

CareerSource Suncoast

Local Workforce Development Area 18

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Message from Ted Ehrlichman, President and CEO, CareerSource Suncoast

CareerSource Suncoast has emerged stronger than ever after the new federal workforce legislation and the statewide rebranding. In addition to a rapidly shifting jobs and skills market, this has been an eventful and challenging year at local, state and federal levels. From an economic development perspective, job creation has been exceptional, resulting from a sharpened focus and alignment of resources to be most effective system-wide, and certainly within this cycle of recovery and growth.

Without doubt, a recent capstone for the federal workforce system was passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014. Not only does it supersede an aging and cumbersome array of laws, but it brings to the forefront a requirement for *all* federally funded workforce systems to streamline and simplify processes for the consumer. All services are to be available under one rooftop (and virtual sites) with a minimum of barriers to receiving help.

For employers, business and economic development organizations, and educational institutions, the message is clear: integration with workforce needs is both critical and an integral ingredient for successful community outcomes. Locally, CareerSource Suncoast initiated an eight-month planning effort in August 2015, with determination to position this organization for ongoing success. Project goals were to:

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

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

Our focus remains on delivering high-quality workforce activities and expanding collaboration across our counties, cities, towns, governments and partners to support our employers. We have fine-tuned our vision and mission to reflect a shifting market and this newly integrated approach.

Florida is a model for this collaborative approach. With unified branding, clear consistent messaging, and coordination of key services *already* in place, we have a head start. Furthermore, there is consistent, increasing emphasis on customizing local programs to meet the needs of *employers* as well as career seekers. With this sharpened strategic mandate, we must deliver value in new and creative ways.

We equip and encourage our customers to move from job seekers to career managers. Our highly performing local Suncoast employers demand---and deserve---the talent they need to be successful and grow their businesses. We are here to help make the connections.

PROCESS FOR PLAN SUBMITTAL

The federal Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board (LWDB or local board), in partnership with the local chief elected official, to develop and submit a comprehensive four-year service plan to the state.

CareerSource Florida (CSF) in partnership with Florida's Department of Economic Opportunity (DEO) has provided instructions for submitting the plan and required attachments. All plans must be submitted no later than 5:00 p.m. (EST) on April 30, 2016. Upon submission, the content of plans will be reviewed by both DEO and CSF staff with a recommendation for approval/disapproval provided to the CSF Board of Directors at its meeting scheduled for May 26, 2016. A recommendation for approval will be made unless the staff review indicates that: (1) there are deficiencies in local workforce investment activities that have not been addressed, or (2) the plan is determined inconsistent with WIOA and the regulations of WIOA, including required public comment provisions.

This document serves as the WIOA four-year plan for CareerSource Suncoast, effective July 1, 2016 through June 30, 2020.

KEY DATES

Local Plan Guidelines Issued.....	November 12, 2015
Local Plan Consultation Meeting.....	November 18, 2015
Local Plan Instruction Webinar	December 8, 2015
WIOA State Plan Due	March 3, 2016
Local Plans Due	April 30, 2016
Local Plans Approved	May 26, 2016
WIOA Program Year 2016 Begins	July 1, 2016

FLORIDA'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), Florida will have a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce and economic development networks will maximize the competitiveness of Florida businesses and the productivity of Florida's workforce, thus increasing economic prosperity. Florida's strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.
- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.

ORGANIZATIONAL STRUCTURE

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

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

The Local Workforce Development Area 18 has two local county governments – Sarasota County and Manatee County. Each county designates a commissioner to serve as the Chief Elected Official (CEO). The two CEOs serve as members of the Local Workforce Development Board (LWDB). As of March 2016, the CEOs are:

- Commissioner Carolyn Mason
Sarasota County Commissioner
1660 Ringling Boulevard
Sarasota, FL 34236
941-861-5344
cmason@scgov.net;
- Commissioner Robin DiSabatino
Manatee County Commissioner
1112 Manatee Avenue West
Bradenton, FL 34206
941-745-3713
robin.disabatino@mymanatee.org

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

[Attached: Interlocal Agreement](#)

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

[Attached: Interlocal Agreement](#)

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

- i. The nomination process used by the CEO to elect the local board chair and members;
[An ad-hoc officer nominating committee is formed in May of each year by the Board chairperson, in consultation with the President/CEO of CareerSource](#)

Suncoast. The local board chairperson and chair-elect shall be elected from among the members of the Board who are representatives of the private sector and shall have been a member of the Board for at least one (1) year prior to taking office. A treasurer and a member at-large are also nominated by this committee.

