature appropriated funding for a help desk that is staffed by VR. The portal was developed in response to the Governor's Commission on Jobs for Floridians with Disabilities. In its first report to the governor, one of the recommendations was for a single point of contact for employers seeking to hire persons with disabilities. EF seemed like a natural fit and the Florida Abilities Work portal was conceived. This was a collaborative process with input from the APD, VR and Florida Division of Blind Services (FDBS), and the Florida Developmental Disabilities Council to name a few. Focus groups convened around the state, allowing input from stakeholder groups such as employers, field staff, customers and family members, and a communications group comprising representatives from partner agencies also met during development to ensure a consistent message. CareerSource Suncoast introduced the Social Security Administration's Ticket to Work initiative in 2019 and became an Employment Network in order to help the disabled client who is on SSDI, or SSI become employed. In September 2019, CareerSource Suncoast hired a full-time Ticket to Work Coordinator. In addition, a staff member is completing the Community Work Incentive Counselor (CWIC) certification in order to show the disabled client how work will affect their benefits.

Employ Florida is consistently upgraded to maintain relevancy and incorporate improved technology. The use of micro-portals, powered by Employ Florida, that provide specialized and targeted job matching adds value for both employers and career seekers with specific interests and needs. To date, CareerSource Florida, and DEO, in collaboration with LWDBs and other partners, maintain dedicated entry points with customized job-search information and resources for Florida veterans, job seekers age 50 and older, those interested in green jobs, and people with disabilities.

In addition to the broad range of activities above, CareerSource Suncoast's partners who serve specific populations engage in activities critical to the CareerSource network.

Florida Division of Vocational Rehabilitation (VR) Workforce Development Activities

Activities for youth and students are designed to assist in developing a concept of work, navigating the community and obtaining work experience during high school. Pre-Employment Transition Services include vocational evaluation, career guidance and counseling, work readiness training, and experiential activities such as community-based work experience and on-the-job training. Support services include assistive technology and services, transportation, and uniforms. Intensive services are designed for those who need additional support with appropriate work behavior, require repetition to acquire skills, build endurance to work, and identify the right fit or environment for work. These services include Discovery, Project SEARCH, those provided under Third-party Cooperative Arrangements with school districts, and tuition, books and supplies for Post-Secondary Education programs.

VR offers services for adults (and youth, if needed to achieve job goals) that include vocational and other assessments to help a job seeker best define their job goal. If needed to meet their goal, medical and psychological services are obtained. VR helps job seekers obtain educational or job readiness training to prepare for their career. Job search, placement, coaching, supported employment and self-employment services are available, as well as interpretive, assistive and rehabilitation technology services. VR maintains a vast network of contracted employment service providers throughout the state and has initiatives in place to increase the variety and quantity of services offered. VR has formalized a Business Relations Program, with the vision to build and sustain partnerships with business and industry through effective services that are driven by the needs of employers. These partnerships will lead to competitive integrated employment and career exploration opportunities for VR customers. Efforts are underway in the Business Relations Program to define and customize services to employers, create strategic partnerships to support workforce needs, and establish an employment-focused culture within the rehabilitation process.

Florida Division of Blind Services (FDBS) Workforce Development Activities

FDBS has identified activities that are anticipated to expand, integrate, and improve services to individuals with visual disabilities within the workforce system while increasing collaboration among core partners. The activities include:

Expanding opportunities for students to receive FDBS services and secure opportunities for students and youth with disabilities to practice and improve workplace skills.

Ensuring that clients who participate in training and education programs benefit from engagement.

Expanding utilization of online job systems such as DEO's web portal, the state/federal Talent Acquisition Portal, and the Florida Jobs Connection as a means to expose employers to job ready FDBS consumers.

Encouraging and Tracking industry certifications, apprenticeships, and post-secondary outcomes.

Developing and implementing an Employment Skills Training Program at the FDBS Residential Rehabilitation Center to better prepare blind and visually impaired youth and adults for success in future employment.

- Increasing the provision of accessibility tools, awareness, and regular follow-up with consumers to ensure equality in educational experiences and vocational opportunities
- Implementing a comprehensive communications and outreach plan.
- Increasing outreach services to under-served and un-served populations.
- Working with each client to ensure that Individualized Plan for Employment (IPE) goals are consistent with and/or are amenable to transportation resources.
- Developing and strengthening employer relationships by providing employer training, support, education, and resources related to employing individuals with visual impairments in accordance with Section 503 regulations.
- Strengthening statewide collaborative partnerships with core partners.
- Increasing opportunities for data sharing and improving data validity and integrity.
- Promoting integrated employment in the community as the first and preferred option for individuals with disabilities under the Employment First Initiative. Maintaining and strengthening contracts with private non-profit organizations to provide four core components: Vocational Rehabilitation, Transition, Supported Employment, and Rehabilitation Engineering.
- Increasing the provision of accessibility tools, awareness, and regular follow-up with consumers to ensure equality in educational experiences and vocational opportunities.
- Increasing the number of individuals with significant and most significant disabilities receiving services.
- Supporting FDBS clients in becoming self-supporting.
- Identifying an approach to expedite eligibility and service delivery to individuals who are at risk of losing employment.
- Increasing staff development and continuing education.
- Aligning FDBS policies and procedures to address new WIOA requirements.
- Providing ongoing Employment Outcomes Professional II Training to vocational rehabilitation staff and community providers.
- Providing training and education sponsorship to eligible vocational rehabilitation clients and staff.
- Supporting community rehabilitation provider training programs designed for individuals who are blind and visually impaired.

Education and Training Activities for Adult Education

Florida's adult education system provides academic instruction and education services below the post-secondary level that increases an individual's ability to read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its equivalent. Adult education programs served 205,355 adults in 2014-15. The State has aligned content standards for adult education with state-adopted academic standards.

Training activities are provided statewide through face-to-face workshops, webinars, podcasts, and conferences. Needs assessments are conducted to assist in determining state professional development priorities. Current initiatives also determine training topics such as college and career readiness standards, integrated education and training models, essential components of reading instruction, career pathways, mathematics instruction and GED® preparation.

Florida's Integrated Career and Academic Preparation System (FICAPS) is Florida's adult Education approach to career pathways. Students will simultaneously enroll in an adult education course (GED® Preparation) and a career and technical certificate program. Manatee and Sarasota education programs collaborate with CareerSource Suncoast to determine local high-wage high-demand careers when developing career pathways. The Division of Career and Adult Education (DCAE) also promotes implementation of non-credit bridge programs that promote the teaching of literacy skills in a career context.

CareerSource Suncoast and adult education programs work collaboratively with assessment and instructional services that are provided on-site at the centers and include counseling, advising, and other services related to awareness of workforce resources.

The Strengths and Weaknesses of Workforce Development Activities

CareerSource Suncoast's workforce network partners are successful in serving customers and helping Floridians advance their career. Each of the WIOA core program partners performs successfully, indicating that these partnerships can be leveraged regionally to enhance any areas of weakness that emerge. The strength of CareerSource Suncoast's workforce network is demonstrated by the relationships already formed and the opportunities already identified for coordinated service delivery, as the implementation of WIOA continues. Currently, CareerSource Suncoast's WIOA partners have ample region wide coverage for all programs, with skilled and experienced professional team members. The regional workforce network is also strengthened by the state workforce board, LWDBs, VR, and Division of Blind Services (FDBS) all having established business relationship teams working together to serve employers. Additional improvements are taking place in Florida's workforce network, including a Residential Center training program within the FDBS in place by early 2016 and increased utilization of Florida's Integrated Career and Academic Preparation System.

Continuous improvement of how CareerSource Suncoast's workforce network serves customers will require continued collaboration, coordination, and re-assessment. The identification of strengths and weaknesses is an ongoing process for the core programs working to implement WIOA. At the state level, working groups have begun to address data integration issues, including confidentiality, as a potential challenge for WIOA implementation. It has also been determined there is a need to review all WIOA program services, programs, and policies to identify duplicative efforts and potential solutions to better align agency resources and efforts. In addition, CareerSource Suncoast will continue working to address accessibility of computer systems, outreach and community visibility for programs that serve career seekers with disabilities, and transportation for career seekers with disabilities.

Regional Workforce Development Capacity

Given the knowledge and experience of CareerSource Suncoast's WIOA core program partners, CareerSource Suncoast is well prepared to continue delivering workforce development services. Continued communication and enhanced collaboration among the WIOA core program partners will be paramount in building the capacity of the region's workforce system.

