

CareerSource Heartland

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

Local Workforce Development Area 19

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Date Submitted: September 27th, 2022

Plan Contact: Donna Doubleday

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

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INTRODUCTION

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

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

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

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

E. Set forth a strategy to utilize all allowable resources to:

- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
- Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
- Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including 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

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)).

Notices inviting comment on the proposed local plan occur via newspapers, email, and website posting.

Specific to this plan, our timeline is as follows:

- Draft plan availability for public comment noticed August 26, 2022
- Draft plan noticed to interested parties including parties of the Board/Consortium members, as well as business and labor organizations not represented on the Board August 26, 2022
- Responses due from interested parties by September 24, 2022
- Final Plan submitted to DEO by October 3, 2022

- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).

The committee structure of the CareerSource Heartland (CSH) Board allows for small group discussion and the development of specific aspects of the plan, along with its overall objectives and processes. The CSH Board is comprised of a minimum of 51% representation from private business and includes labor representation. Members of partner agencies, clients, businesses, labor organizations, education, and the public at large, regularly attend meetings, and are invited to submit input and comment on the activities of the Board. Planning efforts focus on public and local agency partner input into the implementation of WIOA and its integration with other programs such as Welfare Transition, Migrant Seasonal Farmworker and Agricultural Programs including the National Farmworker Jobs Program, Veterans Services, Carl Perkins, Adult Education, Division of Vocational Rehabilitation, and others. Relationships have been established and maintained with local economic development agencies, the local airport authorities, educational facilities, local businesses, and the local chambers of commerce. All Board and committee meetings are publicly noticed in accordance with Florida's Sunshine Law. Attendees from the public are invited to provide

input and are given a formal opportunity to do so at each full board meeting. Additionally, the plan is publicly noticed and posted on the CSH website for access to the public and other interested parties, and comments are invited.

- (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)).

The 30-day public comment period began on August 26, 2022 and will close September 24, 2022. All comments are required to be in writing via email or regular postal service. Comments will be reviewed with plan revisions made as appropriate.

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.

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**.

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:

To view Attachments to our Local Plan, please follow the Table of Contents or Bookmarks in the link below:

https://careersourceheartland-my.sharepoint.com/:b:/p/public-content/ESuBnU8uB6NLju0Yb6Lc12IBnn6brOK12Xe1v_DRJeWCRg?e=WjQOSc

- A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .
<https://careersourceheartland.com/wp-content/uploads/Heartland-Workforce-Investment-Consortium-Interlocal-Agreement-2015-.pdf>

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

Please see the Interlocal Agreement identified in the above response.

The Interlocal agreement is posted on our website at

<https://careersourceheartland.com/wp-content/uploads/Heartland-Workforce-Investment-Consortium-Interlocal-Agreement-2015-.pdf>

It is an agreement of the governing bodies.

The organization's by-laws (page 3, Statement of Purpose) incorporate the LWDB's duties as identified in the Interlocal Agreement. The by-laws are signed by the LWDB Chair and the Chief Local Elected Official.

The by-laws can be found on our website at https://careersourceheartland.com/wp-content/uploads/10a_Bylaws.pdf

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

Please see the Interlocal Agreement identified in the above response.

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

https://careersourceheartland.com/wp-content/uploads/10a_Bylaws.pdf

The by-laws incorporate the Interlocal Agreement. The Interlocal Agreement specifies the process for notifying the CEO of member vacancy and the nomination and selection of members. The by-laws specify membership categories to ensure stakeholder involvement. To enhance stakeholder involvement, the committee structure allows Business Enhancement and Youth Council to extend membership to individuals with

appropriate expertise and experience in those fields. These members are designated “community members” and are voting members of the respective committee and non-voting members of the Board.

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

<https://careersourceheartland.com/about/boardroom/board-members/>

The current board member roster can be found at

<https://careersourceheartland.com/about/boardroom/board-members/>

Minutes concerning Plan discussions and vote can be found at:

<https://careersourceheartland.com/about/boardroom/board-meeting-minutes/>

- Executive Committee [Meeting Minutes](#) 09/15/22
- Board [Meeting Minutes](#) 06/15/22
- Executive Committee [Meeting Minutes](#) 06/02/22

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.

CareerSource Heartland (CSH) is a direct provider of services and serves as the One-Stop Operator for this local area. Please see the [Direct Services Extension Request](#) included in the attachments, and One-Stop Operator Request found in the link below for a detailed response.

For items a-d, the specific information requested is located in our area’s letter of request to serve as a One-Stop Operator, found on our website at

<https://careersourceheartland.com/wp-content/uploads/one-stop-operator-request.pdf>

- a) Functions separated – identified on page 2
- b) Firewalls and risk mitigation- pgs 2-3
- c) Conflict of interest- pg 3
- d) Oversight and monitoring – pg 3

<https://careersourceheartland.com/about/public-documents/public-documents-overview/one-stop-operator-selection/>

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

Please see attachments.

F. 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).

Please see the attachments.

G. 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.

CareerSource Heartland had no cooperative agreements.

CSH has MOU/IFAs in place with the Division of Blind Services, the Division of Vocational Rehabilitation, and with South Florida State College for Adult Ed and Literacy and Career and Tech Ed programs. In addition, MOUs are in place our educational providers. Please also see the Adult Education and Literacy MOUs for the Hardee County School Board, Indian River State College, and the School District of DeSoto County. These documents address each entity's responsibility for integration and access to all services available in the local one-stop delivery system, as well as efforts to enhance and provide services to individuals with disabilities and to other individuals, including cross-training staff, technical assistance, use and sharing of information, and other efforts of cooperation, collaboration, and coordination.

Please see these IFA and MOU documents, which have been included in the attachments section.

H. 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)).

This information is described on page 3 of this Plan.

Notices inviting comment on the proposed local plan occur via newspapers, email, and website posting.

Specific to this plan, our timeline is as follows:

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- Responses due from interested parties by September 24, 2022
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The committee structure of the CareerSource Heartland (CSH) Board allows for small group discussion and the development of specific aspects of the plan, along with its overall objectives and processes. The CSH Board is comprised of a minimum of 51% representation from private business and includes labor representation. Members of partner agencies, clients, businesses, labor organizations, education, and the public at large, regularly attend meetings, and are invited to submit input and comment on the activities of the Board. Planning efforts focus on public and local agency partner input into the implementation of WIOA and its integration with other programs such as Welfare Transition, Migrant Seasonal Farmworker and Agricultural Programs including the National Farmworker Jobs Program, Veterans Services, Carl Perkins, Adult Education, Division of Vocational Rehabilitation, and others. Relationships have been established and maintained with local economic development agencies, the local airport authorities, educational facilities, local businesses, and the local chambers of commerce. All Board and committee meetings are publicly noticed in accordance with Florida's Sunshine Law. Attendees from the public are invited to provide input and are given a formal opportunity to do so at each full board meeting. Additionally, the plan is publicly noticed and posted on the CSH website for access to the public and other interested parties, and comments are invited.

The 30-day public comment period began on August 26, 2022, and will close September 24, 2022. All comments are required to be in writing via email or regular postal service. Comments will be reviewed with plan revisions made as appropriate.

No public comments were received.

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

CareerSource Heartland (CSH) is governed by a Board of Directors, in partnership with the Executive Board. In accordance with guidance established in the Heartland Workforce Investment Consortium Inter-local Agreement, one Local Elected Official (LEO) from each Board of County Commissioners (BOCC) of the member counties will be appointed to serve as that BOCC's representative on the CSH Executive Board. The Executive Board is the vehicle through which elected officials in the member counties participate in the planning, approval and operation of the local workforce investment board's employment and training assistance programs, as mandated by law. A Chair and Vice-Chair are selected from among the LEOs that comprise the Executive Board. The Executive Board Chair is designated as the Local Workforce Development Area's Chief Elected Official, for authentication purposes. The Board of Directors provides policy governance; operational, programmatic and fiscal oversight; and strategic planning guidance and direction to support the organization's mission and needs.

The Board has specific Standing Committees/Councils to enhance workforce development within the local area and provide guidance that best reflects business demands, best practices, strategic imperatives, and new initiatives. The Standing Committees are:

- Executive Committee
- Business Enhancement Committee
- Finance & Operations Committee
- Youth Council
- Joint Administrative Review Committee

The Executive Committee may make emergency decisions on behalf of the Board of Directors, review activities, reports and recommendations as needed, direct implementation of the Local Plan, and provide recommendations to the Board of Directors of any necessary actions regarding the hiring and continued employment of the President/CEO.

The Business Enhancement Committee (BEC) serves as a catalyst between industry, economic development organizations, educators, and training providers, to identify skills needed to fill critical jobs necessary for business retention, expansion, and recruitment activities. This committee also assists in defining local goals and objectives that help underemployed workers improve their skills to enhance their economic self-sufficiency.

The Finance and Operations Committee prepares the bylaws for Board review and approval; reviews and analyzes budgetary and/or fiscal-related matters, including review of the annual budget; reviews auditing and monitoring reports regarding CSH fiscal and programmatic operations; makes recommendations to the Board of Directors regarding program or operations revisions; monitors the performance of service providers and provides recommendations regarding necessary remedial actions; directs the implementation of the Local Plan of Service (in coordination with the Executive Committee); and reviews proposals that are outside the jurisdiction of other CSH Committees/Councils.

The Youth Council provides strategic guidance surrounding successful entry into the workforce through education and workplace experiences that lead to self-sufficiency and career advancement. This includes developing strategies that expand basic workplace skills and the experience of youth, developing the portions of the Local Plan relating to preparing young workers for entry-level employment, recommending eligible providers of youth activities to be awarded

grants or contracts on a competitive basis by the CSH Board of Directors to carry out workforce-related youth activities, and providing oversight of eligible providers of youth activities.

The Joint Administrative Review Committee serves as the final step of the grievance process for all administrative procedures of the Board.

(1) Chief Elected Official(s)

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

Executive Board Chair

Kelly Owens, Commissioner
Okeechobee County Board of County
Commissioners
304 NW 2nd St., Room 123
Okeechobee, FL 34972
Phone: 863-763-6441
kowens@co.okeechobee.fl.us

Executive Board Chair-Elect

Kevin Roberts, Commissioner
Highlands County Board of County
Commissioners
600 S Commerce Ave.
Sebring, FL 33870
Phone: 863-402-6500
kroberts@highlandsfl.gov

Jerod Gross, Commissioner
DeSoto County Board of County
Commissioners
201 E Oak St., Suite 201
Arcadia, FL 34266
Phone: 863-993-4800
j.gross@desotobocc.com

Judith George, Commissioner
Hardee County Board of County
Commissioners
412 W Orange St., Room 103
Wauchula, FL 33873
Phone: 863-773-9430
jgeorge@hardeecounty.net

Article 1, Section 3 of the CSH By-laws designates the Executive Board Chair as the workforce Local Area's Chief Elected Official, for authentication purposes.

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

The Executive Board of CSH is comprised of one locally elected official (LEO) from each of its four Boards of County Commissioners. The LEOs attend all board meetings, overseeing and approving actions taken. The Chief Local Elected Official (CEO) is the Chair of the Executive Board, as identified in the CSH By-laws and the Interlocal Agreement. Additionally, the President/Chief Executive Officer keeps the Executive Board aware of legislative, federal, or state mandates that affect daily operations of the organization.

Specifically, the CEO is invited to, and regularly participates in, CSH Board and committee meetings during which this plan's development, along with related meetings held with community partners regarding this plan, have been discussed and vetted.

A draft of this Plan has been presented to the CEO for review, comment, and approval. All Executive Board members have been given the opportunity to review and comment. Similarly, any public comments received, along with responses to those comments, will also be presented to the CEO upon receipt.

(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.

The Chairperson of the CareerSource Heartland Board of Directors is **Raymond Royce**, Executive Director, Highlands County Citrus Growers Association, 6419 US Hwy 27 S, Sebring, FL 33876. Phone: 863-385-8091 royce@hccga.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.

The Vice-Chairperson (Chair-Elect) of the CareerSource Heartland Board of Directors is **David Royal**, Nutrient Stewardship Director, The Nature Conservancy, Altamonte Springs, PO Box 1800, Wauchula, FL 33873. Phone: 863-781-3490 yumaroyal@yahoo.com

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

CSH maintains a continuous process of planning, implementation, and evaluation, with Board members regularly providing input into both philosophical and strategic planning processes. The committee structure of the Board allows for small group discussion and the development of specific aspects of the plan, along with its overall objectives and processes. Planning efforts focus on public and local agency partner input into the implementation of WIOA and its integration with other programs such as Adult Education and Literacy, Division of Vocational Rehabilitation, Division of Blind Services, Welfare Transition, Veterans Services, Carl Perkins, Migrant Seasonal Farmworker and Agricultural Programs including the Farmworker Career Development Programs, and others. Relationships have been established and maintained with local economic development organizations, Central Florida Regional Planning Council (CFRPC), local airport authorities, educational facilities, businesses, chambers of commerce and other community entities. Due to our approach to continuous improvement, our strategies evolve and regularly align local initiatives with State and Federal imperatives. At each step of this process, the Board has provided direction and oversight.

On an ongoing basis, the President/CEO keeps the Board apprised of the developments and recommendations of CareerSource Florida and the Department of Economic Opportunity. Members of partner agencies, clients, and the public at large attend Board and Committee meetings and are invited to submit input and comment on the activities of the Board. The Board approved the development of the memoranda of understanding that are included in this plan.

To ensure comment and input into the development and review of the local plan, input was solicited from Executive Committee and Board members in open public meetings. All Board and committee meetings are publicly noticed in accordance with Florida's Sunshine Law. Attendees from the public are invited to provide comments and are given a formal opportunity to do so at each meeting. The public is also invited to provide comments via this Plan's public comment process.

A draft of the final Local Plan will be shared with Board members in August, 2022, at which time members are given the opportunity to review the draft and offer additional suggestions, comments and/or corrections. Public comments received will be provided to the Board prior to final approval of the Local Plan document, which is anticipated to occur at a September, 2022 Executive Committee meeting. Public comments received after the

final approval of the Plan will be shared with the Board at the October, 2022 Board meeting. If Plan changes are needed as a result of public comments, an amendment will be submitted.

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

Similar to the response indicated in question (2)(c), much stakeholder input is obtained through publicly noticed Board and Committee meetings. CSH understands that building an effective workforce system requires input and participation from all stakeholders. This begins with the composition of CSH's Board of Directors which includes private business members representing in-demand industries for this Local Workforce Development Area (LWDA) (including labor union/employee associations) as well as education, economic development, and community partners. In addition, the Board's committee structure encourages the input of additional stakeholders by allowing them to serve as community members of the Business Enhancement Committee and/or Youth Council (voting members of the committee, non-voting members of the Board). Non-member input is considered during Board and Committee meetings through agenda items submitted by individuals, organizations, or other interested parties having an official or vested interest in the item being considered by the Board, and when individuals request an opportunity to comment through completion of the "citizens not on the agenda" form.

Stakeholder input received through participation in strategic planning meetings of community organizations and partners, and during focus groups and advisory committee meetings, has also been incorporated into this local plan. These various processes have included input from local elected officials from each of our four counties, representatives from local economic development organizations (DeSoto, Hardee, Highlands and Okeechobee County IDA and/or EDCs, Central Florida Regional Planning Council [CFRPC] and Sebring Airport Authority), community-based organizations (Department of Children and Families, the Division of Vocational Rehabilitation, the Division of Blind Services, the AARP Foundation, the Department of Juvenile Justice, Heartland for Children, Early Learning Coalition of Florida's Heartland), Heartland Regional Transportation Planning Organization, educational organizations (School Districts of DeSoto, Hardee, Highlands and Okeechobee Counties, Indian River State College, South Florida State College, Heartland Education Consortium), private businesses, and members of the public.

Additionally, the local plan is advertised to the public through the local newspapers and is placed on the CSH website www.careersourceheartland.com for a thirty-day public comment period.

All comments and suggestions are reviewed and integrated into the plan as deemed appropriate.

(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).

The Interlocal Agreement of the Heartland Workforce Investment Consortium identifies Heartland Workforce Investment Board, Inc., dba CareerSource Heartland as the local grant recipient (fiscal agent) and administrative entity.

- (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).

The Interlocal Agreement of the Heartland Workforce Investment Consortium identifies the Heartland Workforce Investment Board, Inc., dba CareerSource Heartland as the local grant recipient and administrative entity.

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

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

CareerSource Heartland is the designated One-Stop Operator for LWDA 19. The effective date of approval to serve as the One-Stop operator was 7/1/2021.

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

CSH has been a direct service provider and one-stop operator since 2008. Following WIOA guidelines and guidance from CareerSource Florida and Florida's Department of Economic Opportunity, CSH issued an RFP for a One-Stop Operator in October, 2020. Public notice was placed on our website and eighteen additional solicitations were emailed to eligible entities. No proposals were received.

In January, 2021 CSH's Board elected to submit a request to CSF to continue to serve as the One-Stop Operator for this local area. CSF and DEO guidance was followed, and the request was submitted on February 22, 2021. CSF officially approved this request on June 9, 2021.

Details of CSH action taken to ensure competitive process for selection of the one-stop operator can be found in the full request packet submitted to CSF on February 22, 2021.

CSH has been approved to serve as the one-stop operator from July 1, 2021 through June 30, 2025.

- (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.

CSF officially approved CSH's request to continue to serve as the One-Stop Operator on June 9, 2021 for the period starting July 1, 2021 through June 30, 2025.

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

LWDB 19 has assigned the following roles and responsibilities to the one-stop operator.

1. Providing quarterly reports indicating how the One-Stop center was evaluated to determine compliance, any necessary actions, recommendations and/or suggestions for improvement including, but not limited to, practices outlined in item 3 below.
2. Disclosing any potential conflict(s) of interest arising from the relationship of the One-Stop Operator with particular training service providers or other service providers.
3. Recommending practices that encourage the One-Stop partners to provide services to individuals with barriers to employment, including individuals with disabilities, who may require longer-term services, such as intensive employment training and education services.