The nominating committee will recommend the slate to the Board. The Board shall vote on the slate of officers presented. Once approved, the officers are installed at the September board meeting, and shall serve a one-year term commencing October 1. Officers are limited to three consecutive one-year terms in the same office.

- ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;

Non-mandated board members are appointed to four-year terms, beginning upon approval of the Chief Elected Officials and expiring on September 30th of the year the appointment ends. Subsequent appointments or re-appointments shall be for four years. A member appointed to fill a vacancy on the Board shall be appointed to serve the remainder of the term of the member they are replacing, and may be appointed for a subsequent four-year term. Terms are staggered based on the year of the appointment.

Mandated board members shall hold office for as long as they meet the representative requirement mandated by law.

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

The President/CEO notifies the Board of Directors of all resignations/pending vacancies at regular board meetings as they occur, and initiates the process to fill vacancies immediately. All nominations for board members are received from current board members, local business organizations, and local economic development organizations. All vacancies shall be approved by the Commission Coordinating Council, comprised of the CEOs of the two counties, through the same process followed for all appointments. New members must

be appointed to fill the same category of membership as that in which the vacancy occurred.

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

A board member may assign a designee in their absence, but that person does not have voting rights.

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

All board members receive an Outlook calendar request one week prior to scheduled meetings. Invitations include a web-based link to the meeting, as well as a phone call-in option. Materials and documents are shared on screen.

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

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

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

Other than WIOA requirements for board composition, there are no other conditions governing appointments or membership on the local board.

- E. Provide a description of how the CEO was involved in the development, review and approval of the plan.

Each of the two counties, Sarasota County and Manatee County, designates a commissioner to serve as the Chief Elected Official (CEO). The two CEOs serve as

members of the Board of Directors. As Board members, the two CEOs are provided information, updates, and reports through the Board's committees, councils and board meetings throughout the year. As part of the Board, they have the opportunity to offer input and provide comments in development of the plan, as well as the opportunity to review and vote to approve the plan.

(2) Local Workforce Development Board (LWDB)

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

As of March 2016, the chairperson of the LWDB is:

Mr. Adam Kendall
Vice President, Morgan Stanley
2 North Tamiami Trail
Sarasota, FL 34236
941-363-8511
adam.kendall@morganstanley.com

- B. Provide a description of how the LWDB was involved in the development, review, and approval of the plan.

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

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

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

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), serves as the entity designated as the local fiscal agent. CareerSource Suncoast is incorporated in the State of Florida as a 501(c)(3) as determined by the Internal Revenue Service. CareerSource Suncoast is designated as the local fiscal agent through the interlocal agreement with Sarasota County and Manatee County

governments. This document will continue to be developed and updated as WIOA guidance is received.

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

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

- C. If a single entity has been selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach the agreement that describes how the entity will carry out its multiple responsibilities including how it will develop appropriate firewalls to guard against any conflict of interest.

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), has been selected to operate in multiple roles as indicated above, and is also the one-stop operator and direct provider of career and training services to job seekers and employers.

Attached: Request to Extend Designation as a One Stop Operator and Direct Provider of Workforce Services.

Conflict of Interested and Related-Party Procurement:

No individual in a decision-making capacity, or involved in the writing of specifications or administration of the procurement process, shall engage in any activity, including the participation in the selection, award, or administration of a subgrant or contract supported by its funds, if a conflict of interest, real or apparent, would be involved.

Financial and Organizational Disclosure Statements must be completed by all board members and the CSS President/CEO. Within 30 days of their appointment or employment, and again annually, on January 1st, and at any other time that organizational affiliations change, such individuals will be notified that they must complete and file the above-mentioned disclosure form.

No board member shall cast a vote, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), or on any matter which would provide any direct financial benefit to the appropriate individual or organization, except when that interest has been placed in a disclosed blind trust.