Capacity also depends upon the continued communication and enhanced collaboration among CareerSource Suncoast's other regional partners that are in addition to the WIOA core program partners group. These other partners include economic development organizations, chambers of commerce, industry collaboratives and associations, foundations and workforce funding collaboratives, local government, education, and community service agencies. Collectively we are working toward innovative methods for delivery of services to career seekers and employers throughout the region. A heightened focus on customer centered design and service, and business engagement is helping increase CareerSource Suncoast's workforce network capacity. CareerSource Suncoast hosts semi-monthly partners meetings, rotating between the Manatee and North Sarasota offices, to further enhance communication and collaboration. In 2019, CareerSource Suncoast introduced Crosswalk as a platform to enhance referrals between mandated partners and other community organizations working with individuals in the region. The platform will be able to facilitate referrals statewide in 2020 to better help clients working through barriers that impede employment such as housing and transportation.

Florida's Division of Vocational Rehabilitation (VR) currently has two-unit offices throughout the CareerSource Suncoast region. Factors such as staff turnover and Order of Selection wait lists affect customer service capacity, and VR's leadership uses data projection models to monitor trends and guide decision-making regarding fiscal, caseload and wait list performance. VR contracts with employment service providers and maintains partnerships and agreements with multiple agencies and entities throughout the region to ensure comprehensive and coordinated services for career seekers with disabilities. VR anticipates that pilot programs and Innovation and Expansion grant opportunities in the upcoming year will further increase its service capacity.

FDBS has aligned and dedicated vocational rehabilitation staff to coordinate, implement and track workforce development activities across multiple programs. Additionally, FDBS has long established relationships with statewide Community Rehabilitation Providers that provide direct vocational rehabilitation, transition, supported employment and rehabilitation engineering services to clients statewide. Through existing staff and community rehabilitation program partners, FDBS feels certain that it has the capacity to implement the identified workforce development activities.

FDBS conducts on-going training needs assessment for the purpose of ensuring compliance of federal and state mandates and; examining individual personnel training requirements related to current job performance, future job requirements, and promotional or career advancement needs.

Adult education programs in Florida are provided by district, colleges, and community-based organizations. Some counties may not offer adult education programs, however, colleges in those service areas have been awarded federal grants to provide adult education programs in those areas. There is a FDBS satellite office location for the CareerSource Suncoast region offering services.

⁵ As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of 20 CFR 679.560(a)(1)(i) and (ii).

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)).

Strategic Vision

The overarching strategic vision is: "Local Focus. Regional Collaboration." From the Suncoast regional level, we recognize that first and foremost all our activity and resources must be directed in support of, and consistent with, the charge to '...strengthen our state's talent pipeline and connect employers with workers who possess the right skills at the right time for the right industries' that CareerSource Florida set forth in its Annual Report 2017-2018. Local regions must be proactive in achieving the state goals, starting with a central focus on key customers and partners. Of course, this is also true at the Federal level. Collectively we will meet---and stretch to exceed---the metrics, and spirit, of the WIOA model designed with business-driven collaborative partnerships throughout the workforce system.

Among the most fundamental tenets is that Florida will have a 'business-led, market responsive, results- oriented and integrated workforce development system.' CareerSource Suncoast has taken an assertive employer-oriented approach for the past ten years, which began with an overhaul of the entire Manatee/Sarasota system.

This shift was made possible when direct delivery of services was permitted in 2008, affording considerable financial advantage over using contracted agencies. That financial leverage allowed us to plant the early seeds to build an exceptionally strong Business Services team, which has since flexed and pivoted to serve this region's much diversified employer list. This has become even more essential because the local economy shifted rapidly from high unemployment to virtually full employment (with notable skills gaps in key sectors).

Through the recent planning process (described below) leading up to the implementation of WIOA, we have refined our Vision and Mission as follows:

- **Vision:** Employers will locate, expand, and flourish on the Suncoast because of our highly skilled workforce.
- **Mission:** To recruit, train, and retain talent for employers on the Suncoast.

Goals for Preparing an Educated and Skilled Workforce; Regional Economic Growth; Self-Sufficiency

CareerSource Suncoast delivers services that provide employers the talent they need to succeed. We focus on five specific objectives:

1. Focus on employers as the primary customer
2. Expand regional convening to facilitate collaboration
3. 'Tell the Story'; regional workforce boards are often overlooked or misunderstood
4. Develop sustainable revenue from diversified sources to strengthen the business model
5. Build and strengthen the team at all levels

These are expanded in the narrative throughout this document, and in the attached 2020 - 2025 Strategic Plan.

Goals Related to Primary Indicators of Performance

Among the many aspirations for the ambitious WIOA legislation of 2014 is to develop an ongoing business model that is sustainable and collaborative. The Suncoast region overall is fortunate to have like-minded leadership, boards, and representatives from local government, education, economic development, chambers of commerce, and other community-based organizations contribute actively to CareerSource Suncoast's overall workforce development effort.

This occurs from high-level strategic discussions through board meetings, summits, conferences, and targeted sector engagement. What sets us apart is our convening one-of-a kind weekly tactical gatherings hosted at our Career Centers each Wednesday. The weekly gatherings average thirty-five individuals representing over twenty-five agencies to share updates, plan and promote regional events and put into practice, in a very meaningful way, one goal: COLLABORATION!

Anecdotal evidence from Mr. Larry Fairman of Fairman Consulting, a Jacksonville, Florida based expert in workforce strategy, design, and implementation, suggests that our CareerSource Suncoast's weekly convening practice sets a high bar, and presents best practice among regions on a national field. We track regional progress by monitoring performance-oriented goals in three distinct areas:

1. Capacity and Quality Goals

In order to continue to maximize federal funding, our region strives for excellent customer experience for all the mandated, targeted programs. And that is the starting point and the first strategic imperative for success.

From that basic level of performance, we invest in the latest generation tools for career seekers and employers. Our customer-centric design leads to improving loyalty among our partners, business clients and individuals. Every day we are in an aggressive, ongoing process to ratchet up the customer experience at all levels of engagement. Customer focus, outstanding execution, and consistent measurement is an equation that leads to great outcomes in the metrics. We continue to raise the bar on staff skills and customer service levels with additional training activities and programs focused on strategic employer sectors and target job seeker populations. Through intense training, and consistently sharpening our focus on the customer, we are confidently developing a well-qualified staff to be the regional experts on workforce development best practices and strategies, and in turn, providing the right talent to the targeted sectors.

2. Sustainability

Pursuing innovative, bold, community-wide goals for workforce requires capital in addition to ideas and talent. We believe that in order to meet the needs of this growing region, we must seek alternative revenue sources in addition to federal funding. The following tactics are underway, or being tested, for this second strategic imperative related to sustainability:

- Develop philanthropic funding streams to develop jobseekers' skills.
- Assist when appropriate in securing incentive funding (private and public) to develop the workforce in target industries locally.
- Expand fee-for-service program offerings to regional employers.
- Proactively pursue funding opportunities through external resources (Community Foundations, EDOs, United Way, local government, and business and industry).
- Resolutely approach grant opportunities

No other regional group has an impact on these outcomes as does our local Board of Directors. None of our plans or progress is possible without the critical input and active engagement of the CareerSource Suncoast Board. We will continue to recruit and develop a diversified, high quality board roster aligned with the vision, mission, and strategic goals for this community. We are grateful for their service.

3. Sector and Convening goals

Of significance to meeting regional economic growth and economic self-sufficiency is focus on targeted sectors such as advanced manufacturing, healthcare, information technology (IT), and other key supply chain participants across many industry classifications. Awareness of the global perspective (and reciprocal impact) of many of our 'local' employers is critical to the region's competitiveness.

As emphasized throughout this plan, we stratify our employer clients among priority groups with the targeted sectors of our local EDOs at the top of the list. Resources are allocated according to shifting needs consistent with CareerSource Florida at the state level.

Our Board is directly engaged in this ongoing discussion and work through participation in State of Talent Conference, State of Jobs Conference, and our collective impact initiative, Aligned for Talent, that includes many community partners from EDOs, educational representatives, private business executives (often on our Board) and others. These efforts are continually reviewing regional demand data, other organizations' workforce-related activity in Sarasota/Manatee, and importantly for the larger regional footprint of Tampa Bay, Southwest Florida, and Heartland regions.

Specifically, these efforts achieve the following strategic imperatives:

- Seek additional channels to provide regional leadership on workforce development issues.
- Expand collaboration with all regional organizations focused on holistic aspects of community, family, education, and workforce.
- Continue to proactively work with EDOs, Chambers, government entities and public private partnerships such as the Tampa Bay Partnership.
- Build, maintain and broadly distributing a regional workforce asset map of all resources and partners. We are presently developing a cooperative method with partners to enrich and update the asset map.

- (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)).

CareerSource Suncoast delivers core partner programs such as; WIOA Adult, Dislocated Worker and Youth Programs, Wagner-Peyser Business Services, Adult Education and Literacy, and Vocational Rehabilitation through the one-stop system. Eligible individuals with barriers to employment are given priority of service for employment and training services. Eligible individuals can be co-enrolled into core programs that meet the need of career seekers. Credential, certificate, or certification are the required outcomes of training programs.