4. Complying with Federal regulations and procurement policies.

- (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](#).

CSH operates four fixed career centers, one in each of the four counties that comprise LWDA 19. The center located in Sebring (Highlands County) has been designated as the comprehensive center for this local area. The centers located in Arcadia (DeSoto County), Wauchula (Hardee County), and Okeechobee (Okeechobee County) are affiliate sites.

Our one-stop center physical addresses are as follows:

CSH DeSoto Center, 2160 NE Roan Avenue, Arcadia, FL 34266-5025
CSH Hardee Center, 324 Sixth Avenue North, Wauchula, FL 33873-2320
CSH Highlands Center*, 5901 US Hwy 27 South, Suite 1, Sebring, FL 33870-2117
CSH Okeechobee Center, 207 SW Park St, Okeechobee FL 34972-4160

*Comprehensive Center

- (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.

To ensure that customers have access to career center programs, services and activities during regular business days, each career center is open Monday through Friday from 8:00 a.m. to 5:00 p.m. The career centers in DeSoto, Hardee and Okeechobee counties are closed for lunch, Monday through Friday from 12:30 p.m. to 1:30 p.m. Career centers are closed one day per quarter to provide ongoing staff training and development. Information on CSH programs, services and activities, is accessible on demand through its website.

- (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).

Each of our centers provides customers with access to partner programs as follows:

WIOA, Wagner-Peyser, Title II of Trade Act, Chapter 41 of title 38 USC- Veterans, State Unemployment Compensation, and Title IV Social Security Act (TANF) are provided on-site at all four centers.

Title I Division of Vocational Rehabilitation services are provided on-site (physical co-location) at our Highlands, Hardee, and Okeechobee centers. These services are provided electronically and via referrals at our DeSoto center.

Title I Division of Blind Services are available electronically and via referrals at all four centers.

Title V of Older Americans Act (Senior Community Service Employment Program) services are available on-site at the Highlands Center. These services are provided electronically and via referrals at our three affiliate centers.

Adult Education and Literacy services are available electronically and via referrals in all four centers.

Carl D Perkins & Career & Technical Education Act are available electronically and via referrals in all four centers.

Community Services Block Grant services are available electronically and via referrals in all four centers.

Employment & Training – HUD services are not available in our four-county area. HUD related entities refer individuals to CSH for these services.

Section 212- Second Chance Act services are not available in our four-county area. CSH works directly with local law enforcement and probation and parole entities to provide related services in all four centers.

CSH Career Center computers are available in all four centers for individuals to apply to the Department of Children and Families for economic self-sufficiency services. Customers referred to CSH for participation in work activities are provided services in all four CSH centers.

In addition to **individual referral**, access to Job Corps, YouthBuild, and Indian and Native American Programs Employment and Training Programs is available **electronically** via our website. <https://careersourceheartland.com/career-seekers/career-resources/resource-room/>. Individual assistance through the referral process is offered upon request or as deemed appropriate.

- (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.

WIOA requires that there be at least one physical, comprehensive one-stop certified career center in each LWDA with access to all required, and any approved additional partner programs, services, and activities. Access may be through electronic means if applicable and practicable, including the use of web sites, telephones, or other means to improve the efficiency, coordination, and quality of career center partner services.

The Highlands County career center located in Sebring serves as the physical, comprehensive career center for LWDA 19. This career center has met the criteria for One Stop Credentialing pursuant to reviews by the Florida Department of Economic Opportunity's Programmatic Monitoring Team:

- Provides the career services described in WIOA section 134(c)(2);
- Provides access to training services as described in WIOA section 134(c)(3), including serving as the point of access to training services for participants in accordance with section 134(c)(3)(G);
- Provides access to the employment and training activities carried out under WIOA section 134(d), if any;
- Provides access to programs and activities carried out by career center partners. Access means having either program staff physically present at the location; having partner program staff physically present at the career center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or providing direct linkage through technology to program staff who can provide meaningful information or services.
- Provides access to the data, information, and analysis described in section 15(a) of the Wagner-Peyser Act (29U.S.C. 49I-2(a) and all job search, placement, recruitment, and other labor exchange services authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);
- Has knowledgeable staff, including trained career specialists, as appropriate, available to provide assistance when and if needed. Professional team members providing direct customer service must comply with the minimum skill standards for front-line staff found in CareerSource Florida Administrative Policy 89 and have a basic orientation to all required career center partner programs.

- Is accessible to the public during regular business days, defined as Monday through Friday.
 - Is physically and programmatically accessible to individuals with disabilities. CSH staff remains abreast of developments regarding improvements to services for persons with disabilities and shares that information with career center staff. Information is shared with customers regarding the availability of auxiliary aids and services as needed.
 - CSH has procedures in place to address issues related to achieving, managing, and improving performance. The LWDA's EEO Officer ensures that facilities and equipment meet the needs of jobseekers with disabilities. Center Branch Managers and management staff work together to ensure that all staff attends training as needed, including Tier 1 certification and subsequent continuing education.
- (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)).

Florida Department of Economic Opportunity's Administrative Policy 93 identifies continuous improvement criteria which includes compliance with all CSF standards and practices; demonstration of compliance with staff training and skills certification; and established procedures to capture and respond to employer and job seeker feedback. CSH demonstrates compliance with these criteria in all areas.

To better serve both employers and job seekers, CSH has instituted job matching activities. For each new job order, and for long-standing job orders with no referrals, staff conduct system searches for qualified candidates, and personally contact individuals who appear to meet minimum qualifications. When staff members are unable to identify registered job seekers who meet the business's minimum qualifications, various options, including but not limited to work-based learning and training, are discussed with the employer. These practices have been very well received by registered job seekers and have been helpful in meeting the needs of local employers.

In addition, CSH has adopted a culture of customer service, including the expectation that staff go above and beyond to exceed customer expectations. Customer satisfaction survey results and comments indicate we are consistently meeting this expectation.

To ensure we respond to labor market, economic and demographic conditions and trends, CSH staff regularly conducts oversight, monitoring, and performance improvement evaluation processes which include:

- a. Periodic review of programmatic and statutory compliance of all funded programs
- b. Ongoing review of service providers' performance and compliance
- c. Annual independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- d. Ongoing assessment of labor and economic data and trends.

In addition to fulfilling our mandated oversight responsibilities, these activities provide a method of responding to labor market, economic and demographic conditions and trends in our area. Along with helping to identify needed job training skills and programs, these processes serve as tools for CSH to provide feedback to management, the board, chief elected officials, and our service provider(s) through findings and recommendations. The

processes may provide indications of developing problems or trends, allowing CSH to implement improvement measures or take corrective action in a timely manner.

(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.

As previously noted, CareerSource Heartland is the direct provider of career services within the local one-stop system, apart from some youth services, which are contracted following a competitive procurement process. Currently, CSH contracts with South Florida State College to provide WIOA Youth services through its Panther Youth Partner program.

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

LWDB 19 has assigned the following roles and responsibilities to the one-stop operator.

1. Providing quarterly reports indicating how the One-Stop center was evaluated to determine compliance, any necessary actions, recommendations and/or suggestions for improvement including, but not limited to, practices outlined in item 3 below.
2. Disclosing any potential conflict(s) of interest arising from the relationship of the One-Stop Operator with particular training service providers or other service providers.
3. Recommending practices that encourage the One-Stop partners to provide services to individuals with barriers to employment, including individuals with disabilities, who may require longer-term services, such as intensive employment training and education services.
4. Complying with Federal regulations and procurement policies.

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

As a direct provider, CSH career centers currently provide three types of career services: basic career services, individualized career services, and follow-up services.

Basic Career Services:

Available to all individuals seeking services in CSH career centers, and include:

- Determinations of whether an individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the career center system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including – Job search and placement assistance, and, when needed by a customer, career guidance that includes provision of information on in-demand industry sectors and occupations (as defined in sec.

3(23) of WIOA); and provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA);

- Provision of referrals to and coordination of activities with other programs and services, including those within our career center delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including: job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to our local career center delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care, child support, medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program, benefits under the Supplemental Nutrition Assistance Program (SNAP), assistance through the earned income tax credit, housing guidance and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD), and assistance under Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under UI programs including meaningful assistance to individuals seeking assistance in filing a claim.

Individualized Career Services:

If career center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services will be made available. Individualized Career Services are available in all CSH career centers. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include – diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives and appropriate combination of services for the customer to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual guidance and mentoring;
- Career planning
- 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 unsubsidized employment or

training. In some cases, pre-apprenticeship programs may be considered as short-term pre-vocational services;

- Internships and work experiences that are 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, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- Referrals to English language acquisition and integrated education and/or training programs (including funding for job training as appropriate for eligible individuals).

Follow-up Services:

Follow-up services are provided as appropriate for customers who are placed in unsubsidized employment for up to 12 months after the first day of employment. Guidance concerning the work place is offered as deemed needed. Follow-up services do not extend the date of exit in performance reporting.

All Career Services described above are available in CSH career centers and may occur in any sequence.

- (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.

CSF approved CSH's request to act as a direct provider of workforce services on June 4, 2020 for the duration starting July 1, 2020 through June 30, 2023.

(6) Youth Service Provider

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

Some eligible youth may receive career services through CSH's career centers, or may be served by CSH through On-the-Job Training, Work Experience, or Individual Training Account mechanisms. However, most youth services are provided through a competitively procured contracted provider. South Florida State College's Panther Youth Partners Program is the current youth services provider in this area. The contract term is 7/1/2022-6/30/2023, with the option to renew each year for two additional years (7/1/2023-6/30/2024, and 7/1/2024-6/30/2025) contingent upon performance.

- (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.

To ensure competitive procurement, CSH issues Requests for Proposals. Designated Board members individually review and rate submitted proposals based on an objective rating scale. Each designated board member submits their rating summary to a staff member who prepares a proposal rating summary, including comments and questions posed. To make a recommendation to the Board of Directors, the Board's Youth Council considers the rating results, proposer performance, proposed services, costs, and the

ability of the provider to meet the varied needs of the youth in this local area. The Board of Directors makes the final selection of the winning proposer.

- (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.

The Request for Proposals requires the proposers to describe how the 14 required program elements will be made available to the youth, as well as how performance outcomes will be achieved. As noted in the previous response, when making recommendations to the Board for a Youth Services Provider, the Board's Youth Council considers the proposal rating results, proposer performance, proposed services, costs, and the ability of the provider to meet the varied needs of the youth in this local area.

In addition, CSH conducts monitoring of the Youth Services Provider's activities, performance, outcomes, and contract compliance, and makes recommendations for corrective action if needed. Monitoring results are shared with the Youth Council for consideration during the Council's periodic review of the Provider's performance.

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

South Florida State College's (SFSC) Panther Youth Partner Program provides the required program elements as follows:

Improving Educational Achievement:

- (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 post-secondary credential; The PYP team will use high school remediation labs and SFSC's math and English labs as a tool to help the participants complete requirements for a high school diploma. Additionally, program specialists will provide students with links to tutorials on specific skills (e.g., <http://www.march2success.com>, <http://www.smarthinking.com>). Program specialists will act as participants' case managers providing them with counseling services and academic support.
- (2) Alternative secondary school services, or dropout recovery services, as appropriate; PYP participants will be guided by PYP program staff to enroll in available GED programs and directed to dropout recovery services within DeSoto, Hardee, Highlands, and Okeechobee counties (e.g., SFSC GED Program, IRSC GED Program, DeSoto County School Family Service Center, Hardee Family Resource Center, and Okeechobee Achievement Academy).
- (3) Paid and unpaid work experiences that have academic and occupational education as a component of the work experience.

Through the years, the PYP program has developed and continues to maintain solid working relationships with local businesses, organizations, and agencies where participants are given opportunities to job shadow, volunteer, and have a paid or unpaid work experience. These include:

Out-of-School Youth Work Experience

Out-of-School participants will have the opportunity to participate in a paid work experience intended to provide participants with skill development to enhance the skills necessary to successfully obtain and retain employment. The work experience component will require the completion of a training plan that includes

occupational and academic education, a signed agreement with the partnered entity for the work experience, signed time sheets for proof of attendance, and evaluations. Work experience training will be developed and coordinated between PYP program staff and local employers, businesses, non-profit agencies, governmental agencies, and private, for-profit companies throughout Local Workforce Development Board 19 service area.

In-School Youth Work Experience (Summer Component)

In-School participants will have the opportunity to be involved in a work experience summer program that will last two weeks. The summer activities will vary depending on the service district and availability of funds. The activities will include, but are not limited to, college field trips, job shadowing, guest speakers, team-building and work-related activities with local businesses and/or employers. The work experience component will require the completion of a training plan that includes occupational and academic education, a signed agreement with all partnered entities for the work experience, signed time sheets for proof of attendance, participant reflection, and evaluations. Work experience training will be developed and coordinated between PYP program staff and local employers, businesses, non-profit agencies, governmental agencies, and private, for-profit companies throughout Local Workforce Development Board 19 service area.

- (4) Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123; Program Specialists will encourage participants to enroll in available classes that lead to post-secondary credentials or industry-recognized certifications that align with local demand and are based on customer choice. Program Specialists and participants stay informed on the trends in the labor market and community via resources in Employ Florida and CareerSource Heartland. Program Specialists are also certified ServSafe® Managers and are trained to administer the ServSafe® Certification to PYP participants.

Preparing for and succeeding in employment:

- (5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; SFSC offers students the opportunity to co-enroll in an occupational/vocational program while attending GED courses through the “GEDi Bridge” program. A similar program is also offered to PYP participants in IRSC. Program Specialists will inform and encourage PYP participants who are in the process of obtaining their GED of the benefits and opportunities of co-enrolling in an occupational/vocational program.
- (6) Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors; PYP participants will engage in leadership development activities through volunteer opportunities, soft-skills development, and workplace leadership training. Through the program specialists’ mentorship, participants will be encouraged to increase emotional intelligence competencies and interpersonal interaction skills through completion of work-related activities, work experience, and team building. Throughout the program, PYP staff will encourage participants to be active in the community through participation in community events.

- (7) Supportive services; PYP participants will be given stipend/incentives after the completion of selected activities, such as creating a resume, five year plan, completing financial literacy curriculum, mock job interview, volunteering, job shadowing, work experience, obtained credentials, and successful completion of the program. These stipends will serve as motivational rewards to keep students focused on academic performance and program completion. Stipends are tied to performance and will be dispersed when stated expectations are met by each participant. The PYP program is designed to provide support to students who face many barriers and require services that will provide guidance and motivational incentives. In doing so, participants can develop attributes necessary to become a contributing member of society. Supportive services are also made available to the participants relating to transportation needs and work-related needs (e.g., gas vouchers, uniforms, employment/training related testing fees). When needs arise for the provision of support services directly not available through the PYP program, such as but not limited to food, clothing, rent or utility assistance, Program Specialists refer individuals to community agencies available in the participant's county of residence.

Supporting Youth Development:

- (8) Adult mentoring for a duration of at least 12 months that may occur both during and after program participation; Program Specialists serve as case managers for participants upon entering the program and for at least 12 months after program exit. Program specialists will meet regularly to discuss each participant's progress to provide mentoring, support, and guidance in the completion of their academic and career-driven goals.
- (9) Follow-up services for not less than 12 months after the completion of participation; Unless declined by the participant, follow-up services are offered and provided for a minimum of 12 months after closure from the PYP program. The types of services provided are based on the needs of the individual. During this time, Program Specialists provide referrals or assistance as needed to support the participants with their academic or career-related goals.
- (10) Comprehensive guidance, which may include drug and alcohol abuse information, as well as referrals to counseling, as appropriate to the needs of the individual youth; Participant needs will be evaluated by program specialists and referred to outside agencies for emotional or mental health counseling in relation to issues such as substance or physical abuse (e.g., Bay Care Counseling, Tri-County Human Services), teen pregnancy prevention, Drug Free Highlands, Heartland Rural Health Department, and vocational rehabilitation as required.
- (11) Financial literacy education; Participants are provided online resources for financial education. Included as one of the work-related activities in the program, PYP participants will be provided with a Financial Literacy activity utilizing virtualjobshadow.com and will be given a pre-test, post-test. Program specialists discuss the importance of checking and savings accounts and connect participants to local community banks as necessary.
- (12) Entrepreneurial skills training; PYP participants are referred to SFSC's Small Business Development Center and partnerships established with Chamber of Commerce for entrepreneurial skills training. Program specialists connect participants to available seminars and persons who have knowledge and experience in entrepreneurialism.
- (13) 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 guidance, and career exploration services; Program Specialists will advise and guide participants in the use of Employ Florida as a resource for labor market information, career research and resume building.

- (14) Activities that help youth prepare for and transition to post-secondary education and training. Program Specialists assist participants with their selection of and entry into post-secondary intuitions. PYP participants are guided through financial aid application workshops, college visits, connected to community businesses, and participate in events such as College for a Day, scholarship nights, and career fairs.

³ A 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 needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

Existing Demand Occupations

As indicated in the table below, when ranked by number of regional openings, eight of the top twenty existing demand occupations are defined as high skill high wage. These include General and Operations Managers, Registered Nurses, Elementary School Teachers-Except Special Education, First Line Supervisors of Construction Trades and Extraction Workers, Middle School Teachers-Except Special and Career/Technical Education, Secondary School Teachers-Except Special and Career/Technical Education, Food Service Managers, and Project Management Specialists and Business Operations Specialists-All Other.

All eight of these high skill high wage occupations require education levels of community college credit/degree or bachelor's degree. All have entry level wages ranging between \$15.05 to \$24.26 per hour, with mean wages ranging from \$23.76 to \$36.13 per hour.

Heavy and Tractor-Trailer Truck Drivers ranks number one on the list with 121 annual openings regionwide. Wages range from entry level of \$12.26 to mean of \$19.46 per hour. Locally, most related educational programs can be completed in four to six weeks and result in participants earning a CDL Class A driver license.