A conflict of interest is present if the individual, any member of the individual's immediate family, the individual's business partner, or an organization that employs or is about to employ any of these individuals has financial or other interest in the firm or organization selected for award. CSS staff and board members making the award will neither solicit nor accept gratuities, favors, or anything of monetary value from awardees, potential awardees, or parties to sub-agreements.

Any potential conflict, whether real or apparent, must be disclosed to the CSS President/CEO, or, in the case of a board member, to the Board. Such disclosure must be documented and filed.

In a "conflict of interest" situation, when the contract for services is with an "agency" (as defined in s. 112.312(2), Florida Statutes) represented by a board member, the board may approve the contract by a simple majority of those members present (subject to local quorum requirements and other local board requirements, if any), and the member with the "conflict of interest" not voting.

In addition, CareerSource Suncoast will use the CareerSource Florida Board approved definition of "employee" as it relates to conflict of interest as follows:

"Employee" means a person employed full-time by a regional workforce board working in a managerial or supervisory capacity or who has direct contract management or direct fiscal involvement with the contract voted on by the board."

(4) One-Stop System

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

CareerSource Suncoast currently has three full-service one-stop locations, as well as two other service delivery offices (often referred to as satellite offices), and one mobile unit.

The three full-service one-stop locations are:

Manatee County
Bradenton Career Center (and Administrative office) – 27,084 square feet
1112 Manatee Avenue East
Bradenton, FL 34208

Sarasota County
Sarasota Career Center – 17,151 square feet
3660 North Washington Boulevard
Sarasota, FL 34234

Sarasota County
Venice Career Center – 7,500 square feet
897 East Venice Avenue
Venice, FL 34285

These full-service one-stop locations include staffed resource rooms (with computers, fax machines, and phones) and provide job seeker services, employer services, WIOA activities (Adult, Dislocated Worker, and Youth services), Temporary Assistance to Needy Families (TANF), Wagner-Peyser services, Veteran services, Supplemental Nutrition Assistance Program (SNAP), Reemployment Services and Eligibility Assessment (RESEA), and adult education assistance with GED prep and testing; Migrant Seasonal Farm Worker (MSFW) services are available at the Bradenton location. Partners co-located within these centers include senior adult employment services through AARP, and Vocational Rehabilitation Services. The Florida Small Business Development Center at University of South Florida (SBDC) has offices at the Bradenton location.

The two other service delivery offices (often referred to as satellite offices) are located at the area technical colleges below:

Suncoast Technical College
4748 Beneva Road
Sarasota, FL 34233

Manatee Technical College
6305 SR 70 East
Bradenton, FL 34203

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

Each of the three full-service offices are open Monday through Friday, from 8:00 am to 5:00 pm.

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

CareerSource Suncoast is the operator of the local one-stop centers.

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

As approved by CareerSource Florida, CareerSource Suncoast is the direct service provider for all career services within the local one-stop system.

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

CareerSource Suncoast will continue to provide direct services, and be the one-stop operator reporting to the Board of Directors, until further direction and clarification is received from Florida DEO and CareerSource Florida. Should further procurement processes be required, additional processes will be adopted to fulfill the letter and spirit of the legislation.

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

Per DEO One-Stop Career Center Credentialing Policy, CareerSource Suncoast attest that the three full-service comprehensive one-stop centers meet the certification requirements. Certification requirements are reviewed annually. As of March 2016, the most recent certification completed was for PY 2015-16.

Career Center Credentialing Certification includes a detailed review of the following criteria:

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

Attached: DEO Local Workforce Development Board credentialing certification for PY 2015-16.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

Existing Demand Industries

As of January 2016, Suncoast regional industries with the most demand were all services-producing industries with trade, transportation and utilities generating the most demand (55,026 jobs), followed by education and health services (48,946 jobs), leisure and hospitality (39,934 jobs), and professional and business services (35,648 jobs).

As of September 2015, statewide industries with the most demand were also all services-producing industries with trade, transportation and utilities generating the most demand (1,678,000 jobs), followed by education and health services (1,218,100 jobs), professional and business services (1,206,700 jobs) and leisure and hospitality (1,153,800 jobs). Construction (+6.6 percent) and leisure and hospitality (+5.3 percent) were the fastest growing major industries.