CareerSource Suncoast leverages long-standing partnerships with a wide variety of public and private partners from industry, education, economic development, and health and human services to maximize outcomes among jointly served career seekers and businesses. These partnerships have resulted in effective initiatives that have placed individuals on the pathway to success while simultaneously increasing available candidates with relevant knowledge, skills, and abilities.

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

CSS Workforce System Programs include:

- WIOA Adult, Dislocated Worker and Youth Services
- Career Services
- Basic Career Services
- Individualized Career Services
- Follow-up Services
- Welfare Transition (TANF) services
- Applicant Services
- Mandatory Services

- Transitional Services
- Supplemental Nutrition Assistance Program
- Wagner-Peyser Labor Exchange services
- Labor Exchange
- Universal Access
- Career Seeker Services
- Business Services
- Migrant Seasonal Farm Worker
- Local Veterans Employment & Disabled Veterans Outreach Programs
- RESEA
- Trade Adjustment Assistance through merit (DEO) staff
- Reemployment Assistance Programs

Referral partnerships are in place for:

- Vocational Rehabilitation
- Division of Blind Services
- Adult Education & Literacy/Career & Technical Education

Through our online platform, [Crosswalk](#), CareerSource Suncoast and 31 other partner agencies can make confidential referrals between each other to better coordinate service for individual clients. The search functionality makes it possible to find services such as housing, education, and counseling for clients in need.

- (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)).

CareerSource Suncoast (CSS) is charged with serving Manatee and Sarasota counties in Florida's southwest. CSS is focused on creating a globally competitive workforce to facilitate economic development, and to promote prosperity for existing and future business and industry, as well as our communities.

CSS is the direct provider of services within our locations, and we maintain a comprehensive full-service One Stop Career Center in North Sarasota, Florida. Other locations include a Manatee One Stop Career Center in Bradenton, Florida and a South Sarasota Career Center co-located inside Goodwill Manasota's Job Connection office in North Port. These locations are staffed by Board and DEO employees. CSS works closely with partners to ensure programs and services are aligned to the greatest extent possible. Satellite locations include the LWDA's two Technical Colleges.

(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.

Employment and Training Activities for Adult and Dislocated Workers

WIOA is designed to assist career seekers with advancing their careers through high quality career services that includes career coaching, support services and training opportunities, as well as matching employers with the skilled workers they need to compete in the regional and global economy. Under WIOA and through the regional one-stop center system, employment and training activities will target:

- Connecting career seekers with skills and credentials necessary for advancing their careers with self-sufficient and sustaining wages
- Providing access and opportunities to all career seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or the limited English
- Enabling businesses and employers to connect with ease and hire qualified, skilled workers and access other supports, including training for their current workforce
- Engaging in continuous improvement of the regional one-stop system by identifying best strategies for various populations
- Ensuring high-quality integrated data inform decisions by regional policy makers, board members, leadership, employers and career seekers across core partners and other partners
- Basic career services are available throughout the region for all seeking services in the CareerSource Suncoast one-stop delivery system, and include:
- Eligibility determinations for receiving assistance through the adult, dislocated worker, or youth programs
- Outreach, including identification through the CareerSource Suncoast Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's reemployment assistance claimants likely to exhaust benefits, and connection to suitable career services available through the one-stop delivery system. Assess skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps), and support service needs
- Labor exchange services, including career coaching, career networking, and connecting with employment opportunities
- Deliver information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA)
- Deliver information on nontraditional employment (as defined in sec. 3(37) of WIOA);

- Deliver referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within CareerSource Suncoast's regional planning area
- Deliver workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, job listings in labor market areas; information on skills necessary to advance career; and
- Information relating to regional occupations in demand and the earnings, skill requirements, and opportunities for advancement
- Deliver performance information and program cost information on eligible providers of training services by program and type of providers
- Deliver information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the region's one-stop delivery system
- Deliver information relating to the availability of support services, and referrals to those services, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's Kid Care Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban development (HUD) ; and assistance under a State program for Temporary Assistance for Needy Families (TANF)
- Provide assistance establishing eligibility with financial aid assistance programs for training programs not provided under WIOA
- Deliver assistance with filing claims under reemployment assistance programs

Individualized career services that are appropriate for career seekers to obtain or retain employment are available to career seekers through CareerSource Suncoast career centers or partners. These services include:

- Assessments of the skill levels and needs of adults and dislocated workers, which may include: diagnostic testing and use of other assessment tools, in-depth interviewing, and evaluation to identify employment barriers and goals
- Development of an individual employment plan for identifying goals, achievement objectives, and services needed for the career seeker to advance his or her career
- Group and individual coaching and mentoring
- Career planning and modeling
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for the labor market
- Internships and work experiences linked to careers

- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, training, or employment
- Financial literacy services
- English language acquisition and integrated education and training programs

Follow-up services are provided for participants placed in unsubsidized employment, for up to 12 months after the first day of employment or program exit whichever occurs later. Follow-up services do not extend the date of exit in performance reporting.

CareerSource Suncoast's Business Services team identifies and assists with the talent management needs of local employers. CareerSource Suncoast has a team of professionals responsible for the entire region. The team has four main components: a Business & Economic Development Director, Business Services Manager, Senior Talent Consultant, and Talent Consultants that work together to provide the most comprehensive and highest quality talent management solutions.

The Talent Consultant Local Veterans' Employment Representatives (LVERs) assist in contacting and engaging Federal contractors and employers for coordinating hiring events to create more opportunities for veterans. Veterans assessed through the one-stop system to have significant barriers to employment under DEO directive will be referred to the CareerSource Suncoast Disabled Veterans' Outreach Program (DVOP) team. Any veterans determined to not have a significant barrier are served through the CareerSource Suncoast career services team. CareerSource Suncoast uses multiple strategies for addressing the talent development and retention needs of regional employers. These strategies include Work-based Training through Customized Training (CT), Incumbent Worker Training (IWT) and On-the-Job Training (OJT) programs.

Work-based Training provides opportunities for businesses to train existing employees helping companies achieve greater employee retention, maximize productivity and market competitiveness. Employees have an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training. The training is designed to assist employed workers in need of services in order to retain their self-sufficient employment. The training may be provided to a single employee or a group of employees.

The OJT Program (On-the-Job Training) gives regional employers the guidance and resources to develop productive workers. Companies are required to provide on-the-job training for a full-time salary or hourly position. The company is encouraged to retain the employee, if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50% of the employee's full-time salary or hourly rate for a standard OJT period, to be determined by the staff based on salary and standard time for OJT for the position.

Apprenticeship and pre-apprenticeship are other activities under WIOA that may be a great fit for individuals and as a talent development strategy for employers. CareerSource Suncoast became an apprenticeship sponsor for Tool & Die Maker occupation in 2018 and has one employer participating under its sponsorship currently. We continue to engage more employers to look at apprenticeship, whether they sponsor it themselves or use an intermediary as a sponsor, as a tool to recruit and retain talent. CareerSource Suncoast has been a pre-apprenticeship sponsor for Construction Technology Careers in the past and has engaged both school districts to further this initiative again in the future.

(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;

The process includes clients completing an Online Scholarship request form to show priority of service status, general eligibility and are considering an approved Program at an eligible training provider. Applicants are assigned a Career Coach and make an appointment to complete a WIOA application and provide all necessary documentation to support eligibility for the WIOA program (Adult, Youth, Dislocated Worker or Statewide Grant). Coaches then provide WIOA basic and individualized services to determine if the client needs training services and if an ITA is necessary for the client to obtain self-sufficient employment. If there is a justification to provide training services, and ITA is then issued through our accounting software.

ITA limitations established by the board are:

- \$15,000 per client maximum lifetime limit
- Two (2) year maximum training program.
- Registered Apprenticeship Programs are excluded from the two-year maximum.
- Clients who are enrolled in a two-year training program will divide the \$15,000 limit over the multiple CSS program years in which it falls; Unless the client is self-enrolled, and they are in their final year of training.

ITAs cannot exceed a maximum lifetime limit of \$15,000 per client without written approval of the President/CEO or the Chief Operating Officer.

All work-based learning/training expenditures for an individual client are included in the \$15,000 per client maximum lifetime limit.

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

Classroom training can be provided by approved training providers for programs on the Regional Targeted Occupations List that prepare customers to enter high-wage and demand occupations. The list of training providers is updated throughout the year by a locally approved Eligible Training Providers List (ETPL). Training Provider Agreements are executed for approved training providers. Training services are offered to eligible customers through an Individual Training Account (ITA) process. The ITA is issued by CSS to the approved training provider for a specific customer enrolled in an approved training program.

- (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)).

Customers may select the desired training provider/program from the list of approved training providers/programs as described above. If a customer wishes to enter training at a private institution or a type of training that is more costly, s/he cannot be prohibited from doing so (customer choice) but can only be issued an ITA for the maximum amount as determined by policy and cannot exceed the maximum amount without the prior approval.