Ten of the top twenty existing demand occupations require a post-secondary adult vocational certificate (PSAV). These include, in order of projected annual openings - Heavy and Tractor-Trailer Drivers, First Line Supervisors of Retail Sales Workers, Medical Assistants, Carpenters, Industrial Truck and Tractor Operators, Operating Engineers and Other Construction Equipment Operators, Police and Sheriff/ES Patrol Officers, Electricians, Licensed Practical and Licensed Vocational Nurses, and First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers. The entry level

wages for these occupations range from \$12.23 to \$17.91 per hour with mean wages ranging from \$15.51 to \$25.23 per hour.

Bookkeeping, Accounting, and Auditing Clerks, and Clergy are also on the top twenty list. The first requires an education level of community college credit/degree. It has the lowest entry level wage, at \$11.15 per hour, and one of the lowest mean wages at \$16.87 per hour. Clergy requires a bachelor's degree and indicates entry level wages of \$15.41 per hour, with mean wages of \$22.89 per hour.

2022-23 Existing Demand Occupations

Top 20 Occupations Rank by Number of Regional Openings

Workforce Development Area 19 - DeSoto, Hardee, Highlands, and Okeechobee Counties

SOC Code†	HSHW††	Occupational Title†	Regional				FLDOE Training Code	In EFI Targeted Industry?	Qualifying Level†††
			Annual % Growth	Annual Openings	2020 Hourly Wage Mean	Hourly Wage Entry			
533032		Heavy and Tractor-Trailer Truck Drivers	1.23	121	19.46	12.26	3	No	R
111021	HSHW	General and Operations Managers	1.42	91	36.13	19.68	4	Yes	R
411011		First-Line Supervisors of Retail Sales Workers	0.38	82	18.40	13.59	3	No	R
433031		Bookkeeping, Accounting, and Auditing Clerks	0.24	72	16.87	11.15	4	Yes	S
291141	HSHW	Registered Nurses	0.38	72	32.33	26.24	4	Yes	R
252021	HSHW	Elementary School Teachers, Except Special Education	0.41	63	23.76	18.13	5	No	R
319092		Medical Assistants	2.51	52	15.51	12.23	3	Yes	R
472031		Carpenters	1.10	45	19.06	14.93	3	No	R
537051		Industrial Truck and Tractor Operators	1.97	44	21.31	17.91	3	Yes	R
471011	HSHW	First-Line Supervisors of Construction Trades and Extraction Workers	2.23	39	26.97	17.72	4	No	R
472073		Operating Engineers and Other Construction Equipment Operators	1.80	36	17.17	13.31	3	No	R
333051		Police and Sheriff's Patrol Officers	1.50	34	22.19	17.24	3	No	R
472111		Electricians	2.53	33	21.02	15.62	3	No	R
252022	HSHW	Middle School Teachers, Except Special and Career/Technical Education	0.43	33	24.10	18.04	5	No	R
212011		Clergy	1.23	32	22.89	15.41	5	No	R
292061		Licensed Practical and Licensed Vocational Nurses	0.92	32	20.89	16.39	3	Yes	R
252031	HSHW	Secondary School Teachers, Except Special and Career/Technical Education	0.44	31	24.67	18.87	5	No	R
119051	HSHW	Food Service Managers	0.90	29	24.40	15.69	4	No	S
131198	HSHW	Project Management Specialists and Business Operations Specialists, All Other	1.10	29	29.25	15.05	4	Yes	S
371012		First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	2.28	26	25.23	15.76	3	No	S

FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)

†SOC Code and Occupational Title refer to Standard Occupational Classification codes and titles.

††HSHW = High Skill/High Wage.

N/A = Not available (either due to lack of data, or as a result of suppression requirements to protect confidentiality).

†††Qualifying Level:

R = Meets regional wage and openings criteria based on state Labor Market Statistics employer survey data. Regional data are shown.

S = Meets statewide wage and openings criteria, but does not reach regional criteria based on state Labor Market Statistics employer survey data. Statewide data are shown.

NR = Not releasable.

EFI - Enterprise Florida, Inc.

Emerging Industries

Locally emerging industries are those identified by the Florida Department of Economic Opportunity as the fastest growing. As indicated in the chart below, the top five emerging industries ranked by percentage of growth are Educational Services with 37.9% growth expected by 2029, followed by Amusement, Gambling & Recreation (36.9%), Personal and Laundry Services (25.6%), Nonmetallic Mineral Product Manufacturing (25.1%), and Furniture and Home Furnishings Stores (23.2%). Also emerging are Heavy and Civil Engineering Construction, Rental and Leasing Services, Construction of Buildings, Motor Vehicle and Parts Dealers, Ambulatory Health Care Services, Administrative and Support Services, Professional and Technical Services, Merchant Wholesalers-Durable Goods, Food Services and Drinking Places, Food Manufacturing, Specialty Trade Contractors, Clothing and Clothing Accessory Stores, management of Companies and Enterprises, Merchant Wholesalers-Nondurable Goods, and Truck Transportation.

FASTEST-GROWING INDUSTRIES

WORKFORCE DEVELOPMENT AREA 19 - DE SOTO, HARDEE, HIGHLANDS AND OKEECHOBEE COUNTIES

Rank	NAICS Code	NAICS Title	Employment			
			2021	2029	Growth	Percent Growth
1	611	Educational Services	375	517	142	37.9
2	713	Amusement, Gambling & Recreation Ind	553	757	204	36.9
3	812	Personal and Laundry Services	215	270	55	25.6
4	327	Nonmetallic Mineral Product Mfg	423	529	106	25.1
5	442	Furniture and Home Furnishings Stores	181	223	42	23.2
6	237	Heavy and Civil Engineering Construction	386	468	82	21.2
7	532	Rental and Leasing Services	119	144	25	21.0
8	236	Construction of Buildings	565	680	115	20.4
9	441	Motor Vehicle and Parts Dealers	1,345	1,598	253	18.8
10	621	Ambulatory Health Care Services	3,197	3,787	590	18.5
11	561	Administrative and Support Services	2,340	2,763	423	18.1
12	541	Professional and Technical Services	1,929	2,273	344	17.8
13	423	Merchant Wholesalers, Durable Goods	544	637	93	17.1
14	722	Food Services and Drinking Places	4,944	5,701	757	15.3
15	311	Food Manufacturing	444	506	62	14.0
16	238	Specialty Trade Contractors	2,527	2,870	343	13.6
17	448	Clothing and Clothing Accessories Stores	257	290	33	12.8
18	551	Management of Companies and Enterprises	176	195	19	10.8
19	424	Merchant Wholesalers, Nondurable Goods	603	667	64	10.6
20	484	Truck Transportation	630	695	65	10.3

This table includes industries with a minimum of 85 jobs in 2021.

When ranked by increase in number of new jobs projected by 2029, as indicated in the chart below, emerging industries show Food Services and Drinking Places leading the top five list with 757 new jobs projected, followed by Ambulatory Health Care Services with 590 new jobs, Administrative and Support Services with 423 new jobs, Professional and Technical Services with 344 new jobs, and Specialty Trade Contractors with 343 new jobs. Also on the list of industries projected to gain the most jobs are Local Government, Motor Vehicle and Parts Dealers, Amusement, Gambling & Recreation, Educational Services, Construction of Buildings, Nonmetallic Mineral Product Manufacturing, Merchant Wholesalers-Durable Goods, Nursing and Residential Care Facilities, Heavy and Civil Engineering Construction, Membership Organizations & Associations, General Merchandise Stores, Food and Beverage Stores, Truck Transportation, Merchant Wholesalers-Nondurable Goods, and Food Manufacturing.

INDUSTRIES GAINING THE MOST NEW JOBS

WORKFORCE DEVELOPMENT AREA 19 - DE SOTO, HARDEE, HIGHLANDS AND OKEECHOBEE COUNTIES

Rank	NAICS Code	NAICS Title	Employment			
			2021	2029	Growth	Percent Growth
1	722	Food Services and Drinking Places	4,944	5,701	757	15.3
2	621	Ambulatory Health Care Services	3,197	3,787	590	18.5
3	561	Administrative and Support Services	2,340	2,763	423	18.1
4	541	Professional and Technical Services	1,929	2,273	344	17.8
5	238	Specialty Trade Contractors	2,527	2,870	343	13.6
6	930	Local Government	7,144	7,404	260	3.6
7	441	Motor Vehicle and Parts Dealers	1,345	1,598	253	18.8
8	713	Amusement, Gambling & Recreation Ind	553	757	204	36.9
9	611	Educational Services	375	517	142	37.9
10	236	Construction of Buildings	565	680	115	20.4
11	327	Nonmetallic Mineral Product Mfg	423	529	106	25.1
12	423	Merchant Wholesalers, Durable Goods	544	637	93	17.1
13	623	Nursing and Residential Care Facilities	2,347	2,430	83	3.5
14	237	Heavy and Civil Engineering Construction	386	468	82	21.2
15	813	Membership Organizations & Associations	1,156	1,232	76	6.6
16	452	General Merchandise Stores	2,129	2,198	69	3.2
17	445	Food and Beverage Stores	1,743	1,809	66	3.8
18	484	Truck Transportation	630	695	65	10.3
19	424	Merchant Wholesalers, Nondurable Goods	603	667	64	10.6
20	311	Food Manufacturing	444	506	62	14.0

Emerging Occupations

Locally emerging occupations are those identified by the Florida Department of Economic Opportunity as the fastest growing. As shown in the chart below, when ranked by percentage of growth, Nurse Practitioners ranks first at 56.4%, and Phlebotomists ranks second at 37.5%. Market Research Analysts & Marketing Specialists is third with 32% projected growth. Six of the top twenty emerging occupations are in Healthcare and Healthcare Support (Nurse Practitioners, Phlebotomists, Physical Therapist Assistants, Occupational Therapy Assistants, Medical and Health Services Managers and Medical Assistants). Also emerging are Restaurant Cooks, Amusement and Recreation Attendants, Veterinarians and Veterinary Technologists and Technicians, Industrial Machinery Mechanics, Fitness Trainers and Aerobics Instructors, Construction Laborers, Outdoor Power Equipment and Other Small Engine Mechanics, Coaches and Scouts, Electricians, Financial Managers, Mobile Heavy Equipment Mechanics Except Engines, and Helpers-Installation, Maintenance, and Repair Workers.

FASTEST-GROWING OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 19 - DE SOTO, HARDEE, HIGHLANDS AND OKEECHOBEE COUNTIES

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2020 Median Hourly Wage (\$)*	Education	
			2021	2029	Growth	Percent Growth			FL**	BLS**
1	29-1171	Nurse Practitioners	55	86	31	56.4	59	42.17	M+	M
2	31-9097	Phlebotomists	144	198	54	37.5	183	14.84	PS	PS
3	13-1161	Market Research Analysts & Marketing Specialists	50	66	16	32.0	57	21.72	B	B
4	31-2021	Physical Therapist Assistants	57	74	17	29.8	72	32.10	A	A
5	35-2014	Cooks, Restaurant	500	648	148	29.6	742	13.99	PS	NR
6	31-2011	Occupational Therapy Assistants	39	50	11	28.2	45	41.19	A	A
7	39-3091	Amusement and Recreation Attendants	159	201	42	26.4	341	10.56	NR	NR
8	11-9111	Medical and Health Services Managers	187	235	48	25.7	164	44.58	B	B
9	29-2056	Veterinary Technologists and Technicians	174	216	42	24.1	157	12.10	A	A
10	49-9041	Industrial Machinery Mechanics	142	176	34	23.9	135	24.68	PS	HS
11	29-1131	Veterinarians	30	37	7	23.3	15	-	M+	D
12	39-9031	Fitness Trainers and Aerobics Instructors	96	117	21	21.9	150	-	HS	HS
13	47-2061	Construction Laborers	1,206	1,469	263	21.8	1,258	14.53	NR	NR
14	49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	37	45	8	21.6	39	15.46	A	HS
15	27-2022	Coaches and Scouts	49	59	10	20.4	69	39,533.00	HS	B
16	47-2111	Electricians	247	297	50	20.2	265	19.96	PS	HS
17	31-9092	Medical Assistants	384	461	77	20.1	412	15.65	PS	PS
18	11-3031	Financial Managers	120	144	24	20.0	93	38.00	B	B
19	49-3042	Mobile Heavy Equipment Mechanics, Except Engines	40	48	8	20.0	39	20.21	PS	HS
20	49-9098	Helpers--Installation, Maintenance, and Repair Workers	61	73	12	19.7	77	13.85	NR	HS

This table includes occupations with a minimum of 30 jobs in 2021.

When ranked by the number of new jobs projected by 2029, as indicated in the chart below, Landscaping and Groundskeeping Workers leads the top five list with 272 new jobs projected, followed by Fast Food and Counter Workers with 266 new jobs, Construction Laborers with 263 new jobs, Home Health and Personal Care Aides with 173 new jobs, and Retail Salespersons with 156 new jobs. Other occupations projected to gain the most new jobs include Cooks- Restaurant, Waiters and Waitresses, General and Operations Managers, Heavy and Tractor-Trailer Truck Drivers, Medical Assistants, First-Line Supervisors of Food Preparation and Serving Workers, Maintenance and Repair Workers- General, Supervisors of Construction and Extraction Workers, Industrial Truck and Tractor Operators, Phlebotomists, Passenger Vehicle Drivers-Except Bus Drivers, Transit and Intercity, Bartenders, Janitors and Cleaners-Except Maids and Housekeeping Cleaners, Electricians, and Police and Sheriff's Patrol Officers.

OCCUPATIONS GAINING THE MOST NEW JOBS

WORKFORCE DEVELOPMENT AREA 19 - DE SOTO, HARDEE, HIGHLANDS AND OKEECHOBEE COUNTIES

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2020 Median Hourly Wage (\$)*	Education	
			2021	2029	Growth	Percent Growth			FL**	BLS**
1	37-3011	Landscaping and Groundskeeping Workers	1,585	1,857	272	17.2	1,894	13.89	NR	NR
2	35-3023	Fast Food and Counter Workers	1,606	1,872	266	16.6	2,804	9.68	NR	NR
3	47-2061	Construction Laborers	1,206	1,469	263	21.8	1,258	14.53	NR	NR
4	31-1120	Home Health and Personal Care Aides	908	1,081	173	19.1	1,070	11.32	PS	HS
5	41-2031	Retail Salespersons	1,868	2,024	156	8.4	2,194	11.42	HS	NR
6	35-2014	Cooks, Restaurant	500	648	148	29.6	742	13.99	PS	NR
7	35-3031	Waiters and Waitresses	1,072	1,206	134	12.5	1,728	12.62	NR	NR
8	11-1021	General and Operations Managers	988	1,100	112	11.3	733	28.58	A	B
9	53-3032	Heavy and Tractor-Trailer Truck Drivers	1,023	1,124	101	9.9	967	18.29	PS	PS
10	31-9092	Medical Assistants	384	461	77	20.1	412	15.65	PS	PS
11	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	578	655	77	13.3	753	14.53	PS	HS
12	49-9071	Maintenance and Repair Workers, General	624	696	72	11.5	526	15.72	PS	HS
13	47-1011	Supervisors of Construction and Extraction Workers	325	383	58	17.8	309	25.27	A	HS
14	53-7051	Industrial Truck and Tractor Operators	356	412	56	15.7	355	22.32	PS	NR
15	31-9097	Phlebotomists	144	198	54	37.5	183	14.84	PS	PS
16	53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	412	465	53	12.9	421	13.38	NR	NR
17	35-3011	Bartenders	340	392	52	15.3	507	9.55	NR	NR
18	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	623	673	50	8.0	681	11.90	NR	NR
19	47-2111	Electricians	247	297	50	20.2	265	19.96	PS	HS
20	33-3051	Police and Sheriff's Patrol Officers	408	457	49	12.0	279	21.54	PS	HS

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

** Education levels are abbreviated as follow.

Florida

A: associate degree

B: bachelor's degree

HS: high school diploma or GED

M+: master's, doctoral or professional degree

NR: no formal educational credential required

PS: postsecondary non-degree award

U.S. Department of Labor, Bureau of Labor Statistics

A: associate degree

B: bachelor's degree

D: doctoral or professional degree

HS: high school diploma or GED

M: master's degree

NR: no formal educational credential required

PS: postsecondary non-degree award

SC: some college, no degree

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

The employment needs and educational requirements of this area's existing and emerging demand occupations are identified in section, B.1(a), above. These positions require varying degrees of education including post-secondary adult vocational certificates, community college certificates/degrees, and bachelor's degrees. The same can be said about most of the occupations gaining the highest number of new jobs. However, seven of the occupations on that list, including the top three, could be filled through short term work-based or occupational skills training options. The same can be said about the emerging industry sectors.

As previously identified, six of the top twenty emerging occupations (when ranked by percentage of growth) are in Healthcare and Healthcare Support (Nurse Practitioners, Phlebotomists, Physical Therapist Assistants, Occupational Therapy Assistants, Medical and Health Services Managers and Medical Assistants). There are six hospitals located within the region, and several assisted care facilities. Indian River and South Florida State Colleges, the School District of DeSoto County, Charlotte Technical College, and Keiser University offer critical healthcare-related education/job training.

Also available through these training providers, to meet the needs of local employers, are education/job training opportunities in various manufacturing, construction, logistics, heavy and tractor-trailer truck driving, food service, elementary education, business management, and law enforcement courses. Career Tech LLC, FleetForce Truck Driving School, and Suncoast Trucking Academy also serve as local providers for heavy and tractor-trailer truck driver training.

Currently, the greatest challenge of the employers in our four-county area is meeting their talent needs. Post-covid, the number of job openings exceeds the number of job seekers available to fill these open positions. Additional challenges include finding job applicants whose skills sets match the employer's needs, and retention of their current workforce. Skilled workers are leaving their jobs in search of roles providing greater fulfillment,

including such things as greater flexibility, the ability to work remotely, increased wages, better life-work balance, and/or workplaces that better align with personal values.