As of September 2015, national annual growth rates (seasonally adjusted) in construction (+3.4 percent), manufacturing (+0.8 percent), trade, transportation and utilities (+2.0 percent), financial activities (+1.9 percent), education and health services (+2.8 percent), and leisure and hospitality (+3.0 percent) were less than the expansion rates for Florida. Florida (+3.0 percent) had the strongest over-the-year seasonally adjusted growth rate among the ten most populous states in September 2015, California was next at 2.8 percent and North Carolina ranked third (+2.6 percent). Among all states, Florida ranked fifth and California ranked sixth in seasonally adjusted annual growth rate.

Existing Demand Industries

Workforce Development Area 18 - Manatee and Sarasota Counties

Title	Employment		2015 - 2023 Change	
	2015	2023	Total	Percent
Trade, Transportation, and Utilities	55,026	62,028	7,002	12.7
Education and Health Services	48,946	59,765	10,819	22.1
Leisure and Hospitality	39,934	46,265	6,331	15.9
Professional and Business Services	35,648	43,585	7,937	22.3
Government	26,843	30,302	3,459	12.9
Construction	20,951	30,155	9,204	43.9
Manufacturing	15,680	16,357	677	4.3
Financial Activities	14,702	16,678	1,976	13.4
Other Services (Except Government)	11,942	13,460	1,518	12.7
Agriculture, Forestry, Fishing and Hunting	5,143	4,949	-194	-3.8
Information	3,374	3,336	-38	-1.1
Mining	102	115	13	12.7

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

Existing Demand Occupations

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

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

The top five existing demand occupations for the Suncoast region are related to customer service and hospitality. Retail salespersons is the top existing demand occupation, with 15,638 projected total job openings between 2015 and 2023. Two of the top existing demand occupations are the healthcare occupations of registered

nurses and nursing assistants; both have a relatively high turnover rate and will continue to experience employment growth as a result of the increasing demand for healthcare services, driven by population growth and aging, expanding insurance coverage, and technological change. Only two of the top existing demand occupations require significant technical training: registered nurses, and accountants and auditors.

The following table displays the top 20 existing demand occupations (based on 2015-2023 total job openings) for the CareerSource Suncoast region.

Existing Demand Occupations

Workforce Development Area 18 - Manatee and Sarasota Counties

Title	Employment		2015 - 2023		
	2015	2023	Growth	Percent	Total
Retail Salespersons	13,288	15,638	2,350	17.7	6,055
Cashiers	8,010	8,442	432	5.4	3,371
Waiters and Waitresses	7,998	9,049	1,051	13.1	4,189
Customer Service Representatives	7,232	8,663	1,431	19.8	2,991
Combined Food Prep. and Serving Workers, Inc. Fast Food	7,122	8,535	1,413	19.8	3,727
Landscaping and Groundskeeping Workers	5,841	7,021	1,180	20.2	2,358
Secretaries, Except Legal, Medical, and Executive	5,836	7,007	1,171	20.1	1,731
Registered Nurses	5,499	6,202	703	12.8	1,529
Office Clerks, General	5,094	5,889	795	15.6	1,647
Nursing Assistants	5,010	6,395	1,385	27.6	2,132
First-Line Supervisors of Retail Sales Workers	4,602	5,099	497	10.8	1,293
Cooks, Restaurant	4,583	5,551	968	21.1	1,693
Bookkeeping, Accounting, and Auditing Clerks	4,109	4,816	707	17.2	1,009
Maintenance and Repair Workers, General	3,592	4,087	495	13.8	1,028
Sales Representatives, Wholesale and Manufacturing, Other	3,477	3,945	468	13.5	1,010
Janitors and Cleaners, Except Maids and Housekeeping	3,467	4,134	667	19.2	1,176
Construction Laborers	3,284	4,627	1,343	40.9	1,903
Carpenters	3,110	4,192	1,082	34.8	1,390
Receptionists and Information Clerks	2,977	3,504	527	17.7	1,176
Accountants and Auditors	2,957	3,403	446	15.1	1,142

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

Emerging Demand Industries

The emerging demand industries according to Florida Department of Economic Opportunity's Bureau of Labor Market Statistics are listed below. The industry list is sorted by greatest percent change in employment to least percent change in the next 8 years. The top five are Construction, Professional and Business Services, Education and Health Services, Leisure and Hospitality, and Financial Services.