If training cost will exceed the ITA amount allowed, the customer would need to seek additional funds for the remaining costs via grants, financial aid, etc. Client and career coach must document a clear plan for how education will be paid for to assure that the client can finish training.

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

DEO- Labor Market Statistics provides statewide and regional projections dashboard. The dashboard provides top occupations by size and growth rate which CSS filters by region and education level. Utilizing this employment projection provides information needed to ensure Florida and our region's workforce is prepared to fulfill our occupational demands. CareerSource Suncoast disseminates the list to board members, employer groups and educational partners to solicit and receive comments regarding request for additions or deletions using a prescribed format. After the comment period has passed, requests are reviewed, and additions are made to develop the "Local Targeted Occupations List" (LTOL). CareerSource Suncoast then publicizes a "Request for Applications" for training providers interested in becoming approved training providers for programs included on the LTOL for the program year (July 1 – June 30).

A specific due date for submitting completed applications is determined; applications may be submitted and reviewed on a semi-annual basis. Staff compiles a data sheet listing pertinent information, verifies submitted program applications are for local targeted occupations, and assures the minimum criteria has been met. Applications that meet the required criteria are presented to a volunteer committee for review and recommendation to the Board of Directors for final approval. Once approved, providers are contracted for the program year through an executed Training Provider Agreement.

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

CareerSource Suncoast implements the incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathway initiatives, and other initiatives to support strategic goals through its business services team. CareerSource Suncoast also offers these programs to provide training to employees of regional businesses. Training addresses skill gaps of incumbent workers, impacts company competitiveness, and enhances employees' value, capabilities, and contributions. On-the-job training provides a win-win solution for employers and career seekers by offering a timely and cost-effective means to meet the needs of both.

CareerSource Suncoast has been providing OJT funds to employers through WIOA since 2010. On-the-job training is an effective option for acquiring skills, occupational development, and employment retention. Incumbent worker training assists with retaining employment in an occupation with changing skill requirements or upgrading skills and qualifying them for advancement with the employer. Improved knowledge, skills, and abilities with a certification obtained from training adds value to the company and often leads to career advancement and/or wages increases.

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

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

Youth Workforce Investment Activities

There are numerous youth workforce investment activities throughout the region, which included faith-based, community-based, education-based, as well as federal, state, and local government funded programs. We believe our role as a regional convener in how we prepare a next generation workforce begins in education. There are three areas of opportunity on how we are reaching our youth and preparing them for post-secondary employment or education.

1. Support – With limited funding, we provide in-kind resources to regional community groups working to provide post-secondary assistance in our community. Our efforts have primarily focused on the Local College Access Networks or LCANs as part of a statewide initiative under the Florida College Access Network. We have provided both monetary and in-kind resources to groups such as Talent4Tomorrow (Sarasota County) and REACH Manatee (Manatee County). The ultimate goal of these initiatives is for 60% of our workforce to have some sort of post-secondary credential by 2025. CareerSource Suncoast hosted a FAFSA training and staff participated in similar training at other locations in order to facilitate FAFSA completion at sponsored sessions hosted at local high schools.

2. Program Development – We meet annually with both district school system, individual district school’s administration as: -State of Jobs Conference – We welcomed nearly 900 high school students for a full- day conference experience focused on college and career readiness. Students meet with business leaders and learn the importance of key transferable skills in the areas of leadership, communication, personal branding, and post-secondary planning. During the sector focused track portions of the conference students select one of five industries: business and entrepreneurship, arts/culture, manufacturing/engineering, healthcare, and information technology.

3. Advocacy – We believe if we are truly going to make a difference in our community’s workforce needs we must be willing to have difficult conversations with elected officials to meet the needs of our community. For example, we are currently working with county officials on implementing free transportation for all high school students enrolled in public education because transportation seems to be a barrier to part-time employment. In addition, it helps students create habits for getting to work using public transit if it became the means of transportation for the student or adult one day.

(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)).

CareerSource Suncoast’s youth program aligns with USDOL’s goals of preparing workers for good jobs and the attainment of the skills and knowledge that ensure workers succeed in a knowledge-based economy. CareerSource Suncoast targets at-risk youth with barriers using a model designed as a holistic approach for providing in-depth career exploration of high demand occupations with potential for vocational training in manufacturing/machining and healthcare/biomedical careers and exposure to construction and information technology industries.

Youth receive instruction on financial literacy, life skills, and employability/work readiness; additional activities include education and industry tours, mentoring, community service, and work experience. Youth participate in the continuum of services designed to set them on their chosen career pathway. This model can be effectively measured by any or all five of the WIOA performance measures that include:

Employment Rate– 2nd and 4th Quarter After Exit (2 measures) - The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for title I Youth, the indicator is the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program);

Median Earnings – 2nd Quarter After Exit –

The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;

Credential Attainment –

The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant is also employed or enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program;

Measurable Skills Gains –

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, toward such a credential or employment.

CareerSource Suncoast has incorporated the following 14 program elements of WIOA into the youth program model:

Program Element	Provider	Details
Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies	<ul style="list-style-type: none"> - Community-based organizations - Local School Districts 	CSS will collaborate with the local school districts as well as other community-based education providers to facilitate these services that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;

alternative secondary school services, or dropout recovery services	<ul style="list-style-type: none"> - Community-based organizations - Local School Districts 	CSS collaborates with the local school districts as well as other community-based education providers to facilitate conduct outreach and provide services to WIOA eligible youth.
paid and unpaid work experiences	<ul style="list-style-type: none"> - CSS - Local Business partnerships - Community-based Organizations 	CSS partners with local businesses and community-based organizations to offer the following work experience activities to academic and occupational education components. a) summer employment opportunities; other employment opportunities available throughout the school year; b) pre-apprenticeship programs; c) internships and job shadowing; and d) on-the-job training opportunities;
Occupational Skills Training (OST)	<ul style="list-style-type: none"> - CSS partners with local ETPL training providers 	Based on the client's individual assessment of interests and current skill levels, the youth may be offered OST to assist them in job placement leading to self-sufficient employment.
education offered concurrently with workforce preparation Activities	<ul style="list-style-type: none"> - CSS - Local Training providers 	CSS will work with local training providers and community-based organizations to provide these services. Additionally, CSS offers online Metrix learning platform to allow youth to obtain skills that will prepare them for the workforce.
Leadership Development opportunities, including community and service and civic behaviors.	<ul style="list-style-type: none"> - CSS - Community Based Organizations 	CSS offers Covey 7- habits of highly effective people to help build leadership skills. In addition, CSS will partner with community-based organizations to encourage responsibility and other positive social and civic behaviors, as appropriate;
Support Services	<ul style="list-style-type: none"> - CSS - Community Based Organizations 	CSS may offer support services when funding is available. In addition, CSS will refer youth to community-based organization through the Crosswalk referral system for support services.
adult mentoring	<ul style="list-style-type: none"> - CSS - Community -based organizations 	CSS recognizes the positive impact of adult mentorship in successful youth outcomes. CSS partners with community-based organizations to provide referral to youth-based

		mentorship programs such as Big Brothers, Big Sisters of the Suncoast.
Follow-up Services	- CSS	CSS recognizes the value of providing continuous follow-up services to youth and their continued success in employment. Follow-up services may include: ongoing contact, job coaching, job placement, mentoring and ongoing professional support.
Comprehensive guidance and counseling (to include: drug/alcohol abuse counseling)	- CSS - Community-based Organizations	Through the assessment process, youth barriers are identified. If the clients barriers include the need for counseling, CSS staff will provide referrals to community-based organization to address the individual need of the client.
Financial Literacy	- CSS - Community-based Organizations	CSS offers online and workshop based financial learning-based curriculum. In addition, CSS will partner with local financial institutions to provide financial literacy workshops.
Entrepreneurial skills training	- CSS	CSS offers a CEO entrepreneurial training curriculum in partnership with the Ewing Marion Kauffman Foundation, small Business Development Center (SBDC), Service Corp of Retired Executives (SCORE), Woman's Resource Center/Sarasota, Fifth Third Bank, Wells Fargo Bank, and the Greater Sarasota Chamber of Commerce.
Preparatory and transition activities for post-secondary education and training.	- CSS	Transition services may include ongoing supportive and developmental services, assessment, regular contact, mentoring, and career pathway coaching.

All of the activities discussed in the program model and throughout the fourteen programelements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners, who include employers, local school districts, community colleges, private schools, education foundations, other government-funded programs, and community-based and faith-based organizations, provide a system of support for youth to succeed in advancing their career.

- (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](#).

When a Youth approaches a CSS staff member for services and he/she cannot understand the youth, a translator or translation services for the appropriate language will be located and an initial assessment performed to determine the youth’s ability to speak and understand English. This assessment is a matter of observation by the translator.