Foundational skills of the workforce continue to be of concern to local employers.

The workforce required to meet the demand of local business must be multi-faceted in core competencies and needs to demonstrate adaptability in terms of new processes and technology. Our strong partnerships with local area businesses, economic development organizations, educational partners, and chambers of commerce help us stay abreast of the needs of local employers and are critical to the development of local workforce solutions. To create the seamless delivery of a strong talent supply chain, CSH and partners are engaged in the identification of core competencies as a means of streamlining and developing services. Strategic partnerships continue to be among our highest priorities to expand individual opportunities and maximize services and benefits.

- (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)).

Please see response to Analysis of Need and Available Resources, item 1. B. above.

Along with the educational requirements identified above, most of the jobs in the local area require additional skills such as reading for information, applied mathematics, locating information, writing, and computer operations, as well as strong soft/foundational skills such as interpersonal communication, teamwork, critical thinking/problem solving, decision-making, balancing home and work responsibilities, high emotional quotients, and customer service.

- (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

The June 2022 statistics indicated that the unemployment rate for the region has declined by 1.9 percentage points over the year, from 5.8 percent to 3.9 percent. The region's unemployment rate was 1.0 percentage point higher than the state rate of 2.9 percent. The labor force was 76,393, up 366 (+0.5 percent) over the year. There were 2,996 unemployed residents in the region. DeSoto County had the lowest unemployment rate (2.9 percent) in the CSH region followed by Okeechobee County (3.3 percent), Hardee County (4.1 percent), and Highlands County (4.6 percent).

Employment by industry in the CSH region totaled 56,005 jobs in December 2021 (the latest available data). Industry employment increased by +1.7 percent over the year. The information (15.4 percent) and construction (+7.9 percent) industries grew faster in the metro area than statewide over the year.

The CSH region's industry employment increased by 943 jobs over the year. Eight of the 10 industries added jobs over the year. The industry that gained the most jobs was trade, transportation, and utilities (+478 jobs).

The industry with the largest job loss over the year was government (-220 jobs).

Sebring Metro Area

In June 2022, nonagricultural employment in the Sebring MSA was 25,100, a decrease of 400 jobs (-1.6 percent) over the year.

Persons with Barriers to Employment

The most recent information on unemployment rates for persons with barriers to employment is from 2020. LWDA 19's 2020 unemployment rate was 20.4 percent for disabled persons, compared to 6.7% for individuals with no disability, and a total 7.6% unemployment rate regionwide.

Employment by Government

In December 2020, number of individuals employed in Government was 10,142. As of December 2021, the number of jobs in this sector decreased to 9,922. This is a decrease of 220 jobs, a -2.2 percent change.

Education Levels

The 2020 American Community Survey estimates that forty (40) percent of LWDA 19 workforce participants ages 25 to 64 possess a high school diploma (including equivalency), nineteen (19) percent have some college education, and seven (7) percent possess an Associate's degree. Fifteen (15) percent have attained a Bachelor's degree or higher. Nineteen (19) percent possess less than a high school diploma.

- (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)).

CSH, in consideration of the Governor's strategic objectives, is focused on providing a comprehensive local workforce system that will provide quality career guidance to students and job seekers, address occupational skill gaps, expand training opportunities by working with employers and training providers to develop relevant job training programs, increase credential attainments, enhance the quality of job placements, and augment existing access to career center services.

CSH-sponsored activities for Adult, Dislocated Worker, and Youth Programs meet the federal and state guidelines of the Workforce Innovation and Opportunity Act (WIOA), and support the imperatives outlined in the State Plan.

Our career centers offer universal access to program services. The process for workforce training services to adults and dislocated workers is integrated and provided through career and training service delivery. CSH contracts with South Florida State College's Panther Youth Partners Program to provide education, job readiness and training activities to WIOA eligible Youth.

CSH and training provider facilities are ADA compliant. Partnerships with Florida's Divisions of Blind Services and Vocational Rehabilitation enhance our provision of service delivery to individuals with disabilities.

To meet the education and skill needs of the workforce and the employment needs of the local area, innovation, communication, the development of practical partnerships with a focus on excellence, are critical. To create the seamless delivery of a strong talent supply chain, CSH and partners are engaged in the identification of core competencies as a means of streamlining and developing services. Strategic partnerships continue to be among our highest priorities to expand individual opportunities and maximize services and benefits.

CSH focuses service delivery around the needs of employers. When businesses require new or updated skill sets for their operations, we seek to meet those needs using WIOA funds for Occupational Skills Training, On-the-Job Training, Customized Training, or Incumbent Worker Training. When businesses identify a need for training that is not immediately available, we work with our educational partners toward the development of opportunities and related solutions. Our Transitional Jobs/Work Experience component enhances the connectivity of job seekers to businesses. Job matching activities are conducted daily to refer the right people to the right jobs. CSH uses Indeed as an additional recruiting tool to help employers fill critical job openings. Ongoing monitoring and evaluation of local employer needs, actions taken, CSH performance, and training program outcomes assist us in assuring that current processes are effective and successful.

Continual and effective communication with all partners and stakeholders help insure that the current and future workforce needs of our community are addressed, and goals are achieved. As a result of the cooperative efforts of our local partners, CSH is emerging as a leader in the realm of workforce development and business service delivery in DeSoto, Hardee, Highlands, and Okeechobee counties.

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)).

Board Vision and Mission

The CareerSource Heartland Board is committed to the vision of becoming an innovative leader in identifying and developing a skilled talent force in our community. Our Mission is to "connect employers with skilled talent to promote and enhance career development opportunities to achieve economic prosperity in our community." Facilitating cooperation throughout our four-county local area will maximize talent development, economic development, and sustainable growth to improve the quality of life of our citizens, while recognizing the unique attributes of each of the four counties within our LWDA.

The Board's strategic imperatives are broadly aligned with those of CareerSource Florida and include the Florida Chamber of Commerce's "Six Pillars" framework:

1. Develop and maintain a regional talent development strategy through diversified public and private-sector partnerships.
2. Develop and recruit talent to support economic development priorities in the local area's targeted and emerging industries.
3. Support and encourage technological enhancements and innovation in industry.
4. Identify and improve factors that influence the area's business climate.

5. Support local strategies that enhance business development and value-added job creation.
6. Balance growth management with economic development to preserve quality of life.

A competitive workforce guarantees competitive business. Therefore, access to a skilled and trainable workforce, capable of supporting the region's current and emerging labor market needs, is fundamental to the growth and diversification of the local economy.

Since the enactment of the Workforce Investment Act of 1998 followed by the Workforce Innovation and Opportunity Act in 2014, our workforce system has continually strengthened partnerships with business and community agencies and has gained a greater understanding the area's workforce needs. Our local workforce system is evolving and innovative, with a focus on leveraging strategic partnerships to meet the region's unique labor market needs. Vision, focus and priority-based resource allocation are required to build the capacity and competency as a customer-focused, demand-driven workforce system.

Board Strategies

Our local area welcomes and supports both the national and state strategic priorities and actions that promote alignment and improved integration of services:

- Collaborative service delivery across federal and state programs.
- Alignment and regional collaboration with local economic developers.
- Dual-customer focus, providing assistance in the business lifecycle through engagement with employers as partners in the system.
- Alignment and integration of programs so that customers receive all appropriate services and are referred to targeted programs and educational resources where appropriate.
- Reemployment services for unemployed job seekers.
- Effective uses of Labor Market Information for dual focus customers as well as strategic plans developed for Board purposes.
- Employer engagement to respond to needs of the industry through strengthened customer service.
- Pro-active outreach to target populations through outreach and training activities.
- Wagner-Peyser funded agricultural outreach through MSFW representatives.
- Addressing the needs of Senior Community Service Employment through partnerships with AARP.

Board Goals

CSH embraces WIOA's intent and CSF's goal - To increase the prosperity of workers and employers, reduce welfare dependency, increase economic self-sufficiency, meet employer needs, and enhance worker productivity and business competitiveness.

As identified in our agreement with the Department of Economic Opportunity, we operate in accordance with governing federal and state law concerning our performance standards. This agreement ensures CSH reports the information in the appropriate systems, measures the same performance standards, and has common measures for comparison. We anticipate that we will meet or exceed the standards established. Strategic essentials include the further development of more focused talent development strategies, improved recruitment of talent to support local targeted and emerging industries, promoting training programs that support

value-added job creation, and increasing partnerships to enhance service delivery and continue creating a successful local workforce development system. General goals include continuous improvement, increasing business engagement, strengthening business relationships, and continued focus on enhancing the quality of referrals made to employers with open positions. With the implementation of the Reimagining Education and Career Help Act (REACH), removing barriers to alignment and coordination among workforce programs have taken a front seat to the strategic considerations of the Board, with the goal of improving alignment of local workforce partners to meet the needs of employers and to increase access to services.

Specific performance indicators are addressed in section G(1).

- (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)).

CSH has strong established relationships with our Adult Education/Literacy and Vocational Rehabilitation partners and has developed memoranda of understanding designed to enhance service delivery, avoid duplication of service, promote customer service, and facilitate effective alignment of available resources. We have an established memorandum of understanding with the Division of Blind Services and have developed mutual referral processes and open lines of communication. With all partners, we continue to promote integration of service delivery, with a focus on closely coordinating services and complementing each organization's strengths to best serve our mutual customers. Discussions continue to include the promotion of each organization's performance measures as well as coordination of activities.

CSH also works closely with community entities that carry out core programs. Memoranda of understanding and partnerships with The AARP Foundation Senior Community Service Employment Program, and the local Community Services Block Grant entity The Agricultural and Labor Program, Inc (ALPI), assist us to better identify area needs and jointly provide skills, knowledge, and support services to help individuals achieve self-sufficiency.

These long-standing relationships with core partners strengthen our ability to collaborate and establish the organizational framework needed to integrate and provide services in a coordinated, seamless, and customer-friendly manner.

In addition, staff members are involved through Board or committee memberships in many initiatives/organizations such as, but not limited to: The Homeless Coalition; Heartland Regional Transportation Planning Organization-Multi-County Local Coordinating Board; Juvenile Justice Advisory Councils; Department of Children and Families Community and District meetings; Highlands and Hardee County Prosperity Partnerships; Highlands County Industrial Development Authority/Economic Development Commission; Hardee County Economic Development Authority; Okeechobee Executive Roundtable; Heartland Regional Transportation Planning Organization-Citizens Advisory Committee, DeSoto County Affordable Housing Advisory Committee, Early Learning Coalitions, Healthy Hardee, and Okeechobee County Healthy Start Coalition. Each organization discusses needs related to its consumers and solutions related to those needs. These issues and solutions are critical not only to the development of strategies by our Board, but to the development of a successful workforce development system.

Additional partnerships include: Indian River, Polk, and South Florida State Colleges, Keiser University, Charlotte Technical College, CareerTech LLC, FleetForce Truck Driving School, Suncoast Trucking, and the DeSoto County School District for the development and provision

of vocational and occupational skills training; the Heartland Educational Consortium for STEM related education and experiences for youth; and the Agricultural and Labor Program, Inc. (previously mentioned) assists with financial assistance to support individuals' quests toward self-sufficiency.

We have several established community relationships to assist residents in obtaining the skills needed to locate and obtain employment, start small businesses, and improve and expand existing businesses, much like our partnerships with organizations such as the Highway Park Neighborhood Council and the Smoak Foundation.

It is our intent to understand the services offered by core programs and partners, to share information, to integrate service delivery, to maximize resources, and to streamline referral processes.

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).

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
- (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)).

(a&b)

CSH is publicly funded through various streams of federal funds which are first received at the State level and then distributed to our local area based on federal and state-level allocation methodologies. CSH (LWDA 19) serves DeSoto, Hardee, Highlands, and Okeechobee counties. Indian River and South Florida State Colleges, along with other approved training providers, local area school districts, local businesses, and economic development partners work closely with CSH to ensure that programs are aligned to the greatest extent possible. Our focus is 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.

CSH Core Programs include:

- Workforce Investment and Opportunity Act - Adult, Dislocated Worker, and Youth Services

- Wagner-Peyser
- Welfare Transition
- Trade Adjustment Act
- Supplemental Nutrition Assistance Program
- Migrant Seasonal Farm Worker Program
- Local Veterans Employment and Disabled Veteran's Outreach Programs
- Senior Community Service Employment Program

Working closely with our partners, CSH focuses on talent supply and training development designed to meet the needs of businesses in our four-county area, including new employment opportunities in the area.

Through the strong partnerships developed within our community, our local workforce development system brings together a menu of services which, to meet our customers' needs, can be accessed through our physical career center locations or through electronic means and supported by trained center staff.

The majority of the required core programs identified above are made available through a Grantee/Subgrantee agreement with the Department of Economic Opportunity (DEO). The Senior Community Service Employment Program (SCSEP) is provided through a locally negotiated MOU. The local school districts and South Florida State College coordinate Carl D. Perkins applications with CSH. Referral partnerships are in place for Vocational Rehabilitation, Division of Blind Services and Adult Education. Please see our executed MOUs for details on how each entity contributes to the workforce development system.

CSH also works closely with the Career and Technical Education (CTE) departments of our local school districts for the purpose of aligning and strengthening technical education to meet local need. CSH provided support to our local school districts through participation in their Comprehensive Local Needs Assessment process. With the Governor's goal for Florida to become number one in the nation for workforce education by 2030 and ensuring that Florida students are prepared to fill high-demand, high-wage jobs, the goals of this assessment are to improve student outcomes in existing programs and to expand programs and opportunities for students.

Available secondary school CTE programs of study, varying by school district, include: Administrative Office Specialist (with Microsoft Office Master), Accounting (Quickbooks), Aerospace, Agritechnology, Agriculture Associate, Agriculture Systems, Agriscience Foundations, Technical Agriculture Operations, Animal Science Certification, Aquaculture, Auto Mechanics, Biotechnology, Building and Construction, Criminal Justice Operations, Culinary Arts, Digital Design, Digital Video Technology, Early Childhood, E-Commerce Marketing, Entrepreneurship and Small Business, Health Sciences (Certified Nursing Assistant, Electrocardiograph Technician, Emergency Medical Responder, Home Health Aide, Patient Care Technician), Horticulture Science & Services, Multimedia, Robotics, Teaching/Education, Veterinary Tech (Certified Veterinary Assistant).

Also, through a partnership between the School Board of Highlands County and South Florida State College, the Highlands Career Institute provides opportunities for students to complete their high school diploma while participating in dual enrollment vocational classes. Course offerings include: Administrative Office Specialist, Advanced

Manufacturing, Auto Collision, Auto Service, Electrical Lineworker, HVAC/R, Medical Administrative Specialist, Medical Assisting, Culinary, and 911 Dispatch.

Available post-secondary programs of study, determined eligible for WIOA funding and varying by approved training provider, include: Accounting Technology Operations, Automation, Basic Construction Carpentry and Roofing, Basic Construction Electrical, Basic Construction Masonry, Basic Construction Plumbing, Business Operations, Commercial Vehicle Driving, CNC Machinist-Fabricator, CNC Operator, CNC Programming, Correctional Officer, Electric Line Service Repair, Engineering Technology, Engineering Technology Support Specialist, Industrial Maintenance Technician, Law Enforcement, Lean Manufacturing, Licensed Practical Nurse, Manual Machining, Mechatronics, Nurse Assistant, Phlebotomy, Pneumatics, Hydraulics, and Motors for Manufacturing, Radiography, Registered Nursing, and Welding.

(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.

Adults and Dislocated Workers participate in an interview evaluation and assessment process designed to obtain enough information to determine eligibility and service delivery. The case file contains documentation to support the need for career services and/or training services. Please see section A(5)(c) for a detailed description of career services. If it is determined that the customer is unable to obtain employment leading to self-sufficiency through the receipt of career services, the customer may be referred to training services. There is no federally required minimum time period for participation in career services before receiving training services.

Training services for Adults and Dislocated Workers include Individual Training Accounts (ITAs) as well as work-based learning and work-based training options such as Transitional Jobs, On-the-Job Training, Customized Training, and Incumbent Worker Training, with emphasis placed on the attainment of industry recognized credentials, job placement, job retention, and wage gains.

CSH has local policies in place to ensure that training funds are reserved for those determined most in need of, and suitable for, training, and that training opportunities respond to the established needs of local employers as qualified by the demand occupations listed on the Demand (Targeted) Occupations List, **as described below.**

WIOA focuses on serving individuals with barriers to employment and ensures access to these services on a priority basis. CSH will give priority, for the provision of individualized career and training services, in the following sequential order:

- 1. Recipients of public assistance.**
- 2. Low-income individuals. Payments for unemployment compensation, child support payments and old-age survivors' insurance are not excluded from income calculations for determining if an individual is low income.**
- 3. Individuals who are basic skills deficient.**

Veterans and eligible spouses receive priority of service for all USDOL-funded job training programs, which include WIOA programs. However, when programs are statutorily

required to provide priority for a particular group, such as the WIOA priority for adult funds described above, priority must be provided in the order described below. Veterans who receive priority of service must meet all WIOA adult program eligibility requirements. For income-based eligibility determinations, amounts paid while on active duty or paid by the Department of Veterans Affairs (VA) for vocational rehabilitation, disability payments, or related VA-funded programs cannot be considered income for eligibility purposes.

LWDB 19 ensures that Veterans and eligible spouses are made aware of their eligibility to priority of service, the full array of workforce programs and services available to them, and any applicable eligibility requirements for those programs and services.

Priority of service is provided to eligible WIOA adult program participants in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, including the underemployed, or individuals who are basic skills deficient.
2. Individuals who are not veterans or eligible spouses who are included in the groups given WIOA priority selection criteria, (public assistance recipient, other low-income individuals including underemployed or basic skills deficient).
3. All other veterans and eligible spouses who are not included in the WIOA priority groups (see above items 1 and 2).
4. Other individuals who do not meet the statutory priority, but who are identified as priority populations established by the Governor and/or local workforce development boards.
5. Other individuals who do not meet the statutory priority and who do not meet the Governor's or local workforce development board's discretionary priority, but who do meet the WIOA adult program eligibility.