If the youth indicate an ability to read English, then an assessment will be administered to determine whether the youth perform above a basic skills deficient level. We would also accept documentation from the youth’s current or previous school records. Youth who score below a ninth-grade level are referred to Adult Basic Education programs for assistance in the areas of need. Career Coaches will assess an individual’s verbal, written and computer skills during the WIOA prescreening, suitability, application, and enrollment process. Career Coaches will also discuss other barriers to employment that require services or additional counseling from partner agencies.

- (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).

For both ISY and OSY youth, a youth who is considered to be BSD 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. Consequently, the term “basic skills deficient” applies to an individual who:

- Have English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
- Are 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.

- (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).

Definition of requires additional assistance in determining eligibility for WIOA-funded youth programs include:

- 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/orientations, gender identity, or transgender;
- Is a member of a migrant family; or first-generation immigrant family;
- Employment Challenges: An individual who is lacking a significant or positive work history defined as:
 - Has been fired from 1 or more jobs within the last three (3) months, OR;
 - Has a history of sporadic employment:
 - Youth who has not held the same job for more than three months in the past year prior to application or;

- Has held 3 or more jobs within the last 12 months and is no longer employed or;
- Has actively been seeking employment for at least one (1) month but remains unemployed or underemployed or;
- Have a family history of teen pregnancy (parent or sibling was a teen parent);
- Dysfunctional family defined as:
 - One or more DCF cases occurring in their home or;
 - Acts as a primary caregiver to a non-biological or sibling child under the age of 18;
- Child of incarcerated parent(s):
 - Has a parent that is currently incarcerated or;
 - Has a parent that was incarcerated 1/3 or more of the youth's life;
- Residing in subsidized/public housing, an empowerment zone, or high crime area;
- Resides in a non-traditional household setting (i.e., lives with unofficial non-natural parent guardian, grandparents, domestic partners, etc.);
- Experienced personal/family related Mental Health Issues;
- Victim of human trafficking;
- Victim of hate crime;
- Experiencing an Adverse Childhood Event (ACE's) defined as:
 - experiencing violence, abuse, or neglect;
 - witnessing violence in the home or community;;
 - having a family member attempt or die by suicide
 - instability due to parental separation/divorce;
 - death of a parent/sibling
 - any event deemed traumatic by a healthcare professional that has adversely affected the youth's development;
- Is a dependent child living in their single parents/guardian's home;
- Students who are at risk of dropping out of school due to the following factors:
 - Having difficulties due to family circumstances such as:
 - lack of resources due to family's dependency on public assistance;
 - parents with criminal history or substance abuse;
 - parents that are long- term unemployed (at least thirteen (13) weeks);
 - Academically deficient and/or is not making substantial progress in mastering basic skills that are appropriate for students of the same age;
 - GPA is below 3.0;
 - Two (2) or more years behind in reading, math, science from their current grade level or;
 - Has failed to pass one or more sections of the state standardized test or;
 - Retained 1 or more times in school during the last 5 years;
 - Enrolled in a drop-out prevention program;
 - 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;
 - Truancy or excessive absences (as defined by state law);
- School discipline problem – (placed on probation, suspended from school, or expelled from school one or more times during the past two years);
- Frequently moves between schools; moved two (2) or more times in a single academic school year;
- Parents or siblings dropped out of school.

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

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.

Federal and State policy allows for local flexibility when determining individual programs’ guides to determine who is eligible to receive services. This is necessary when deciding which program is most beneficial to each individual. The definitions of “self-sufficiency” utilized by our local area, as included in our Procedures and Policies, are:

(a) Adult Workers: CSS will align with the sustainability wage income threshold outlined in the United Way ALICE (Asset Limited, Income Constrained Employed) Florida Report (ALICE Project – Florida (unitedforalice.org)) to define the local criteria for “self-sufficiency.”

The ALICE sustainability wage provides an income level that leads to long term self-sufficiency and decreases the likelihood of a family falling back on the need for public assistance. The ALICE sustainability wage estimates the costs of maintaining a viable household over time, providing long term economic stability.

CSS will base the regional self-sufficiency rate on the United Way ALICE report average sustainability wage rate of Manatee and Sarasota Counties for a working single adult, additional income based on the ALICE sustainability rate will be added as the household size increases for each additional family member.

CSS will review and adjust the self-sufficiency rate when new ALICE reports are released from the United Way.

(b) Dislocated Workers: Dislocated workers are defined as individuals who have been terminated or laid off, have received notice of termination or layoff, or are employed by a facility that has made a general announcement of a pending plant closure, or were self-employed but are unemployed as a result of general economic conditions for a natural disaster, or are displaced homemakers. Individuals can qualify if they have received notice of termination or layoff but remain temporarily on the job. The local definition of self-sufficiency for dislocated workers is re-employment that achieves 80% or more of the wage at dislocation.

(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](#).

Based on individual assessment and availability of funds, supportive services may be awarded to eligible program clients. Supportive services are intended to enable an individual to participate in workforce funded programs and activities and to secure and retain employment. Supportive services are provided on in an individual's need as determined by the CSS Career Coach working with the client and may include:

- Assistance with transportation
- Assistance with childcare and dependent care
- Assistance with housing
- Assistance with educational testing
- Reasonable accommodations for individuals with disabilities
- Referrals to health care
- Assistance with uniforms or other appropriate work attire and work-related tools
- Payments and fees for employment and training-related applications, tests, certifications, background checks, drug screening, or other costs to comply with employers' hiring conditions, or other expenses necessary to complete work or alternative requirement plan activities (TANF only), such as paying the fee for a medical form certifying disability or other medical condition to be completed by a physician licensed under Florida Statute Chapter 458 or 459

CSS has established limits on the provision of support services issued to clients as follows:

1. CSS Supportive Services cap is established as a maximum of \$1,500 per Program Year (PY) per client. CSS/Service Provider staff will track supportive service amounts per PY to ensure that established caps are not exceeded.
2. The Chief Executive Officer may waive the \$1,500 limit, up to a maximum of \$2,500 limit if circumstances warrant. All waivers' must be documented in the client's case file and clients record in the state MIS with case notes.

(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.

Meeting the Needs of Customers with Disabilities

The career center resource rooms provide accommodations for customers with disabilities, which is reviewed as part of the annual one-stop accreditation. CSS website offers workshops online to assist individuals that may have a hardship attending workshops in one of our locations. CSS reviews opportunities to improve accessibility and are in the process of installing a translation add-on feature to our web browsers in our centers for individuals with language barriers. We also offer a no-cost interpretation service and employ bilingual staff who can speak multiple languages to accommodate limited English proficient customers in the centers. In addition to language interpretation services, CSS ensures vital written documents are translated in frequently encountered languages (as identified by periodic assessment of languages spoken by customers and potential customers in the community we serve).

The region has a strong Vocational Rehabilitation (VR) presence in each of the full-service career centers. In Sarasota County, VR is co-located with dedicated offices in the North Sarasota Career Center to provide better coordination and sharing of services. The Manatee Career Center in Bradenton also provides a virtual presence to assist customers.

Employment Network (EN)

In 2018-2019 (April 2018), CareerSource Suncoast joined the Social Security Administration's Ticket to Work program and became a Social Security qualified Employment Network (EN). Social Security acknowledges that the Disabled, who are collecting Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI), often want to return to financial independence through work but are afraid of losing their benefits. The Ticket to Work Program allows SSDI and SSI beneficiaries (Beneficiaries) between the ages 18 through 64 to try work and not lose their cash benefit or health insurance and not be subject to a medical review while working with an SSA qualified service provider and moving toward self-sufficiency. An EN is a service provider who offers a variety of free employment services such as career planning, job leads and placement, ongoing employment supports, and assistance with requesting and obtaining job accommodations. In September 2019, CareerSource Suncoast moved an experience senior career coach into the position of full-time Ticket to Work Coordinator to give Beneficiaries the concierge service they need to be successful. In addition, CareerSource Suncoast is adding another service for Beneficiaries—benefits counseling. A staff member is completing the Community Work Incentive Coordinator (CWIC) certification to be able to demonstrate to Beneficiaries how working will affect their benefits.

Two of the career centers host AARP Foundation—Senior Community Service Employment Program to assist adults 55 and over with community work experience while they are in training and looking for unsubsidized employment.

Customers are provided information on the Grievance Process, the name and contact information of the local Equal Opportunity Officer is posted in the centers as well as the CSS website, and all required information regarding the Filing a Complaint process is posted and reviewed as part of the annual one- stop accreditation.

(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 Suncoast business services staff conducts WARN visits to employers that have announced layoffs or intentions to close facilities. Those employees to be affected are provided information on filing for reemployment assistance and how to use the one-stop system to aid in finding new employment. In addition to presentations, CareerSource Suncoast staff can also bring employability workshops onsite to employers that may be in the process of laying off staff or bring job fairs onsite to employers that may be experiencing plant closures or mass layoffs.

(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/eligible spouses have priority of service for WIOA, and other designated job training programs funded in whole or in part by USDOL. Priority of service for WIOA adult training funds shall be given to customers who are public assistance recipients, and/or low-income adults; and/or individuals who are basic skills deficient. Our online scholarship request portal for ITAs further breakdowns applicants so that low-income veterans and individuals on public assistance are highlighted at the top and contacted first to ease the ability to provide priority of service to them for these WIOA services.

Veterans are identified at point of entry by being asked by a CSS staff member when they enter a CSS Career Center. CSS staff ask individuals at point of entry if they or their spouse have served in the U.S. Military. CSS provides veterans with stickers that identify them to wear while in the center to notify staff that they are a Veteran or eligible person and are entitled to priority of service.

In addition, Veterans can also be identified through self-identification on the electronic sign-in system, program application, Crosswalk referrals, or on their Employ Florida registration. Veterans are identified in the electronic sign-in system and Employ Florida by an American flag icon displayed under their name.

Once the Veteran is identified they are given an explanation of Priority of Service (POS) and the services available to them.

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

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, Women's Resource Centers, Manatee and Sarasota County action agencies, Housing Authorities, United Way Suncoast and other community-based organizations.

These relationships provide opportunities to generate referrals into WIOA programs, provide onsite services such as Employ Florida Registration, job search training, and eligibility determination.

(a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; CareerSource Suncoast delivers core partner programs such as; WIOA Adult, Dislocated Worker and Youth Programs, Wagner-Peyser Business Services, Adult Education and Literacy, and Vocational Rehabilitation through the one-stop system.

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

CareerSource Suncoast leverages long-standing partnerships with a wide variety of public and private partners from industry education, economic development and health and human services to maximize outcomes among jointly served career seekers and businesses. These partnerships have resulted in effective initiatives that have placed individuals on the pathway to success while simultaneously increasing available candidates with relevant knowledge, skills, and abilities

- (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.

Eligible individuals with barriers to employment are given priority of service for employment and training services. Eligible individuals can be co-enrolled into core programs that meet the need of career seekers. Credential, certificate, or certification are the required outcomes of training programs.

(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

CareerSource Suncoast has aligned itself with its two main economic development organizations so that those two entities will refer employers in targeted industries to the workforce board. CareerSource Suncoast provides job order entry, referrals, placements, On-the-Job Training, Employed Worker Training and Paid Work Experience to these employers to engage them. We host multiple job fairs yearly and offer on-site hiring events to engage smaller employers. CareerSource

Suncoast staff is active in local associations like SAMA (Sarasota Area Manufacturers Association) and SHRA (Suncoast Human Resources Association) as well as committees with organizations like the Manatee Chamber of Commerce and EDC of Sarasota County to conduct outreach to other employers. We actively use social media such as LinkedIn to make connections with new businesses as well. The introduction of THRIVE in 2018 has provided CareerSource Suncoast an outlet to reach entrepreneurs by offering training, coworking and office lease space. THRIVE staff has taught the CEO program to entrepreneurs for the past year and has referral relationships with SCORE and the Florida SBDC staff.

- (b) Support a local workforce development system that meets the needs of businesses in the local area.

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

CareerSource Suncoast hosts a State of Talent Conference yearly where we bring in speakers to address employers in the audience on topics they have requested, such as how to better recruit and retain their workforce. We also do a conference called State of Jobs yearly for high school students, aligning them by desired industry and giving them content from employers in

our local area in those sectors to better highlight jobs in the community. Local and statewide higher education institutions sponsor and support the conference to further highlight how the high school students can educate themselves to obtain these jobs as adults. Becoming more engaged in apprenticeships and internships is another way the workforce board is trying to be responsive to employer needs.

- (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.

CareerSource Suncoast saw the need to further apprenticeships, so we have sponsored one in Tool & Die Maker that has led to 5 registered apprentices at our largest local manufacturing company. We have been on panels with the state apprenticeship coordinator talking about apprenticeships to industry and fellow workforce colleagues. Our local apprenticeship rep used to be housed at one of our CareerSource Suncoast offices and we maintain regular contact with him to help employers navigate the process of registering an apprenticeship. We have done joint meetings with our ATR and the school districts to discuss apprenticeship with employers.

CareerSource Suncoast will continue to include registered apprenticeship programs on the eligible training provider list for WIOA Adult, Youth and Dislocated Worker programs as long as they remain registered and achieve the minimum standard of performance outcomes. CareerSource Suncoast will continue to include registered apprenticeship program representatives as members of the board ensuring significant contributions to our strategic planning activities for the regional workforce system. CareerSource Suncoast will also continue to recognize registered apprenticeship completion certificates as a post-secondary credential as allowed by WIOA.

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 local one-stop delivery system includes a comprehensive career center in both Manatee and Sarasota County offering 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 workers, TANF and SNAP recipients based upon an assessment of the individual's needs

Specific services incorporated into CSS'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 such as WIOA and special grant funded 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;; 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 training programs and customized training.

The following resources are available 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 CSS.

CSS has entered into MOU's and Infrastructure funding agreements with mandated one-stop partners. One-stop partners convene on a quarterly basis to provide updates and share service availability. Additionally, One stop partners provide agency to agency referrals through the CSS Crosswalk referral system as an effort to coordinate 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.

All required WIOA partners are included in CareerSource Suncoast's one-stop delivery system. The one-stop offers access to Wagner-Peyser (WP), Migrant Seasonal Farm Worker (MSFW), Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth, Division of Vocational Rehabilitation, Trade Adjustment Assistance (TAA), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Title I/Career and Technical Education (CTE), Local Veterans Employment Representatives (LVER), Disabled Veterans Outreach Program (DVOP), Senior Community Service Employment Program (SCSEP), Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance (TAA), Division of Blind Services, Job Corp, Manatee Community Action Agency (CSBG), Sarasota County Health & Human Services (CSBG), and Manatee & Sarasota Counties Housing and Urban Development (HUD)

The following partners are co-located in the one-stop centers and pay a proportionate amount of infrastructure costs based on FTEs:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Wagner-Peyser/MSFW
- Temporary Assistance to Needy Families (TANF)
- Local Veterans' Employment Representative (LVER)
- Disabled Veterans' Outreach Program (DVOP)
- Trade Adjustment Assistance Programs (TAA)
- Supplemental Nutrition & Assistance Program (SNAP)
- Reemployment Assistance Programs

- Senior Community Service Employment Program (SCSEP)
- Manatee and Sarasota Counties Adult Education and Literacy

Virtual Presence Partners:

- Housing Authority-Manatee and Sarasota Counties
- Community Action Agency-Manatee and Sarasota Counties
- Division of Blind Services
- Job Corp of Pinellas
- Division of Vocational Rehabilitation

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

CareerSource Suncoast includes Goodwill Manasota and Gulf Coast Legal Services as non-required partners in the one- stop delivery system.

(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.

CSS employs a supply and demand system to serving the needs of both businesses and career seekers. CareerSource Suncoast contracts with Chambers of Commerce to ensure seamless integration of business services provided by the LWDB to the business community. CSS Talent consultants manages the demand side of the equation through outreach and recruitment with the local business community. Career center staff recruit for assigned job orders by conducting skill and resume searches in Employ Florida. When viable candidates are identified, referrals are made in Employ Florida and presented to employers. Career Center staff are kept apprised of the specific needs of employers through ongoing communications on hiring events, job fairs, and OJT opportunities. Skill gaps are addressed through seeking out and securing training providers and programs that meet the needs of local employers.

The Career Centers are offered to businesses for interviewing and screening job seekers for available positions. Additionally, CSS partners with local organizations and school districts to host multi-employer job fairs and hiring events. Career Center staff actively assess, assist and refer candidates to all employer hiring events and job fairs.

(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)).

CareerSource Suncoast ensures compliance with all requirements of the Americans with Disabilities Act (ADA) through internal audits of facilities. Compliance is also evaluated by the Department of Economic Opportunity, Office of Civil Rights through onsite inspections. Additionally, CareerSource Suncoast launched a new website October 2019, with the goal to make it easier for all customers to access our services and resources online. CareerSource Suncoast has developed and implemented online training modules for serving clients with disabilities,

covering disability law basics, practical guidance, and operation of equipment such as the Sorenson videophone. These modules are completed by all Career Coaches as part of their internal Career Coach Certification.

CSS holds regular partner meetings which include Vocational Rehabilitation and the Division of Blind Services. Additionally, our one-stop operator regularly meets with these entities actively seeking feedback to improve the service delivery to individuals with disabilities.

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

CareerSource Suncoast ensures the regional career center delivery system provides services to all customers consistent with principles of universal access and in accordance with all relevant laws and regulations, state policies, and procedures. CareerSource Suncoast also ensures applicable career services are offered in at least one physical career center in the workforce region. If facilities require changes to layout, equipment or furniture, a designer may be contracted to ensure the facility remains ADA compliant and is accessible to everyone, regardless of age, ability, or status in life.

Universal access principles followed by CareerSource Suncoast include:

Equitable use • Flexibility in use • Simple and intuitive use • Perceptible information
Tolerance for error • Low physical effort • Size and space for approach and use

(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)).