~~As a direct result of the CSH Board's goals, objectives and strategies, CSH staff are trained to assess the needs of all customers, with priority given to those identified in the targeted populations of Veterans and eligible spouses, dislocated workers, displaced homemakers, migrant seasonal farm workers, customers with limited English speaking proficiency, public assistance recipients, other low income individuals, individuals who are basic skills deficient, people with disabilities, ex-offenders, long term unemployed, and the underemployed. Based on assessment results, services may be directly provided, or, as appropriate, customers may receive referrals to partners or community-based agencies. For individuals eligible for WIOA Adult services, priority of service is given to individuals who have been identified as having one or more of the following barriers: Veteran or eligible spouse; low income; disability; ex-offender; homeless; English language learner; American Indian/Alaskan Native/Hawaiian Native; basic skills deficient; substantial cultural barrier; within two years of exhausting lifetime eligibility for TANF assistance; long term unemployed; single parent; single pregnant woman; migrant and/or seasonal farmworker; older individual aged 55 or older; displaced homemaker.~~

(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;

CSH utilizes Individual Training Accounts (ITA) to provide training services to eligible residents within the CSH area. ITAs are the mechanism under WIOA for providing eligible customers with the resources to access training programs through approved training providers. To be eligible for an ITA, an individual customer must, at a minimum:

- Be determined as not meeting local self-sufficiency standards, and be determined unable to find suitable employment with existing skills and/or academic credentials;
- Not be eligible to receive other training assistance (i.e. Pell grant) or, if received, the additional funding is not sufficient to cover training and training related support costs;
- Through assessment, be determined to be suitable for and able to complete and benefit from the chosen employment training program and be identified by designated staff as in need of training assistance;
- Select a training program that is linked to a demand occupation in the local area and make a commitment to seek employment in the field once trained.

For individuals eligible under the WIOA Adult program, priority of ITA issuance is described in the response to D(2), above.

ITAs are issued for approved training programs and training providers and may be used for the payment of tuition and books necessary for academic progress, or other expenses associated with education and training, as previously authorized on the specific program expense sheet and billed by the training provider.

Priority for ITA issuance is given for vocational and technical programs lasting not more than twelve (12) consecutive calendar months. However, consideration is given to those programs not lasting more than twenty-four (24) consecutive months, including those instances of customers having current academic credit. CSH does not fund all four (4) years of a customer's post-secondary education. Funding for education and training beyond the baccalaureate level is limited to certifications.

The threshold for allowable investment is \$7,500 per customer specific to training related to CSH's Sector Strategies Advanced Manufacturing Initiative; \$6,000 per customer entering training in Demand Industry Occupations; and \$5,000 per customer for training in non-Demand Industry Occupations.

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

CSH uses contracts for work-based learning and work-based training opportunities. While these are typically stand-alone contracts created to provide training through the most effective approach for the individual, there are situations when an individual may best benefit from an ITA and a work-based learning contract. These situations are evaluated and provided on an individual basis. Examples include an at-risk individual who successfully completes an ITA funded training program yet has difficulty obtaining employment due to lack of work history, lack of required experience in the field, or background issues. Entering a work-based learning situation in an environment that requires use of the skills learned during the ITA training enhances the individual's probability of success.

- (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)).

Consumer choice is strongly supported and promoted. Our approved job training programs are offered by multiple educational institutions, allowing for participant choice surrounding cost, class location, and class scheduling. Program completion and placement statistical data is also available to consumers, further enhancing their decision-

making. This performance information is available on our website and is also shared with individuals who express an interest in job 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)).

CSH's current local Eligible Training Provider List (ETPL) includes three state colleges, one private, non-profit university, and five entities that are registered and approved under the Commission for Independent Education to carry out higher education programs. ITA eligible training opportunities include healthcare, manufacturing, construction, logistics, heavy and tractor-trailer truck driving, elementary education, business management, and law enforcement courses. These opportunities mirror this region's existing and emerging demand occupations.

CSH staff receives the Regional and State Demand Occupations lists annually from DEO. Staff compares the regional list with locally available training programs, historical employment needs and employer requests. CSH's Board of Directors and staff, educational representatives, economic development representatives, Chambers of Commerce, and local businesses are all asked to provide input on potential training programs needed to ensure current initiatives, area business recruitment goals, and business retention needs, are being addressed. Once the list has been reviewed, a final local Demand Occupations List is presented to the CSH Board of Directors for approval. When considering approval of funds for traditional job training and education, only training for occupations listed on the current local Demand Occupations List may be funded.

To meet the education and skill needs of the workforce and the employment needs of the local area, innovation, communication, the development of practical partnerships with a focus on excellence, are critical. To create the seamless delivery of a strong talent supply chain, CSH and partners are engaged in the identification of core competencies as a means of streamlining and developing services. Strategic partnerships continue to be among our highest priorities to expand individual organizational opportunities and maximize services and benefits.

CSH focuses service delivery around the needs of employers. When these entities require skill sets for their operations, we seek to meet those needs using funds for Occupational Skills Training, On-the-Job Training, Customized Training, or Incumbent Worker Training. When businesses identify a need for training that is not immediately available, we work with our educational partners toward the development of opportunities and related solutions. Our Transitional Jobs and Work Experience components enhance the connectivity of job seekers to businesses, and job matching is conducted daily to refer the right people to the right jobs. Apprenticeship opportunities add to our menu of service delivery. Ongoing monitoring and evaluation of local employer needs, actions taken, CSH performance, and training program outcomes assist us in assuring that current processes remain effective and successful.

In addition, continual and effective communication with all partners and stakeholders, along with enhanced partnerships with business, education, economic development, and community and governmental organizations, will ensure we meet both the current and future workforce needs of our community and thus achieve our goals. As a result of the cooperative efforts of our local partners, CSH is emerging as a leader in the realm of workforce development and business service delivery in DeSoto, Hardee, Highlands, and Okeechobee counties.

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

Please see the above response, Training Services (3) (d) paragraph 4.

- (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)).
- (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)).

(a&b)

LWDA 19 is rural in nature, and offers entry-level employment opportunities in retail, food service, hospitality, and service industries. Employment opportunities offering self-sufficient wages in the area, such as positions in Health Care, Education, Manufacturing, and Corrections, require a high school diploma and job training beyond high school. Businesses of all types express a common need for soft/foundational skills, including the ability to solve problems, think creatively, and follow a work schedule. CSH works closely with the local school districts, Heartland Educational Consortium, juvenile justice organizations, businesses, and the local state colleges and training providers to develop and implement programs that will help create a pipeline of youth who have both the hard and soft skills needed to enter and maintain employment in the demand occupations of the area. In this area, the local school districts, South Florida State College (SFSC) and Indian River State College (IRSC) have implemented alternative high school opportunities and career academies to promote attainment of high school diplomas and vocational certifications. The Heartland Educational Consortium supports local area youth by enhancing their science, technology, engineering, and math knowledge and skills.

CSH currently contracts with SFSC for the provision of the majority of WIOA funded Youth services. The program serves at risk in-school and out-of-school youth by providing work readiness activities, job training, and the soft and hard skills youth need to obtain and maintain value-added employment in this local service area.

CSH youth staff and provider staff expose youth to a variety of activities designed to encourage youth to complete high school and continue lifelong learning opportunities. Activities including classroom lessons, career exploration activities and techniques, work experience and job shadowing, work readiness courses, support through mentoring and tutoring, and community service event participation, help participants understand what it takes to survive in the world of work, and even more important, how education and job training correlate to wages earned. Participants receive individual career guidance and encouragement and work directly with their career specialists to develop individual service strategies (ISS) that best fit their needs, goals, and interests. Incentives are offered when participants meet specific benchmarks relating to their individual goals.

The overall goals of the youth program are to assist youth with the attainment of a high school diploma or equivalent GED, transition into skilled employment and/or post-secondary education, promote self-sufficiency, and to encourage youth to become a productive member of the workforce.

One of the most important parts of the youth's participation in these programs is the development of the individual service strategy (ISS). To develop strong and pertinent goals, objectives, and strategies specific to the individual, an assessment must be

completed. The assessment consists of an informational interview with the career specialist who reviews education, work history, skills, interests, abilities, needs, and barriers to success. The TABE test, or its equivalent, assesses the student's current basic reading and math levels. Additional assessment tools may be used to enhance the assessment process including, but not limited to, Kuder Journey and CareerScope. Work readiness activities introduce the youth participant to the world of work, and include career planning, values clarification, decision making, job search activities, positive work habits, attitudes and behaviors, problem solving and creative thinking skills, adaptability, and improved self-image. Often, career exploration is warranted to assist the youth in understanding labor market information related to a career of interest. My Career Shines is available to assist youth in answering such questions as "Is the job available in this area? What does it pay? What are the day to day job duties? What are the hours of work? What is the opportunity for advancement? How much education is needed? Is the education available locally?"

Work readiness, work experience, and occupational skill goals are defined based on the youth's individual assessment results combined with their needs, interests, and goals. Assigned goals, objectives, and activities are detailed on the ISS, which serves as the roadmap to the youth's success. The ISS is a living document which is updated and changed as the youth's situation changes. The ISS incorporates work readiness, work experience, and occupational skills components, including career guidance, basic skills instruction, job shadowing, academic and work experience integration, leadership, citizenship, core values, and community services. Service strategies help the youth identify and accomplish the steps needed to reach their goals, while also receiving the highest level of quality services available. Written career plans serve as a tool for increasing career awareness, improving career planning, and establishing a link between high school preparation and future career success.

Joint partnerships have been established with local employers, chambers of commerce, community-based organizations, faith-based organizations, the juvenile justice system, the local public-school systems, other educational institutions, the foster care system, and other community and partner agencies that offer and specialize in serving youth. These partnerships help ensure that certain skill levels are attained by the youth through their participation in identified programs, and that the skills attained are consistent with the requirements of local employers. Youth participate in Work Experience activities to gain work-related skills. Work readiness skills classes result in the youth's enhanced employability. Occupational skills training results in industry recognized credentials or occupational completion points, again enhancing employability of participants.

Additionally, our youth provider works closely with the local educational facilities to assist youth participants in identifying and locating funding for advanced training opportunities, and works collaboratively with local businesses and the career centers to connect youth with employment opportunities. Follow-up services are provided to ensure the youth's continued growth and success. Through intensive assessment, mentoring and coaching, a career plan will be developed with each WIOA youth participant.

All 14 of the youth program elements are available to youth participants within our LWDA. The specific elements that will be utilized by each youth in achieving their career plan will be customized and based upon the youth's assessed needs. The specific components are career-oriented and are directed at high school diploma/GED attainment, post-secondary/advanced education, military enlistment, or unsubsidized employment. All youth who are deemed basic skills deficient will receive basic skills instruction.

All services are available to individuals with disabilities. Facilities providing services are ADA compliant. Partnerships with the Divisions of Blind Services and Vocational Rehabilitation provide evaluations, modified equipment, and support, as appropriate.

Please see section A(6)(d) for additional detail on the provision of the 14 required program elements.

- (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](#).

A youth is considered basic skills deficient if they:

- (1) Have English reading, writing, or computing skills at or below the eighth-grade level on a generally accepted standardized test; or,
- (2) 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.

In this local area, this is determined by a recognized and state approved test of adult education (such as TABE [Test of Adult Basic Education] or CASAS [Comprehensive Adult Student Assessment Systems]) through scores at or below the 8th grade level in any one of these three areas.

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

CareerSource Heartland defines “a youth who is unable to compute or solve programs, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society” as an individual who scores at or below the 8th grade level in English, Language, or Math, as determined by a recognized and state approved test of adult education (such as TABE [Test of Adult Basic Education] or CASAS [Comprehensive Adult Student Assessment Systems]).

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

CareerSource Heartland defines the definition of “requires additional assistance to enter or complete an educational program or to secure or hold employment” as:

- An individual who has a disability (included in WIOA),
- Or has been held back one or more grade levels,
- Or is a migrant seasonal farmworker or a family member of a migrant seasonal farmworker,
- Or who demonstrates limited English proficiency,
- Or resides in a county where the unemployment rate exceeds the state average,
- Or is the child of a person who was a teen parent,
- Or who has a parent who is currently incarcerated,
- Or who demonstrates a history of job loss due to lack of basic skills, job skills or substance abuse problems,
- Or resides in a county in which the percentage of teen births is above the state average.

(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.

(a & b)

Self-sufficiency as defined for individuals served as Adults and Employed Adults (18 and older):

- Adults and Employed Adults with a family income equal to or above 250% of poverty or the Non-Metro 70% of the Lower Living Standard Income Level (LLSIL), whichever is higher, and not receiving other federal, state or local cash or food stamp assistance, or otherwise not meeting the Federal definition of low-income, are determined to be self-sufficient; or
- Employed workers who do not obtain documentation from their employer that the employee(s) will not be retained unless additional training or services are received are determined to be self-sufficient.
- For Dislocated Workers who are working in an income maintenance job, self-sufficiency for employed Dislocated Workers is defined as: Employed dislocated workers with a family income equal to or above 250% of poverty or the Non- Metro 70% of the Lower Living Standard Income Level (LLSIL), whichever is higher, and not receiving other federal, state or local cash or food stamp assistance, or employed dislocated workers not meeting the Federal definition of low-income are determined to be self-sufficient.

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

CareerSource Heartland provides supportive services based on the determination of need. Eligible recipients may be eligible and active WIOA Adult, Dislocated Workers (DW) and Youth participants, and recipients of Temporary Assistance to Needy Families (TANF) who are actively participating in allowable activities.

Allowable support services and maximums include:

<u>Item</u>	<u>Maximum</u>
• gas cards	\$1000.00
• automobile repair	\$1000.00

- assistance with vehicle registration and/or
- auto insurance \$500.00 (1 lifetime)
- uniforms/clothing \$200
- tools, protective gear \$500
- employment/training related testing/
- physicals \$200
- INS renewal \$200 (1 lifetime)
- occupational license \$500 (1 lifetime)
- background checks \$100

TANF participants receive childcare assistance through referral to Early Learning coalitions. TANF participants are also eligible to receive assistance with payment of rent and/or utilities, one time in a lifetime each, not to exceed \$1000.00 total.

If funding allows, WIOA Adults and Dislocated Workers may also be eligible to receive needs-related payments.

For Adults, the amount of the payment may not exceed the following:

- (1) For participants who have ceased qualifying for RA, the payment may not exceed the applicable weekly level of the RA benefit. For participant's who did not qualify for RA, the weekly payment may not exceed the poverty level for an equivalent period based on household size and income. The weekly payment level may be adjusted to reflect changes in total family income.
- (2) For statewide projects, CSH will follow the payment level established by the State Workforce Development Board.

For DW's, the amount of the payment may not exceed the greater of either of the following levels:

- (1) For participant's who were eligible for RA as a result of the qualifying dislocation, the payment may not exceed the applicable weekly level of the unemployment benefit; or,
- (2) For participants who did not qualify for RA as a result of the qualifying layoff, the weekly payment may not exceed the poverty level for an equivalent period. The weekly payment level must be adjusted to reflect changes in total family income.

The total amount of needs-related payments received by an individual cannot exceed \$800.00 per month or a maximum benefit amount of \$2,400.00.

For the provision of various additional support services, CSH refers individuals to community entities such as the Agriculture and Labor Program Incorporated (ALPI), Catholic Charities, My Aunt's House, Hardee Help Center, local county Veterans services offices, food banks, and similar sources available in each county.

- (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.

CareerSource Heartland works diligently to improve services to individuals with disabilities and other protected groups to increase their access to high quality workforce services and prepare them for competitive employment.

CareerSource Heartland ensures that priority for receipt of career services is given to individuals with disabilities, veterans, older workers, recipients of public assistance (including supplemental nutrition assistance, subsidized housing, Medicaid, etc.) ex-offenders, those who are basic skills deficient, homeless, unemployed, underemployed, and other economically disadvantaged individuals through more, and diversified, job-driven training opportunities including work-based training approaches such as on-the-job training, transitional jobs training, and paid work experience.

Career centers in LWDA 19 are annually assessed for physical and programmatic accessibility. This includes, but is not limited to, ensuring assistive technology and materials are available, and front-line staff are trained in the use of this technology. Each of our career centers has designated staff trained to assist customers with information concerning accommodations and placement services. ADA computer stations are available at each site and TTY/TDD is available via the Florida Relay Service.

CareerSource Heartland staff and service provider staff are culturally and ethnically diverse and dedicated to upholding non-discrimination standards. Representatives from The Arc-Ridge Area, Vocational Rehabilitation (VR) and the Division of the Blind Services (DBS) have provided training and technical assistance to CSH staff and will continue to offer this assistance upon request.

CareerSource Heartland provides customers with referrals to community agencies as needed. When appropriate, CSH, the specified partner agency(ies), and the customer work together to develop an individual service plan to maximize resources while eliminating duplication.

- (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)).

To strengthen linkages between the one-stop delivery system and the Reemployment Assistance Program, our resource room staff members guide candidates through the on-line application process for re-employment assistance (RA) benefits. Candidates are provided one-stop center orientation and are advised of services available to assist them in becoming re-employed, including but not limited to various workshops (such as Energize Your Job Search), hiring events, information about training programs, resume review and assistance, labor market information, and mock interview opportunities. Resource room staff also assist customers with navigating the CONNECT system to claim their weeks for re-employment assistance and help guide customers to DEO when issues with their RA claims arise. Our resource rooms have phones available to connect customers with DEO for claims assistance. DEO has provided tablets that are used to assist customers with the IDMe process. All customers coming into the one-stop career centers for employment or RA register in Employ Florida and receive assistance with their job search activities if desired.

In addition, CSH facilitates the Reemployment Services and Eligibility Assessment Program (RESEA), designed to address the reemployment needs of RA claimants by identifying and providing program services intended to promote rapid return to work thus reducing the duration of RA benefits. RESEA services include a one-on-one assessment of the claimant's continuing RA eligibility along with the development of an individual employment plan, the provision of customized career and labor market information, and information and access to services and resources that support the claimant's return to work.