CareerSource Suncoast facilitates access to services provided through the regional delivery system, including remote areas, by utilizing the web-based labor exchange system (Employ Florida/EF), CareerSource Suncoast website, social media, three full-service career centers and satellite offices at Suncoast Technical College and Manatee Technical College. Our outreach through technology includes a graphical element, which is accompanied by a text explanation so that website translator widgets and text-to-voice add-ons can identify the material.

(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)).

CareerSource Suncoast advocates development of a case management system that integrates all core WIOA partner programs. In SB 7040, the Department of Management Services is given the lead to strategically navigate the state toward a universal tracking system. A universal system would enable career centers and partner programs with shared clients have access to information and insight that may lead to more positive outcomes. Under WIOA, career centers and their partners:

- offer career seekers assessments to measure skill gaps,
- connect career seekers with opportunities to gain skills and credentials necessary to advance their career, including individuals with barriers, such as individuals with disabilities,
- offer businesses and employers talent management solutions that help them better acquire, train, and retain talent.

CareerSource Suncoast uses technology applications and platforms for scheduling workshops, streaming videos, video mock interviews, resume development, web-based assessments, and career seeker profiles. We have also purchased video development software for transforming PowerPoint and instruction content into customized videos.

Additionally, our Information Technology department creates electronic forms and automated databases to perform and process career seeker service requests and information. This process automates various departmental forms, career seeker documents and requests, and delivers reporting capability that ultimately help to achieve more efficient and effective services.

(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 Suncoast does not award subgrants or contracts for WIOA-funded activities

(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)).

CareerSource Suncoast uses a number of methods for monitoring and evaluating the continuous improvement of services for eligible service providers and providers on the eligible training provider list to ensure local employers', employees' and career seekers' needs are met. Methods include:

- Tracking outcomes related to placement, wage, and industry data for career seekers who participated in training;
- Employer feedback regarding candidate quality and readiness;
- Sharing provider performance with CareerSource Suncoast board
- Regularly review regional demand and regional targeted occupations list for responding to changing economic conditions; Evaluate reports on service providers' enrollment, outcomes, expenditures, and make recommendations for improvement when needed; Address issues related to training service providers

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.

CareerSource Suncoast will work to ensure career centers are available to serve all career seeking clients regardless of obstacles to employment, level of need, or degree of career development. CareerSource Suncoast will also continue to emphasize integrated service delivery in improving services to individuals. As such, many of our career coaches are trained and work with clients in multiple programs (WIOA, WT, SNAP, and WP). Partnerships between core programs are dedicated to developing strong strategic alliances that link employers and career seeking clients to services. These services include, but are not limited to, employment, training, education, human resource assistance to employers, and career and business development to further the economic growth of the CareerSource Suncoast region.

Programs managed through direct services are:

- Labor Exchange services provided under Wagner-Peyser staff
- Trade Adjustment Assistance program
- Veteran's Employment program
- Temporary Assistance to Needy Families (TANF)
- Reemployment Services and Eligibility Assessment (RESEA)
- Reemployment Assistance program
- WIOA Adult, Dislocated Worker, and Youth
- Supplemental Nutrition Assistance Program (SNAP)

Programs managed through a partner under MOU are:

- Division of Vocational Rehabilitation
- Adult Education and Literacy programs under Title II, local County Schools Adult and Education
- Career and post-secondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs
- AARP's Foundation's Senior Community Service Employment Program (SCSEP)
- Division of Blind Services
- Job Corp
- Department of Housing & Urban Development – Manatee & Sarasota Counties Housing Authority
- Community Service Block Grants – Manatee Community Action Agency & Sarasota County Health & Human Services

Additionally, coordination across programs is accomplished with trained and equipped career center and partner staff. Staff training is ongoing to provide the knowledge, skills and abilities needed for delivering basic and individualized career services to career seeking clients in an integrated and regionally focused framework. Career center staff are cross trained to increase capacity, expertise, and efficiency as well as enrich the client experience. Cross-training creates an understanding of each program, sharing of staff expertise, and develops staff to better serve all clients. It is also important to ensure staff members are aware of how their function supports and contributes to CareerSource Suncoast's overall vision, goals, and desire to create integration resulting in improved coordination without duplication of services.

(3) 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)).

CareerSource Suncoast regularly coordinates with regional EDC teams to ensure alignment with the development and pursuit of a common strategic vision for the region's economic development systems. Ongoing consultation is conducted for identifying specific economic development project priorities, targets, timelines, and objectives. Real-time coordination on economic development projects is achieved through shared reporting at semimonthly partner meetings and updates using Salesforce CRM.

Additionally, CareerSource Suncoast maintains agreements with the regional EDCs for providing referrals of new employers to the workforce system, promotion of workforce services, Incumbent Worker Training and Quick Response Training (Florida Flex) programs. Coordination is enhanced with both EDC's CEOs serving as members on CareerSource Suncoast board of directors while CareerSource Suncoast's CEO has been a past or current board member of both local EDCs. CareerSource Suncoast also maintains relationships with the economic development professionals with both counties and the local cities. CareerSource Suncoast's Business and Economic Development Director participated in the EDC approved Introduction to Economic Development course taught at USF in 2018. The EDCs and CareerSource Suncoast also work together on many regional task force, committees, collaboratives, and councils focused on skills gaps, workforce development, and investment.

Partnerships with the regional EDCs, including the region's SBDC business consultants and the Community Entrepreneurial Opportunity (CEO) program, enhances promotion of entrepreneurial training, business, and microenterprise services. The EDCs make referrals to our THRIVE small business and entrepreneur accelerator. Our Entrepreneurial Services Manager has taught the past two cohorts of the CEO program and we introduce those microenterprises to SCORE and SBDC to further facilitate their growth in addition to showcasing the training opportunities available within THRIVE.

- (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](#).

CareerSource Suncoast business services staff conducts WARN visits to employers that have announced layoffs or intentions to close facilities. Those employees to be affected are provided information on filing for reemployment assistance and how to use the one-stop system to aid in finding new employment. In addition to presentations, CareerSource Suncoast staff can also bring employability workshops onsite to employers that may be in the process of laying off staff or bring job fairs onsite to employers that may be experiencing plant closures or mass layoffs.

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

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

Through partnerships with our local economic development corporations, we try to align with those industries for our targeted sectors. Furthermore, we cite industries with high growth and high wages using data from DEO's Supply Demand Report and other data sources from the department such as Employment Projections and Occupational Employment Statistics and Wages (OES).

- B. Describe how sector strategies are founded on a shared/regional vision;

Through collaboration with partners and listening to employer feedback and concerns, we are able to create a shared regional vision.

- C. Describe how the local area ensures that the sector strategies are driven by industry;

We attend regional collaboration and convening meetings in targeted sectors, where individual employers can share their concerns. Our private workforce partner has a quarterly manufacturing collaborative meeting and during the past year, the Bradenton Area EDC has convened meetings by sector to hear employer concerns. Furthermore, we are part of industry groups such as SAMA, the regional manufacturing association, to gain further trust and perspective from employers.

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

By having a sector strategy at the heart of what we do, our staffing and funding resources get allocated toward the targeted industries. Traditionally, for example, nearly 75% of our WIOA ITA money has gone toward healthcare degrees and certifications. Our business services staff is assigned employers that are referred by the EDC and therefore meet targeted sectors such as manufacturing and IT, which means the majority of our, IWT, Customized Training and OJT funding goes to employers in those sectors.

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

By hearing the needs of employers in targeted sectors, we have been able to transform services to meet their needs. Examples include becoming a sponsor for a registered apprenticeship around Tool & Die Maker after hearing it discussed in a manufacturing roundtable held by the Bradenton Area EDC and through the need of one local employer. We have also positioned business services staff to deliver youth services such as work experience and On-the-Job Training to meet employer needs to recruit their future workforce as existing employees hit retirement. We are creating an internship collaborative and targeting construction and hospitality sectors through feedback shared at a meeting of industry partners such as the chambers and EDCs as well as key employer stakeholders in the community.

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

We are yearly tracking training dollars in WIOA by industry and occupation as well as ROI for targeted employers by industry through our Salesforce software. Furthermore, we continually participate in events like the Construction Rodeo, an employer led event targeting high school students for hands on exposure and demonstration of construction careers, to sustain those partnerships.