- (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.

CareerSource Heartland is committed to serving transitioning service members, veterans of the United States military, and their families by providing the highest quality of service to prepare them to obtain meaningful careers and to maximize employment and training opportunities. To this end, every new customer is asked if they have served in the U.S. military or are a spouse of someone who served in the U.S. military. In addition, prominent signage encourages veterans and spouses to self-identify.

During the intake process for Veterans and eligible spouses, priority of services is explained and offered. Priority of service is defined as "a covered person shall be given priority over nonveterans for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision of law." Orientation to career center services is presented to outline services available.

Veterans and spouses are asked to complete Veterans Intake information to determine service level needs and eligibility. If there is no indication that a Significant Barrier to Employment (SBE) exists, frontline staff members explain priority of service, provide orientation, conduct an initial assessment, and provide services as desired and appropriate.

Veterans and eligible spouses who identify as having an SBE are referred to the Disabled Veterans Outreach Specialist (DVOP). If no DVOP is available, these individuals are served by the first available career center staff member. An objective assessment is conducted to better determine whether a significant barrier to employment exists and to better define the individual's situation, service needs and eligibility for DVOP services and other programs. Labor Market Information is provided and an Individual Employment Plan is developed identifying short and long term employment goals and objectives to achieve these goals.

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

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

(a, b & c)

To expand access to employment, training, education, and supportive services to individuals with barriers to employment, and to facilitate development of career pathways and promote co-enrollment, and to improve access to activities leading to portable credentials, effective partnerships across community-based partners and programs are vital. CSH has such partnerships in place. CSH and our partners work together for a customer-centric approach to service delivery. Examples include co-location of Vocational Rehabilitation in our Career Centers, location of CSH staff at South Florida State College to provide WP and WIOA services, mutual referrals, and co-

enrollment including sharing of resources to better assist and provide support to individuals.

CSH will continue to nurture and develop strong partnerships to expand access to service delivery and to promote and facilitate co-enrollment. Through open communication and organizational cross-training, CSH works with community partners so that both entities mutually understand available services and service eligibility. During each organization's eligibility assessment process, an individual's needs are identified. Mutual referrals occur based on individual needs and eligibility.

Through these partnerships and open communication, co-enrollment with partner programs is and will continue to be encouraged. Co-enrollment currently occurs/is encouraged with individuals enrolled with Division of Vocational Rehabilitation, the National Farmworker Career Development Program, the Trade Adjustment Act, Adult Education and Family Literacy, Wagner-Peyser, Community Services Block Grant, Jobs for Veterans Grant, recipients of Temporary Assistance to Needy Families and Supplemental Nutrition Assistance Program, and across WIOA Adult, Dislocated Worker, and Youth Programs, as appropriate.

CSH has established strong relationships with our Adult Education/Literacy and Vocational Rehabilitation partners and has developed memoranda of understanding designed to enhance service delivery, avoid duplication of service, promote customer service, and facilitate effective alignment of available resources. We have an established partnership with the Division of Blind Services and have developed mutual referral processes and open lines of communication. With all partners, we continue to promote integration of service delivery, with a focus on closely coordinating services and complementing each organization's strengths to best serve our mutual customers. Discussions continue to include the promotion of each organization's performance measures as well as coordination of activities.

CSH also works closely with community entities that carry out core programs. Memoranda of understanding and partnerships with The AARP Foundation Senior Community Service Employment Program, and the local Community Services Block Grant entity The Agricultural and Labor Program, Inc (ALPI), assist us to better identify area needs and jointly provide skills, knowledge, and support services to help individuals achieve self-sufficiency.

These long-standing relationships with core partners strengthen our ability to collaborate and establish the organizational framework needed to integrate and provide services in a coordinated, seamless, and customer-friendly manner.

In addition, CSH membership on various community boards and advisory committees allows us the ability to communicate and expand access to services. Issues are identified and resources are shared, allowing for enhancement of services to individuals.

Staff members are involved through Board or committee memberships in many initiatives/organizations such as, but not limited to: The Homeless Coalition; Heartland Regional Transportation Planning Organization Multi-County Local Coordinating Board; Juvenile Justice Advisory Councils; Department of Children and Families Community and District meetings; Highlands and Hardee County Prosperity Partnerships; Highlands County Industrial Development Authority/Economic Development Commission; Hardee County Economic Development Authority; Okeechobee Executive Roundtable; Heartland Regional Transportation Planning Organization-Citizens Advisory Committee, DeSoto County Affordable Housing Advisory Committee, Early Learning Coalitions,

Healthy Hardee, and Okeechobee County Healthy Start Coalition. Each organization discusses needs related to its consumers and solutions related to those needs. These issues and solutions are critical not only to the development of strategies by our Board, but to the development of a successful workforce development system.

Additional partnerships include: Indian River, Polk, and South Florida State Colleges, Keiser University, Charlotte Technical College, CareerTech LLC, FleetForce Truck Driving School, Suncoast Trucking, and the DeSoto County School District for the development and provision of vocational and occupational skills training; the Heartland Educational Consortium for STEM related education and experiences for youth; and the Agricultural and Labor Program, Inc. (previously mentioned) assists with financial assistance to support individuals' quests' toward self-sufficiency.

We have several established community relationships to assist residents in obtaining the skills needed to locate and obtain employment, start small businesses, and improve and expand existing businesses, much like our partnerships with Small Business Development Center, the Highway Park Neighborhood Council, and the Smoak Foundation.

Memoranda of understanding signify our intent to understand the services offered by core programs and partners, to share information, to integrate service delivery, to maximize resources, and to streamline referral processes.

Ongoing discussions with local school districts and training providers promote the development of career pathways and portable, industry-recognized, stackable credentials, with attention given to credentials identified on the Master Credentials List. Whenever possible, articulation agreements between school districts and post-secondary education/training providers enhance the availability of stackable credentials.

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

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

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

(a&b)

The leadership of CareerSource Heartland has determined that the primary customer of our workforce system is the business community that creates the jobs our workers need (demand-driven concept). The Business Operations Team plays a vital role in performing outreach to our businesses and collaborating with our Economic Development Organizations, Chambers of Commerce, Education, and other key partners to enhance the economic viability of our communities and local area. By working together with our partners, we gain valuable insight into targeted industries and can help shape the workforce pipeline that our local economy demands.

As previously stated, economic development is the engine that drives our local economy. Workforce development is a prime component, or "the talent part", of economic development. Businesses cannot grow or even remain productive without workers, which are their lifeblood.

The labor force, our job seekers, is the product that we deliver. We must understand the workforce market and know what businesses need – what the demand is. It is our job to know our workforce inventory, make sure it has received the proper preparation (which in our case may be training or employability skills), and help connect the business community with our most qualified workers, in the most efficient and user-friendly way possible.

Our focus and principal objective are to employ a successful career development system - one that supports business growth, innovation, and global competitiveness. This focus centers on the skill sets needed in the local labor market and how workers can obtain those skills through education, training, and job succession. We assist in workforce preparation to promote wage progression through rapid attachment to the workforce, continual skills gains, and personal development activities. Our Business Operations Team works to expand our local workforce system's capacity to be demand (market)-driven, responsive to the needs of local businesses, and a contributor to the economic well-being of the community. By doing so, we promote workforce quality, enhanced productivity, and economic competitiveness for our entire local area.

Our Business Operations Team is the outside sales force of our organization. Their responsibilities include developing new business relationships and evaluating the workforce needs of businesses. They are the principal representatives of CSH to the business community, and therefore, must present a positive image of our organization. Through interaction with the businesses and community partners, they glean vital information related to workforce market demand. They develop expertise on targeted industries within our LWDA and stay abreast of business trends. They answer business inquiries on a variety of issues ranging from tax incentives to fair labor practices, and refer businesses for other community resources, as appropriate.

Local businesses face significant challenges daily with shortages of qualified labor, the need for more highly skilled workers, relevant labor market information, and the ability to retain quality staff. CSH strives to become the direct line of communication for all business workforce needs and increase market share over the traditional recruiting and hiring mechanisms used by most employers. We also strive to become the workforce "center of excellence" for the four-county area and can do so with increased value-added services to our business customers. Value-added services are those that are offered beyond the basic job listing for an employer. The Business Operations Team's challenge is to continually assess employers' needs and deliver timely results that meet those needs.

A broad menu of services is available to the businesses to not only address the employers' existing workforce needs, but also to anticipate and prepare for future needs. Following is a partial listing of activities the Business Operations Team considers providing effective outreach to the business community.

1. Increase the level of penetration to the businesses, their understanding and knowledge of available services, and the different incentives available for employers to recruit, train, and retain employees. This is enhanced through a successful marketing program, which consists of presenting our message to the business customer. Key components of marketing include advertising, public relations, and direct contact. Emphasis is placed on the use of the Employ Florida (EF) system.
2. Conduct an analysis of existing labor market conditions within the region to identify skill gaps between an employer's needs and the skills of available workers. If there is a shortage of a qualified labor pool, career center staff will screen for eligible candidates with the potential for additional skills training utilizing WIOA funds. An effective Job Matching program is an asset in finding the best qualified candidate for filling vacancies or offering possible training opportunities. Every effort is made to assist employers to expand their access to the potential labor pools consisting of youth,

older workers, individuals with disabilities, and other targeted populations. For the employed worker lacking the skills necessary for advancement, customized training may be an alternative to upgrade skills. If an employer has a hard to fill vacancy and can train the right candidate, On-the-Job Training (OJT), or in some cases, Transitional Job Training or Work Experience (WE), may be an appropriate course of action.

3. Assist businesses with developing effective non-traditional training modalities that can respond to rapid changes in business workforce needs and technology. Assist with the coordination of the appropriate training provider for technical assistance and identification of a program curriculum and instructor, as necessary.
4. Analyze the workforce development needs of new or expanding businesses and offer solutions that can be provided through CSH. This includes developing customized training agreements with employers or industry groups of employers. Encourage and assist employers with applications for Quick Response and Incumbent Worker Training through coordination with CareerSource Florida, Inc.
5. Understand the nature of businesses operating in our rural area and deliver workforce services in a manner that recognizes the urgency of the marketplace, hiring cycles, and patterns or seasonal staffing needs. This includes educating the employer on special incentive programs, such as Work Opportunity Tax Credit, and the Federal Bonding initiative.
6. Identify job openings with area employers, obtain the necessary job information (job title, minimum qualifications, pay, etc.), and provide applicable information to the career center's Business Services Assistant for posting job orders for potential referrals of job seekers. This also includes customized recruitment assistance, including advertising. Effective coordination is necessary between the Business Operations Team and the job seeker team to ensure proper and ongoing feedback is provided to the employer on the status of job opening(s), including number of referrals made.
7. Host and facilitate job fairs and hiring events, including those targeting non-traditional jobs, and assisting with job placements.
8. Host business roundtable discussions and business advantage seminars, or similar events, for local businesses. Topics are determined based on the needs and/or workforce concerns of the business community.
9. Provide layoff aversion services and outplacement assistance for downsizing and business closures, in support of, and in collaboration with, the local workforce REACT team.
10. Confidentially track employer information for trend analysis on services provided. Use this information to follow-up with employers to assess their satisfaction and need for further assistance.
11. Coordinate with our economic development, education, and chamber of commerce partners to expand their knowledge of workforce development and include our local strategy into their respective programs.

- (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.

Apprenticeship opportunities are slowly growing in this local area. Individuals interested in apprenticeship opportunities may be referred to CSH by apprenticeship sponsors, may self-identify, or may be identified by CSH staff during general service delivery. These referrals are handled on a case-by-case basis. CSH staff also discuss apprenticeship options with local businesses during employer conversations.

CSH staff is actively involved in identifying possible actions to increase apprenticeship opportunities in this area. We previously received a CSF grant to support a Pharmacy Technician apprenticeship program through CVS. Although that program was sidelined due to covid, we continue to periodically communicate with CVS to revive the program should the need arise.

In addition, action has been taken to add Florida Makes' Industrial Manufacturing Technician Apprenticeship to our local ETPL and are marketing this program to our local manufacturers.

CSH supported a grant application by South Florida State College (SFSC) to provide Advanced Patient Care Technician apprenticeship opportunities for a local hospital. CSH support includes referrals for program recruitment, preparatory screening, career guidance and skills assessments, hosted hiring events, and on-the-job training opportunities. This apprenticeship addresses a critical need in the local area.

In conjunction with the Florida Department of Education, CSH staff met with a local law enforcement entity to promote apprenticeship opportunities for law enforcement officers. This remains in discussion and under development.

As situations arise, communications occur with Indian River (IRSC) and South Florida (SFSC) State Colleges concerning the development of apprenticeship training programs that meet the needs of local business or local industry.

As these programs are developed and approved, job seekers are made aware of apprenticeship options through notices on our website and Facebook pages, postings at our Centers, distribution of marketing materials produced by the training providers, and via word of mouth during sessions with CSH Career Specialists.

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)).

As an approved Direct Provider of services, and via the Career Center System, CSH directly provides Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, some Out-of-School Youth, Supplemental Nutrition Assistance Program and Temporary Assistance to Needy Families (TANF) services. In addition, CSH provides case management for participants in training in all four counties of DeSoto, Hardee, Highlands, and Okeechobee. CSH also provides services, as appropriate, through "Special Grants and Projects" that are awarded through the Workforce System. Through the Department of Economic Opportunity (DEO) Grantee-Subgrantee Agreement, CSH provides direct supervision for staff conducting

the DEO funded Wagner-Peyser (WP) services, Jobs for Veterans Grant, Trade Adjustment Assistance (TAA) and Migrant Seasonal Farm Worker program services. CSH competitively procures WIOA In-School and the majority of WIOA Out-of-School services, which are currently being provided by South Florida State College's Panther Youth Partners Program.

CSH's goals are to advance talent development to meet our businesses' needs, to increase employment opportunities for our job seekers, to improve the quality of the local workforce, to reduce welfare dependency, and to increase economic self-sufficiency of our residents. Since our current business model has produced effective improvement toward each of these goals, no changes are anticipated in operational oversight. CSH will continue to follow federal and state guidance to ensure full compliance in the delivery of workforce services.

The One-Stop System includes a full array of services. Please see the *CSH Center Partners* chart on the next page for a description of the roles, resource contributions, and benefits of one-stop partners.

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CSH Center Partners							
Partner	IFA Mandated Partners	Co-Located Hardee/DeSoto	Co-Located Highlands	Co-Located Okeechobee	Organization	Funding	Benefit
WIOA programs	Y- Grantee/Subgrantee Agreement w/DEO	Y	Y	Y	CareerSource Heartland	Florida Dept. of Economic Opportunity NFAs	WIOA Adult/Dislocated Worker/Youth Co-enrollment/Co-case management/Customer services
Wagner-Peyser	Y- Grantee/Subgrantee Agreement w/DEO	Y	Y	Y	CareerSource Heartland	Florida Dept. of Economic Opportunity NFAs	WP, RESEA, Rapid Response Staffing, Co-enrollment/Co-case management/Customer services
Adult Education & Literacy	Y- MOU/IFA		electronic and space on campus		South Florida State College (for Comprehensive Center)	In-Kind	Space sharing, Co-enrollment/Co-case management/Co-case management/ Customer services /shared information/mutual referrals
Adult Education & Literacy	N- MOUS	electronic		electronic	1. Hardee County School Board 2. Indian River State College 3. School District of DeSoto County	In-kind	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals
Title I of Rehabilitation Act	Y- MOU/IFA	Y	Y	Y	Florida Division of Vocational Rehabilitation	Financial	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals/staff training
Title I of Rehabilitation Act	Y-MOU/IFA	electronic	electronic	electronic	Florida Division of Blind Services	In-kind	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals/staff training
Title V of Older Americans Act	Y-MOU/IFA	available & electronic	Y	available & electronic	AARP Foundation	In-kind	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals/
Carl D. Perkins & Career & Technical Education Act	Y-MOU/IFA	electronic	electronic and space on campus	electronic	South Florida State College (for Comprehensive Center)	In-kind	Space sharing, Co-enrollment/Co-case management/Co-case management/ Customer services /shared information/mutual referrals
Title II of Trade Act	Y- Grantee/Subgrantee Agreement w/DEO	Y	Y	Y	CareerSource Heartland	Florida Dept. of Economic Opportunity NFAs	Staffing, Co-enrollment/Co-case management/Co-case management/ Customer services
Chapter 41 of Title 38 USC Veterans	Y- Grantee/Subgrantee Agreement w/DEO	Y	Y	Y	CareerSource Heartland	Florida Dept. of Economic Opportunity NFAs	Staffing, Co-enrollment/Co-case management/Co-case management/ Customer services
Community Services Block Grant	Y-MOU/IFA	electronic	electronic	electronic	Agricultural & Labor Program, Inc.	In-kind	Co-enrollment/Co-case management/Co-case management/ Customer services / support services/shared information/mutual referrals
Employment & Training HUD	Not available locally						HUD refers individuals to CSH for services
State Unemployment Compensation	Y- Grantee/Subgrantee Agreement w/DEO	Y	Y	Y	CareerSource Heartland	Florida Dept. of Economic Opportunity NFAs	Co-enrollment/Co-case management/Co-case management/ Customer services
Section 212 Second Chance Act	Not available locally						CSH works with local prisons and local FDLE programs, provision of information, enrollment of ex-offenders in various programs
Title IV Social Security Act-TANF	Y- Grantee/Subgrantee Agreement w/DEO	Y	Y	Y	CareerSource Heartland	Florida Dept. of Economic Opportunity NFAs	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals/staff training
Ex-offender services	N	N	N	N	Florida Depts. of Corrections & Law Enforcement	Non-Financial	Referrals, customer service, enrollment in various programs
National Farmworker Jobs Program	N	N	N	N/A	Indian River State College	Non-Financial	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals
National Farmworker Jobs Program	N	N	N	N	South Florida State College	Non-Financial	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals
Job Corps, Youth Build, Indian and Native American Programs	N	electronic	electronic	electronic	CareerSource Heartland	Non-Financial	Co-enrollment/Co-case management/Co-case management/ Customer services / shared information/mutual referrals

- (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 the available required WIOA partners are included in the CSH delivery system, with services provided on-site or through technology. Programs administered by CSH, include: Adult, Dislocated Worker, and Youth programs under title I of WIOA; Employment Services under Wagner-Peyser; Trade Adjustment Act activities under chapter 2 of title II of the Trade Act of 1974; Jobs for Veterans State Grant (LVER and DVOP); Components of the Reemployment Assistance program operated by DEO; Workforce related activities through Temporary Assistance for Needy Families (TANF) as authorized under part A of title IV of the Social Security Act and the draft WIOA rule; and effective January 1, 2016, the mandatory Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) program. These programs are provided by CSH through a Grantee/Sub-grantee agreement with DEO.

Partner Program Coordination:

For planning and program implementation, for those programs not administered by the LWDA, Memoranda of Understanding are in place with:

- DeSoto and Hardee County School Districts, and with Indian River and South Florida State Colleges, for the planning and delivery of Adult Education and Literacy programs authorized under Title II;
- Division of Vocational Rehabilitation (DVR) and Division of Blind Services (DBS) for services to individuals with disabilities. DVR is presently collocated in two of our Centers to enhance communication and coordination of service delivery.
- Agricultural and Labor Program, Inc. for employment and training activities authorized under the Community Services Block Grant Act.
- The AARP Foundation (Senior Community Service Employment Program [SCSEP]) for coordination of activities and services authorized under Title V of the Older Americans Act of 1965. The AARP Foundation is collocated in our comprehensive center.

CSH has been included by school districts and South Florida State College (SFSC) in the coordination of Carl D. Perkins grant applications, and Career and Technical Education activities. Our MOU with SFSC includes Carl D. Perkins activities.

A representative from the Department of Children and Families is a current CSH Board member. This membership allows for regular input into the strategic planning and implementation efforts of our local workforce system.

There are no sponsored Employment and Training activities carried out by the Department of Housing and Urban Development (HUD) in this area. Local housing programs refer individuals to CSH for those services.

Programs authorized under the Second Chance Act of 2007 are not available in our local area. However, CSH works closely with local law enforcement, probation and parole, juvenile justice, and correctional entities to obtain input into the strategic planning and implementation efforts of our local workforce system.

- (a) Identify any optional/additional partners included in the local one-stop delivery system.
Please see above response, and review copies of all executed MOUs.

(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.

(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)).

Service provision to, and maximum integration of, individuals with disabilities has been addressed throughout this document. To ensure physical and programmatic accessibility for individuals with disabilities, an ADA survey is completed on all facilities prior to original lease signing. ADA surveys are periodically completed to ensure web page, software, and IT equipment accessibility. ADA computer stations are available at each site, and TTY/TDD is available via the Florida Relay Service at "711". Auxiliary aids and services are available upon request to individuals with disabilities. There is no Center for Independent Living located within this local area.

CareerSource Heartland designates four days in each year for staff development and training; subjects such as addressing the needs of disabled individuals are regularly covered, with speakers from local organizations invited to address the staff.

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

Career center employees in LWDA 19 assist job seekers with disabilities and regularly assess physical and programmatic accessibility. This includes, but is not limited to, ensuring assistive technology and materials are in place and front-line staff are trained in the use of this technology. In addition, CSH and its partner staff located within the career centers ascribe to the principles of universal design of the facility, materials, service delivery and technology whenever and wherever possible and practical, including the following seven core principles:

1. Equitable Use. The design is useful and marketable to people with diverse abilities.
 - a. The same means of use is provided for all users; identical whenever possible; equivalent when not.
 - b. We avoid segregating or stigmatizing any users.
 - c. We ensure provisions are made for privacy, security, and safety to be equally available to all users.
2. Flexibility in Use. The design accommodates a wide range of individual preferences and abilities.
 - a. We provide choice in methods of use.
 - b. We adapt to the user's pace.
3. Simple and Intuitive Use. The design is easy to understand, regardless of the user's experience, knowledge, language skill, or current concentration level.
 - a. We eliminate unnecessary complexity.
 - b. We try to always meet the users' expectations.
 - c. We accommodate a wide range of literacy and language skills.
4. Perceptible Information. The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
 - a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information.
 - b. We maximize "legibility" of essential information.

- c. We make it easy to give instructions or directions.
- 5. Tolerance for Error. The design minimizes hazards and the adverse consequences of accidental or unintended actions.
 - a. We arrange facility furniture, equipment, and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded.
 - b. We provide fail safe features.
- 6. Low Physical Effort. The design can be used efficiently and comfortably and with a minimum of fatigue.
 - a. Allow user to use reasonable operating forces.
 - b. Minimize repetitive actions.
 - c. Minimize sustained physical effort.
- 7. Size and Space for Approach and Use. Appropriate size and space are provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.
 - a. We always attempt to provide a clear line of sight to important elements for any seated or standing user.
 - b. We make reach to all components comfortable for any seated or standing user.
 - c. We provide adequate space for the use of assistive devices or personal assistance.

(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)).

Our mobile device-friendly website has links to EF and to local labor market statistic and frequently highlights the latest available service offerings to our clients. We make extensive use of social media applications, such as Facebook, to bring our clients the latest job openings, employment news, and articles that offer employment-related advice and guidance.

In addition, CSH partners with Indian River State College and South Florida State College, with DeSoto and Hardee County School Districts and with community partners such as Highway Park Neighborhood Council, electronically linking services and information related to adult education and literacy and job training programs, and providing job search, career exploration, and job readiness assistance to regional job seekers.

(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)).

For the provision of job search activities, individuals can register and seek employment using EF anywhere internet access is available. Newly registered individuals receive a welcome communication from CSH, delivered via email, text, or phone depending upon customer choice. Similar communication methods are used to contact customers for recruiting, job matching, monthly follow-up, event notification, etc.

Our CSH website offers information on services available as well as links to resources, services, and partners' services. Our website includes links to our training and adult education and literacy providers, each of which include a link to our website.

Access to our career center orientation is available in both English and Spanish through our website.

CSH promotes and makes available online skills programs (e.g., Alison, GCF Global Learnfree, Learn Key) that offer a full line of courses to enhance work readiness and job skills.

It is important to note that internet accessibility in many parts of our rural area remains problematic. For this reason, CSH continues to support efforts to strengthen broadband capability throughout our local area.

Also, many of our job seekers remain unfamiliar or uncomfortable with computers in general. This discomfort carries over to online job searching, resume development, completing applications online, etc. For these individuals, CSH offers a basic computer skills workshop, followed by hands-on experience. Assistance and guidance are provided through resume development and upload, navigating through employment websites, and completing applications online.

CSH continues in transition mode, working diligently toward offering additional services in a virtual or electronic format.

(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)).

CSH procurement policies comply with CFR Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards or other applicable federal or state procurement requirements for all goods and services. CSH competitively procures all goods and services meeting the established competitive procurement threshold. Competitive procurements are conducted in a manner which provides for full and open competition. Requests for Proposals (RFP), Requests for Quotes (RFQ), or similar procurement mechanisms are publicly noticed on our website, through media outlets, and by sending the written solicitations to local, state, and national providers of the activities/services being procured. RFPs are reviewed and rated by a team of Board members. Results are reviewed by the appropriate board committee. The committee presents their recommendation to the full Board, who makes the final selection of the awardee.

(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)).

Federal and State negotiated performance measures are compared to actual performance data to determine the LWDB's goal attainment. Internal and external program and fiscal monitoring results for CSH and its service providers are utilized to assist with determining compliance, effectiveness, and areas for performance improvement. Annual monitoring and audits are conducted, as required by law, for CSH and its contracted service providers. Results are reviewed and considered when gauging the effectiveness of each entity. Business survey data and/or customer feedback are additional indicators which are assistive in determining the public's opinion of the effectiveness of CSH and its contracted service providers.

To ensure the performance and effectiveness of our service providers and one-stop delivery system, we use an oversight, monitoring, and system performance improvement evaluation process, including:

- a. Periodic on-site monitoring visits to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing reviews and assessments of service providers' performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm

- d. Ongoing assessment of labor and economic data and trends
- e. Customer satisfaction

A certified public accounting firm conducts periodic programmatic, procurement and fiscal monitoring using federal and state monitoring instruments, which outline programmatic and fiscal compliance and quality improvement factors. Monitoring reports identify findings, observations, and recommendations.

CSH staff conducts periodic monitoring of sub-recipients periodically during the program year. Compliance and process monitoring of program activities and services to participants is performed by supervisors and overseen by the Chief Programs Officer. Monitoring may be conducted using the state monitoring instruments and may also consist of a review of the effectiveness or efficiency of a given process.

Performance monitoring occurs to validate actual program performance against contracted or negotiated performance standards.

The results of all monitoring activities are used to evaluate progress, identify existing or emerging problems, and suggest corrective actions as appropriate.

The CSH Board's Finance and Operations Committee and the full Board review all monitoring reports and audits.

Ongoing review of labor and economic data and trends helps ensure that job training offerings remain current.

The performance of eligible training providers is reviewed annually to ensure the training continues to meet the employment needs of local businesses.

Customer satisfaction surveys provide real time feedback concerning service delivery to employers and job seekers.

Technical assistance is provided, and adjustments are made to service delivery as appropriate.

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.

Through our long-standing relationships with our Adult Education and Literacy, Division of Vocational Rehabilitation, and other community partners, CSH has pro-actively developed Memoranda of Understanding (MOU) and/or Resource/Cost Sharing Agreements, which are the foundation of service integration. These agreements describe services to be delivered by each party individually and jointly, methods for referral, cost sharing efforts, and the intent to integrate and maximize service delivery while avoiding duplication of services. Releases of information are obtained for information sharing purposes, and efforts continue to identify mandatory application information to simplify cross-referral processes.

In addition, staff receives cross-training and on-going information regarding all partner services within the system that support local workforce development. As appropriate, customers receive referrals to community agencies to assist them in accessing services and overcoming barriers.

The CSH Board establishes and maintains communication and information exchange with community partners through joint meetings, workshops, staff training, advisory councils, and internet-based information exchange. These joint communications maximize resources within the region and ensure that all programs are aware of each other's services and prevent duplication.

CSH is diligently working toward maintaining a true local workforce development system by promoting the integration of service delivery and funding streams, for effective and seamless service delivery.

Please see the MOUs included in this plan for additional specifics – Attachment 5 ([Open Attachment Panel](#)).

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

The leadership of CSH has determined that the primary customer of our workforce system is the business community that creates the jobs our workers need (demand-driven concept). CSH plays a vital role in performing outreach to our businesses and collaborating with our Economic Development Organizations, Chambers of Commerce, Education, and other key partners to enhance the economic viability of our communities and local area. By working together with our partners, we gain valuable insight into targeted industries and can help shape the workforce pipeline that our local economy demands.

Economic development is the engine that drives our local economy. Workforce development is a prime component, or “the people/talent part”, of economic development. Businesses cannot grow or even remain productive without workers, which are their lifeblood. The labor force, our job seekers, is the product that we deliver. We must understand the workforce market and know what businesses need – what the demand is. It is our job to know our workforce inventory, make sure it has received the proper preparation (training or employability skills), and help connect the business community with our most qualified workers, in the most efficient and user-friendly way possible.

Our focus and principal objective are to maintain an effective career development system - one that supports business growth, innovation, and global competitiveness. This focus centers on the skill sets needed in the local labor market and how workers can obtain those skills through education, training, and job succession. We assist in workforce preparation to promote wage progression through rapid attachment to the workforce, continual skill gains, and personal development activities.

During a time of Board downsizing, our CSH Board, recognizing the importance of our connectivity with local economic development initiatives, voted to regularly retain two economic development seats, rotating those two seats among our four counties on an annual basis. In addition, CSH staff are members of the Highlands County Industrial Development Authority/Economic Development Commission and the Hardee County Economic Development Authority boards. CSH regularly participates in the economic development initiatives of Central Florida Regional Planning Council, attends the meetings of the Hardee County Industrial Development Authority/Economic Development Commission and is in

frequent communication with representatives of the economic development organizations in all four counties. CSH employees have been identified as members of locally formed “response teams,” established to welcome and inform business prospects of the services available in the local area.

The CSH Business Operations Team, the outside sales force of our organization, works to expand our local workforce system’s capacity to be demand (market-driven), responsive to the needs of local businesses, and a contributor to the economic well-being of the community. Their responsibilities include developing new business relationships and evaluating the workforce needs of businesses. Through interaction with businesses and community partners, they glean vital information related to workforce market demand. They develop expertise on targeted industries within our local area and stay abreast of business trends. They answer business inquiries on a variety of issues ranging from tax incentives to fair labor practices and know where to refer businesses for other community resources. By doing so, we promote workforce quality, enhanced productivity, and economic competitiveness for our entire area.

Local businesses face significant challenges daily with shortages of qualified labor, the need for more highly skilled workers, relevant labor market information, and the ability to retain quality staff. CSH strives to become the direct line of communication for all business workforce needs and to increase market share over the traditional recruiting and hiring mechanisms used by most employers. We strive to be the workforce “center of excellence” for our four-county area and can do so with increased value-added services to our business customers. Value-added services are those that are offered beyond the basic job postings for an employer. Our challenge is to continually assess employers’ human resource needs and deliver timely results that meet those needs.

In support of entrepreneurial efforts, CSH partners with entities such as the University of South Florida Small Business Development Center and the Highway Park Neighborhood Council. These organizations provide support and guidance to entrepreneurs. Each offers a review of business feasibility, as well as guidance and training concerning: the legal structures of businesses; business plan development; marketing studies and strategies; bookkeeping/accounting/recordkeeping processes; and understanding financials and developing financial projections, thus providing the critical foundations all entrepreneurs need to know to become successful in business.

In addition, CSH partnered with CareerSource Flagler Volusia on a Get There Faster Grant to provide train the trainer courses using the IceHouse entrepreneurial curriculum and is looking forward to implementing this locally.

- (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 Heartland recognizes that there are four (4) types of Rapid Response events: Worker Adjustment and Retraining Notification (WARN), Non-Warn, Trade Adjustment Assistance Event, and Natural and Other Disasters. CSH’s Rapid Response team is comprised of the Rapid Response Coordinator; Business Services Representative(s); the Local TAA Coordinator; WIOA Career Specialists; and the Local Veteran Employment Representatives (LVER). A Disabled Veteran Outreach Program (DVOP) Specialist may participate if it has been predetermined that the event’s dislocated workers include veterans who qualify for DVOP services.

When a Rapid Response event has been identified, CSH's Rapid Response Coordinator establishes contact with the employer, arranges and schedules all Rapid Response activities and completes related reports. At a minimum, the following services are made available as determined appropriate and needed:

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

Locally driven layoff aversion strategies and activities are also a required component of Rapid Response. The Rapid Response Coordinator utilizes available technology (such as Econovue) to run reports to identify local employers that appear to be experiencing material weaknesses and/or financial stress. The Business Services Team uses this information to conduct screening with the identified businesses to identify and provide appropriate layoff aversion strategies. Such strategies may include, as needed:

- ongoing engagement, partnership, and relationship-building activities;
- provision of assistance to affected workers;
- early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
- funding feasibility studies to determine if a company's operations may be sustained through a buyout or other means to avoid or minimize layoffs;
- developing, funding, and managing incumbent worker training programs or other worker upskilling approaches as part of a layoff aversion strategy or activity;
- connecting companies to state Short Term Compensation (STC) or other programs designed to prevent layoffs or to quickly reemploy dislocated workers, employer loan programs for employee skill upgrading; and other Federal, state, and local resources as necessary to address other business needs;
- establishing linkages with economic development activities at the Federal, State, and local levels, including Federal Department of Commerce programs and available State and local business retention and expansion activities;
- partnering or contracting with business-focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered;

- conducting analyses of the suppliers of an affected company to assess their risks and vulnerabilities from a potential closing or shift in production of their major customer;
- engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses;
- coordinating with local government divisions and organization, and local nonprofit organizations, to plan for and respond to natural and other disasters; and
- connecting businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff to help facilitate rapid reemployment.

Local information suggesting issues with business continuity may also be used to trigger Rapid Response related business screening, such as but not limited to reported supply-chain issues, lack of resources, infrastructure concerns, or unplanned IT or technology outages.

(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:

CareerSource Heartland’s approach to maintaining strong relationships in targeted sectors is multi-faceted and proactive, starting with the direct interaction of our Business Operations Team members with industry representatives. We maintain a strong community presence among local businesses through face-to-face meetings intended to identify the individual businesses’ human resource and employee training needs and helping to discern which CSH services can best help meet those needs. CSH assists with business recruiting efforts and offers alternative solutions, such as Customized training, On-the-Job training, Transitional Jobs training, and Work Experience opportunities, when talent shortages arise.

CSH staff members work closely with local chambers of commerce, education, and economic development partners to provide employment related solutions to new businesses, and to identify the talent and training opportunities needed to support emerging industries. Staff members also participate on local advisory boards designed to identify the employment and job training needs of industry.

In addition, CSH’s Executive Board and Board of Directors voted to adopt the Sector Strategies approach as a more effective method of conducting business. Sector strategies are industry-focused, demand-driven approaches to building a skilled workforce that meets regional business needs, now and into the future. Our Board identified Healthcare and Advanced Manufacturing as the industries of focus for our geographic area.

CareerSource Florida (CSF) provided technical assistance to help us move forward, connecting us with an experienced “consultant” who shared numerous documents and tips for success, and assisted with the review and presentation of various elements of data. CSH also received an Emerging Technologies (Sector Strategies) staffing grant from CSF to move the initiative forward.