(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 Suncoast coordinates and is aligned well with the secondary and post-secondary education institutions, particularly the local state college and technical colleges. Examples of efforts to coordinate, enhance services, and avoid duplicating services include the following:

- The local state college and technical colleges are represented on the CareerSource Suncoast's board of directors
- The local state college and technical colleges participate in developing the local targeted occupations list that focuses on meeting the needs of regional businesses with occupations in high-demand and provide self-sustaining wages
- CareerSource Suncoast maintains satellite offices at the main campuses of Suncoast Technical College and Manatee Technical College to deliver career services to students, which includes tuition, resume, interviewing, and placement assistance
- CareerSource Suncoast participates on the technical colleges' Board of Governors/Advisory Council and their programs academic advisory committees
- CareerSource Suncoast, the local state college, and technical colleges collaboratively engage targeted employers and industries for designing customized and relevant training solutions
- CareerSource Suncoast, local state college and technical colleges collaborating on outreach events, which include career fairs, job fairs, and open houses
- CareerSource Suncoast, local state college and technical colleges work together on many regional committees, including the planning groups for CareerSource Suncoast's State of Jobs Conference and the State of Talent Conference, collaboratives and councils focused on skills gaps, workforce development and investment.

(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)).

CareerSource Suncoast provides support services to eligible career seekers under governing rules and regulations for the type of funding deemed appropriate and allowable. Support services are provided to eligible career seeking clients until funds are exhausted. Supportive Services may be provided for those clients in Welfare Transition, WIOA Adults, Dislocated Workers, and Youth participating in authorized program activities.

CareerSource Suncoast considers payment for career seeking clients' support needs that removes barriers, enables them to attend and/or to remain in training, prepare for and actively participate in work related activities that allow them to attain and remain in full-time permanent employment, including but not limited to job search and community service.

Services are coordinated for career seeking clients to receive transportation, based on need, to include gas cards or bus passes and limited vehicle repairs. Other supportive services may include GED classes/testing, assistance with training related licensure and/or certifications, clothing, medical services, and childcare services.

CareerSource Suncoast staff has represented the organization in transportation planning groups including the local two-county MPO, meetings of the Technical Advisory Group (TAG) of the Tampa Bay Area Regional Transit Authority (TBARTA) along with three other local CareerSource regions and the Manatee County 10-Year Transit Development Planning meetings that occurred across late 2017 and 2018.

- (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)).

CareerSource Suncoast in partnership with the Department of Economic Development (DEO), provides career and business services through the one-stop system under the Wagner- Peyser Act (WP). Funding for WP employees is provided through DEO, as well as oversight for human resources and policy guidance in delivery of WP services. CareerSource Suncoast makes selection and termination recommendations pending approval from DEO, develops and trains DEO employees, and supervises day- to-day functions. The delivery of WP services within the CareerSource Suncoast one-stop system is in coordination with all other programs and services. WP employees are important contributors in CareerSource Suncoast's career centers in the delivery of labor exchange services as well as delivery of career services. WP employees work closely with board staff to ensure seamless service delivery. All WP staff identify as CareerSource Suncoast staff and are committed to delivering exceptional customer service. CareerSource Suncoast develops operational policies and procedures for WP employment services under the Wagner-Peyser Act. Staff training and supervision is consistent for board and WP staff.

CareerSource Suncoast's plans are to provide structured career coaching appointments to clients seeking that level of service, starting with orientation and assessment, continuing to labor market research and planning before action steps such as workshops on resume or interviewing. Career Coaches assist clients with job search assistance and referrals while the resource room has computers, copiers, and fax machines available who need minimal staff help in filing unemployment weeks and claims or submitting documentation for job applications or other assistance programs.

- (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)).

CareerSource Suncoast partners with Manatee and Sarasota County School Districts' adult education programs to offer a variety of alternative learning opportunities and arrangements for adult and youth career seekers to engage in academics through non-traditional means. CareerSource Suncoast is co-located and coordinates efforts with Suncoast Technical College and Manatee Technical College.

CareerSource Suncoast's Manatee and North Sarasota offices serve as satellite sites for GED programs by both school districts, day, and night classes available at both locations. The Manatee office also hosts night ESOL programming delivered by the Manatee School District. CareerSource Suncoast has also conducted meetings with the Farmworkers Career Development Program (FCDP) Adult Education division, both state and regional level, to discuss coordination of program services, referral process, and improving coordination with the career centers.

- (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

We provide one on one career coaching as recipients are assigned a career coach. CareerSource Suncoast coaches work with recipients to develop a plan to reach their career goals and become self-sufficient. This plan can include volunteering, work experience, attending networking sessions to enhance contacts and build essential skills related to finding and obtaining employment in addition to referrals to jobs in the area. Educational opportunities include being assigned curriculum to prepare recipients to take the national career readiness certification, GED labs conducted by instructors from the local school district and training funds to pursue higher education at local colleges for in-demand fields.

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))

All federally funded programs must meet the required standards across the State for compilation into Common Measures with exact thresholds. The following chart specifies the local area performance goals.

LWDA 18 - CareerSource Suncoast	
Common Measures	PY 2019-2020 Negotiated Performance Goals
Adults:	
Employed 2 nd Qtr. After Exit	90.2%
Employed 4th Qtr. After Exit	91.2%
Median Wage 2 nd Qtr. After Exit	\$9,300
Credential Attainment Rate	84%
Dislocated Workers:	
Employed 2 nd Qtr. After Exit	88.2%
Employed 4th Qtr. After Exit	86.2%
Median Wage 2 nd Qtr. After Exit	\$7,200
Credential Attainment Rate	68.2%
Youth:	
Employed 2 nd Qtr. After Exit	75.5%
Employed 4th Qtr. After Exit	73.2%
Credential Attainment Rate	75.5%
Wagner Peyser:	
Employed 2 nd Qtr. After Exit	63.2%
Employed 4th Qtr. After Exit	64.2%
Median Wage 2 nd Qtr. After Exit	\$4,850

- (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.

CareerSource Suncoast has developed strategic goals to offer services that provide employers with the talent they need to succeed by focusing on employers, expanding regional convening, telling our story, and building our team. Focusing on a board that is business-led, responsive to employer needs, and results-oriented will bring us to an even higher level of performance. We are committed to continually provide the highest quality of service to our customers and seek to consistently improve customer service. A strategic plan is to be a living document that will need to be realigned based on changing conditions in our local economy by way of the Board monitoring the implementation. Our budget, performance, resources, and expenditures are routinely evaluated and communicated to the various committees and full Board. Net-promoter activities help us to monitor customer satisfaction. By focusing on these actions, CareerSource Suncoast will continue to assist with our economic prosperity in a local fashion.

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

CareerSource’s research process included focus groups, surveys and interviews with employers, job seekers and partners. This created a baseline for the development of the strategic plan and a framework for the work over the next five years.

Following a quantitative survey, focus groups were held in October 2015 to help gain more insight into the survey results. Both the survey and focus groups were oriented around CareerSource’s three primary stakeholder groups: employers, job seekers and partners. Partners are those organizations who work alongside CareerSource with common goals such as schools, training facilities, and social service nonprofit organizations.

Employers and job seekers have an uneven understanding of what CareerSource does. Employers with a strong Business Services relationship, and some motivated job seekers, have a good sense of all that we provide, but many others do not. Even some employers with a Business Services’ Talent

Consultants are not aware of the full range of services either because they may not qualify or have chosen to fulfill some part of the process deliberately outside of CareerSource.

The partners are a valuable asset and willing to step up further. Job seekers and employers, however, may not see or value the network of relationships. This visibility may not be necessary, but it does show and provide value far beyond individual job-seeker services.

There is a lot of frustration with Employ Florida’s functionality. Job seekers and employers cite an unclear process where candidates believe they have applied for a position, but they have not, and both end up frustrated at the lack of apparent response. Searches are hard to conduct for both. Resume uploading and printing are difficult. Employers feel they get lower quality candidates, and job seekers say they see the same jobs over and over again with better offerings on competing sites. For nearly everyone, Indeed.com is vastly preferred to Employ Florida.

Our local vision, goals, and priorities described throughout this document, are consistent with the letter and spirit of the Florida State Plan. Overall, the approach embodies significant regional input, and emphasizes a much more inclusive, bolder strategic planning approach as mandated by the U.S. Department of Labor’s Employment and Training Administration’s (ETA) Guidance Letters.

END OF LOCAL PLAN INSTRUCTIONS

SIGNATURE PAGE

This plan represents the efforts of CareerSource Suncoast to implement the WorkforceInnovation and Opportunity Act in the following counties:

- Sarasota County
- Manatee County

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

Workforce Development Board Chair

Name Printed: Eric Troyer

Title Printed: Chair, Suncoast Workforce Board, Inc. dba CareerSource Suncoast

Signature: 
Eric Troyer (Oct 5, 2022 08:53 EDT)

Date: 10/05/2022

Chief Elected Official (Sarasota County)

Name Printed: Christian Ziegler

Title: Sarasota County Commissioner

Signature: 
Christian Ziegler (Oct 11, 2022 07:52 EDT)

Date: 10/11/2022

Chief Elected Official (Manatee County)

Name Printed: George Kruse

Title: Manatee County Commissioner

Signature: 
George W Kruse (Oct 5, 2022 21:21 EDT)

Date: 10/05/2022

END OF LOCAL PLAN INSTRUCTIONS