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

The decisions made to date have been based on data made available through Chmura JobsEQ, local labor market information and statistics presented by the Florida's Department of Economic Opportunity's (DEO) Bureau of Labor Statistics department (including monthly data releases, Regional Supply and Demand, Employment Projections, Help Wanted On-Line Ads) and local demand occupations input received from businesses, board members, and community partners.

Local businesses, partner agencies, and private sector board members provide critical input in the identification of growing and emerging occupations/industries.

Our four-county economic development partners have identified Agriculture, Biofuels and Renewable Energy, Healthcare and Life Sciences, Information Technology, Logistics and Distribution, and Niche Manufacturing/Processing (aviation, building component design, food and beverage and plastics) as Targeted Industry Clusters. Industry clusters were prioritized by reviewing local industries' growth projections and hiring demands, infrastructure available to support business attraction and retention, and a review of a regional Industry Cluster Analysis completed in 2010. Although the analysis is old, comparison of the current data to that which was presented in 2010 resulted in the determination that most of the conclusions and recommendations remain valid.

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

In June 2017, industry representatives, CSH board members, government officials, and education and economic development partners came together to create a common vision for this initiative. The vision statement is: Engaging Florida's Heartland Region to Expand Economic Prosperity. This vision reflects the "buy-in" of our four-county community to address skill gaps and create meaningful career pathways in key targeted growth industry sectors. All meeting participants agreed to focus first on the needs of Advanced Manufacturing, since numerous solutions are already underway for the Healthcare Industry. The presentation of data was the next step. With the assistance of CSF and DEO, a variety of related regional data elements were prepared and presented.

In addition, CSH's Business Operations Team members conducted surveys with local Advanced Manufacturing employers, to better present talent needs to enhance the informed decision-making process.

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

Please see responses to 4, 4A and 4B, above.

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

This initiative is intended to result in the development of integrated, sector-driven career pathways with demand-based talent solutions. Given our relationships with education and training partners, this stronger emphasis on the voice of industry has resulted in resource sharing and the development of customized solutions to meet the current and future employment needs of manufacturers in our area. Based on the input of local businesses participating in the CSH Sector Strategy Initiative, a number of related training opportunities have been developed or adopted locally, to include Automation, CNC Machinist-Fabricator, CNC Operator, CNC Programming, Lean Manufacturing, Manual-Machining, Manufacturing Skills Standards Council Certified Logistics Associate (CLA), Manufacturing Skills Standards Council Certified Logistics Technician (CLT), Mechatronics, and

Pneumatics, Hydraulics and Motors for Manufacturing, and Welding. Many of these courses are offered as short-term training options with stackable credentials.

- E. Describe how the local area transforms services delivered to job seekers/workers and employers through sector strategies: and
See response to 4D, above.
- F. Describe how the local area measures, improves and sustains sector strategies.
CSH recognizes that the WIOA common measures should provide an indication of whether implemented strategies are working. Therefore, we are using those statistics to evaluate success of actions taken. Should performance not meet local expectations, programs and actions will be reviewed and revised as deemed appropriate.

Solid data is being used to improve, measure, and sustain sector strategy initiatives. For our current initiative, the data that was used to identify advanced manufacturing as our initial target industry served as our baseline. Success of the initiative is being measured by an increase in advanced manufacturing job placements and related employer satisfaction surveys. In addition, an increase in local related job training options (manufacturing training opportunities including on-the-job training, incumbent worker training, customized training, apprenticeships, transitional jobs/work experience environments, and traditional training offered through Individual Training Account (ITA) awards and completions), serves as a measure of success.

Periodically, we look at the data concerning successful completion, related job placement, and entry-level wage rate outcomes of our ITA and work-based training programs to substantiate continuation of CSH support of those options. CSH may discontinue support for programs that fail to meet locally established performance requirements or may work with the provider to develop strategic initiatives/corrective action plans designed to accomplish desired results. Similar data will be used to evaluate and measure the success of sector strategies.

Successfully developed strategies include the identification of shared resources among businesses, education, workforce, and other stakeholders to ensure sustainability.

- (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)).

CSH understands that career pipeline development begins in the K-12 educational system and continues through post-secondary education. As such, we have established strong partnerships with our local school districts and post-secondary education providers. During a time of Board downsizing, understanding the importance of our connectivity with educational partners, the CSH Board voted to keep secondary and post-secondary representatives at the table, rotating the secondary seat annually among our four counties on an annual basis. CSH has established MOUs with two of our four secondary school systems that also offer Adult Education and Literacy services, further enhancing delivery of services surrounding the development of career pathways and pipelines. Please see the

MOUs for additional information on efforts to coordinate strategies and avoid duplication of services. (Attachment 5)

CSH and our local secondary and postsecondary school representatives regularly share information concerning the needs of youth, the development of career academies, vocational and occupational course offerings, and Carl Perkins funding. Our secondary education partners work closely with our post-secondary partners to ensure the articulation of skills learned in career academies into programs offered in the public college systems.

CSH has entered into Training Vendor agreements with our post-secondary providers to offer Individual Training Accounts to support job training in occupations listed on our local Demand Occupations List (DOL). Consumer choice is strongly supported and promoted. Our approved job training programs are provided by multiple educational institutions, allowing participant choice regarding cost, class location, and class scheduling. Program completion and placement statistical data is also available to consumers, further enhancing their decision-making.

In addition, we partner with our post-secondary providers to provide skills upgrade (customized) training for the incumbent workers of local businesses. This customer driven strategy allows CSH to assist local businesses by partially funding the identified training, resulting in a higher skilled employee for the local business. CSH often acts as the liaison between the business and the training provider to coordinate strategies and avoid duplication of services and/or information provided/required. As the result of our partnerships, Indian River and South Florida State Colleges, along with our other locally approved eligible training providers, have demonstrated the ability to quickly respond to requests for the development of customized training opportunities that specifically address a business need.

- (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)).

For the immediate delivery of transportation related to work and work-related activities, CSH partners with the Multi-County Transportation Disadvantaged Program (TD), whose mission is to enhance the mobility of Floridians by providing medical, employment, education and other life sustaining trips to individuals lacking transportation. Eligible individuals include those who meet specific income guidelines and who cannot obtain their own transportation due to a disability, age, or income.

Although public transportation is generally unavailable in our four-county area, the DeSoto-Arcadia Regional Transit (DART) offers a deviated fixed - route service in and around the City of Arcadia, Monday through Saturday. This service is provided through the cooperation of the Central Florida Regional Planning Council, the Florida Department of Transportation, and the Federal Transit Administration. For individuals functionally unable to board along the fixed route, with a 24-hour notice, DART buses will deviate up to 3/4 mile. While riders are generally expected to pay a small fare per ride, the required fare has been temporarily suspended until further notice. Although subject to change, the current cost to ride is free.

In addition, the Heartland Regional Transportation Planning Organization (HRTPO) coordinates transportation plans for a six-county area, (DeSoto, Glades, Hardee, Hendry, Highlands, and Okeechobee), including the cities of Sebring and Avon Park. This organization provides the forum for local elected officials, county and municipal staff, transportation industry experts, and the public to work together to improve transportation in the designated area. Select members of CSH's Executive Board, Board of Directors, and

staff participate either directly on the HRTPO Board or indirectly on the technical and/or citizens advisory committees, which are designed to offer input into the planning and developing of multimodal transportation options.

CSH provides gas cards to eligible participants in the Welfare Transition program and WIOA eligible youth served through its career centers. Based on available funding and customer need, gas cards may also be provided to WIOA eligible

For the provision of various additional support services, CSH refers individuals to community entities such as the Agriculture and Labor Program Incorporated (ALPI), Catholic Charities, My Aunt's House, Hardee Help Center, local county Veterans services offices, food banks, and similar sources available in each county.

(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)).

In 2000, the Department of Economic Opportunity gave local Boards the authority to provide local guidance and day to day supervision to Wagner-Peyser (WP) funded state merit staff. This forward-thinking action has led to full integration and maximum coordination of service delivery in the local workforce system.

Basic Career Services are made available to all individuals seeking services through the one-stop delivery system, and include:

- Center orientation; participant registration into Employ Florida; initial assessment; job matching; resume review; and referrals to job openings;
- Presentation of information and/or referrals to other services available through the one-stop delivery system

Individualized Career Services made available as appropriate by WP and/or CSH staff, in coordination with career center partners, include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - ✓ Diagnostic testing and use of other assessment tools; and
 - ✓ In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of individual employment plans, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling (guidance) and mentoring;
- Career planning (e.g. case management);
- 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 unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are 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, and obtaining skills necessary for

successful transition into and completion of postsecondary education, training, or employment;

- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- Referral to English language acquisition and integrated education and training programs.

WP staff members are collocated and fully integrated into the CSH Career Centers and local service delivery system.

- (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)).

CSH is committed to facilitating cooperation throughout its four-county area to maximize talent development, economic development and sustainable growth to improve the quality of life of our citizens; developing and maintaining a talent development strategy through diversified public and private-sector partnerships; developing and recruiting talent to support economic development priorities of the local area; supporting local strategies that enhance business development and value-added job creation; and providing exceptional customer service.

CSH recognizes Adult Education and Literacy as a critical component of workforce/talent development and understands that individuals who can benefit from adult education and literacy services can be expeditiously identified and served using a shared referral/placement concept through the local career center delivery system. As such, CSH has established MOUs with our local Adult Education and Literacy providers to collaborate and establish the organizational framework to integrate the delivery of program services offered and to provide services in a coordinated, seamless, and customer-friendly manner.

Each MOU details funding guidelines, expectations surrounding delivery of adult education and literacy activities, requirements to serve individuals with disabilities, and performance of responsibilities as required by the Workforce Innovation and Opportunity Act, as appropriate for each entity, toward the development of a workforce talent-development system, such as:

- A. Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages.
- B. Participate in rigorous evaluations that support continuous improvement of local career center systems by identifying which strategies have proven more effective for targeted populations
- C. Ensure that high-quality integrated data is provided to policymakers, employers, and job seekers as necessary tools for making informed decisions.
- D. Develop referral processes that enhance customer-friendly service and avoid duplication of efforts and data.
- E. Provide links to each other's websites to promote program awareness and to provide information to customers concerning services available within the workforce system.
- F. Utilize technology wherever possible to enhance service delivery.

Each partner has agreed to participate in activities associated with assessing related organizational performance as well as developing and carrying out improvement plans, as appropriate. The expectations are that these activities will include full integration of workforce development services by partners so that services will be delivered in a seamless manner;

that each partner will be familiar with the array of services provided by the other; and that each will mutually refer potential candidates.

CSH reviews the applications of providers wishing to provide adult education and literacy services under Title II (WIOA funds) and evaluates these applications according to the minimum requirements as noted under subparagraphs (A) and (B)(i) of section 107(d)(11) and sections 231, 232, and 233.

- (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

LWDB 19 promotes the reduction of Welfare Dependency through coordination of workforce investment activities and promotion of skills upgrades that are relevant to finding and retaining employment for our participants in both TANF and SNAP. From the point of referral TANF and SNAP participants complete an online assessment which covers skills, work history, education levels, goals and interests, and needs and barriers. The results help determine the correct path and skills needed to become gainfully employed and are used by the Career Specialist to help each participant build a solid plan to guide them towards employment opportunities and occupations that are suitable. Each TANF and SNAP Career Specialist is prepared to work with each participant individually and in small group settings to deliver resources and program assistance in our local area.

Staff guides participants with a proactive approach toward self-sufficiency by focusing on the individuals' long and short-term goals while simultaneously developing plans of action and roadmaps to guide the participants towards employment. LWDA 19 staff continues to promote educational opportunities that are in high demand along with short-term training opportunities intended to streamline the process from welfare to work and reduce the recidivism rate and welfare dependency.

Individuals who are dependent on welfare are provided additional services in our local area to further assist them in reaching their goals in an expedited manner. While participating in the program, our TANF population receives an array of services intended to eliminate or minimize barriers and roadblocks to employment. Some of the services include childcare, clothing, tools for work, and car repairs. Individual participant referrals to local community service agencies are also provided to further assist with wrap around services to ensure barriers are being eliminated while the participants work towards self-sufficiency. Staff in each of our Career Centers is equipped with a list of local community service agencies and the services those entities offer.

In addition, LWDB 19 assists their TANF/ SNAP population with dual enrollment into WIOA, where appropriate, which provides added services that may be beneficial to the participant and help them to become gainfully employed. Traditional or work-based training opportunities and pre-vocational services, including work experiences, communication skills, interviewing skills, and preparing participants for interviewing and work-related experiences that link to careers provide additional opportunities for a successful outcome.

By offering an array of services and coordinating with other available programs/agencies, we strive to ensure that welfare dependency and recidivism decrease while self-sufficiency increases, helping individuals reach self-sufficiency.

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))

Our negotiated Indicated Measures of Performance for PY 2022-2023 and PY 2023-2024 are as follows:

LWDB 19 CareerSource Heartland WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	80.9%	80.9%
Employed 4th Qtr. After Exit	83.6%	83.6%
Median Wage 2nd Quarter After Exit	\$9,188	\$9,188
Credential Attainment Rate	77.5%	77.5%
Measurable Skill Gains	75.8%	75.8%

LWDB 19 CareerSource Heartland WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Dislocated Workers:		
Employed 2nd Qtr. After Exit	70.0%	70.0%
Employed 4th Qtr. After Exit	70.0%	75.0%
Median Wage 2nd Quarter After Exit	\$7,500	\$7,500
Credential Attainment Rate	89.0%	89.0%
Measurable Skill Gains	77.8%	77.8%

LWDB 19 CareerSource Heartland WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Youth:		
Employed 2nd Qtr. After Exit	78.9%	78.9%

Employed 4th Qtr. After Exit	78.4%	78.4%
Median Wage 2nd Quarter After Exit	\$3,975	\$3,975
Credential Attainment Rate	97.1%	97.1%
Measurable Skill Gains	80.8%	80.8%

LWDB 19 CareerSource Heartland WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	70.8%	70.8%
Employed 4th Qtr. After Exit	67.1%	67.1%
Median Wage 2nd Quarter After Exit	\$5,252	\$5,252

- (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.

In 2021, Florida's Reimagining Education and Career Help Act (REACH) was enacted to serve as a blueprint for enhancing access, alignment, and accountability across the state's workforce system. CareerSource Heartland has embraced the intent of REACH and looks forward to its implementation. Continuous improvement and the delivery of high-quality customer service have long been priorities of the CSH Board.

For several years pre-covid, CSH demonstrated high performance, and intends to continue to perform at a high level. This has been accomplished through the delivery of exceptional customer service, integrity and transparency, staff development, data and program analysis, quality assurance monitoring, continuous improvement, and ongoing dialogue with customers and community partners.

Connecting our businesses with skilled talent is top priority. Our Business Operations Team focuses on understanding local businesses' needs and communicating those needs to Management and Career Center staff. As appropriate, Management works with education and training providers to promote or develop career pathways and job training programs. Career Center staff members conduct recruitment for open positions, promote job training opportunities as appropriate, and provide various services to job seekers to prepare or transition individuals into initial employment, re-employment, or upgraded employment. We believe high quality customer service results in high performance outcomes.

The expectations of integrity and transparency are set with all new employees and are practiced daily throughout the organization. Decisions are made, and actions occur, in adherence to guiding principles, laws, regulations, policies, procedures, and organizational core values. Communication and documentation enhance transparency.

Ongoing general oversight, guidance and direction are provided to staff, and expectations are reinforced through periodic reminders, as well as annual ethics training.

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

Florida Department of Economic Opportunity's Administrative Policy 93 identifies continuous improvement criteria which includes compliance with all CSF standards and practices; demonstration of compliance with staff training and skills certification; and established procedures to capture and respond to employer and job seeker feedback. CSH demonstrates compliance with these criteria in all areas. In addition, customer satisfaction surveys provide real-time feedback concerning service delivery to employers and job seekers.

END OF LOCAL PLAN INSTRUCTIONS

Attachments

Upload Signature Pages [LWDB 19 Local Plan Update 2022 Signature Page - SIGNED.pdf](#)

Executed Interlocal Agreements Attach Document

Upload Executed Interlocal Agreements [133 7 LWDB 19 Interlocal Agreement- Heartland Workforce Investment Consortium 2015_3246.pdf](#)

Roles and Responsibilities of Chief Elected Officials Attach Document

Upload Roles and Responsibilities [7 LWDB 19 Interlocal Agreement- Heartland Workforce Investment Consortium 2015.pdf](#)
[129 Approved CSH BYLAWS with signatures - 2021-04-21_1014.pdf](#)

Evidence of Designation of the Fiscal Agent Attach Document

Upload Designation of the Fiscal Agent [150 7 LWDB 19 Interlocal Agreement- Heartland Workforce Investment Consortium 2015_4206.pdf](#)

Link Designation of the Fiscal Agent Provide the URL link to the searchable pdf file(s) : <https://careersourceheartland.com/wp-content/uploads/Heartland-Workforce-Investment-Consortium-Interlocal-Agreement-2015-.pdf>

Bylaws Attach Document

Upload Bylaws [Approved CSH BYLAWS with signatures - 2021-04-21.pdf](#)

Meeting Materials Attach Document

Upload Meeting Materials [2022-06-02 - Executive Committee Minutes DRAFT.docx](#)
[2022-06-15 Board Meeting Minutes Draft.docx](#)
[Action Item Approval of Two-Year Local Plan Update.pdf](#)
[Executive Committee - Meeting Packet - 2022-06-02 - FLAT.pdf](#)
[Joint Board Meeting - Meeting Packet - 2022-06-15 - FLAT.pdf](#)

Local Agreements Attach Document

Upload Local Agreements [11d Local Workforce Development Area Board Governance .pdf](#)

Executed Memoranda of Understanding

Website Link

Link Executed Memoranda of Understanding

Provide the URL link to the searchable pdf file(s): <https://careersourceheartland.com/about/public-documents/public-documents-overview/four-year-plan/>

Executed Infrastructure Funding Agreements

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Executed Cooperative Agreements

Website Link

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