Emerging Demand Industries

Workforce Development Area 18 - Manatee and Sarasota Counties

Title	Employment		2015 - 2023 Change	
	2015	2023	Total	Percent
Construction	20,951	30,155	9,204	43.9
Professional and Business Services	35,648	43,585	7,937	22.3
Education and Health Services	48,946	59,765	10,819	22.1
Leisure and Hospitality	39,934	46,265	6,331	15.9
Financial Activities	14,702	16,678	1,976	13.4
Government	26,843	30,302	3,459	12.9
Mining	102	115	13	12.7
Trade, Transportation, and Utilities	55,026	62,028	7,002	12.7
Other Services (Except Government)	11,942	13,460	1,518	12.7
Manufacturing	15,680	16,357	677	4.3
Information	3,374	3,336	-38	-1.1
Agriculture, Forestry, Fishing and Hunting	5,143	4,949	-194	-3.8

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

Emerging Occupations

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

Some of the factors that cause occupations to emerge are changing technology, laws, demographics, and business practices. For the CareerSource Suncoast region, common emerging occupations include cost estimators, roofers, construction laborers, and home health aides. The most common industry sectors for emerging occupations are education and health services, and construction.

The majority of top emerging occupations occur in construction (twelve of top 20), and education and healthcare services (five of top 20) industry sectors.

The top 20 emerging occupations (based on 2015-2023 percent job growth) for the Suncoast region are displayed in the following table:

Emerging Occupations

Workforce Development Area 18 - Manatee and Sarasota Counties

Title	Employment		2015 - 2023		
	2015	2023	Growth	Percent	Total
Cost Estimators	648	971	323	49.9	487
Roofers	1,531	2,293	762	49.8	1,020
Cement Masons and Concrete Finishers	761	1,103	342	44.9	413
Construction Laborers	3,284	4,627	1,343	40.9	1,903
First-Line Superv. of Construction and Extraction Workers	1,772	2,444	672	37.9	828
Home Health Aides	1,464	2,007	543	37.1	761
Carpenters	3,110	4,192	1,082	34.8	1,390
Painters, Construction and Maintenance	1,998	2,679	681	34.1	923
Food Servers, Nonrestaurant	905	1,197	292	32.3	504
Management Analysts	1,236	1,613	377	30.5	525
Heating, A.C., and Refrigeration Mechanics and Installers	1,163	1,502	339	29.2	573
Plumbers, Pipefitters, and Steamfitters	926	1,187	261	28.2	354
Electricians	1,124	1,436	312	27.8	480
Nursing Assistants	5,010	6,395	1,385	27.6	2,132
Licensed Practical and Licensed Vocational Nurses	1,819	2,308	489	26.9	840
Nonfarm Animal Caretakers	1,029	1,304	275	26.7	372
Construction Managers	2,105	2,657	552	26.2	805
Medical Assistants	1,266	1,591	325	25.7	514
Elementary School Teachers, Except Special Education	2,504	3,117	613	24.5	1,051
First-Line Superv. Landscaping & Groundskeeping Workers	1,276	1,552	276	21.6	386

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

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

Employers' Employment Needs

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

By using the content in the O*Net database, it is possible to analyze the knowledge, skills and abilities (KSAs) for individual occupations, occupational groups, or targeted occupations. The following is an analysis of existing and emerging occupations. O*Net importance scores for the various KSAs were matched to the relevant occupational groups.

Existing demand occupations' top KSAs include customer and personal service, sales and marketing, English language, mathematics, active listening, oral comprehension, oral expression, social perceptiveness, computers and media, critical thinking, written expression and comprehension, deductive and inductive reasoning, education and training, and public safety and security. In addition to the existing demand occupations' KSAs, emerging demand occupations' KSAs include engineering and technology, building and construction, number facility, mathematical reasoning, design, coordination, production and processing, and time management.

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

Employers' Knowledge and Skills Needs

According to online-advertised jobs data from the Department of Economic Opportunity, the top advertised job skills in Florida's North Port-Bradenton-Sarasota MSA (Metropolitan Statistical Area) on March 6, 2016 are customer service, interpersonal skills, problem solving, critical thinking, time management, and business development. The top advertised tools and technologies found in job openings are cash register, PowerPoint presentation software, alarms, forklift, Microsoft Word/word processing software, personal protective equipment, Linux, JavaScript, and cell phone.

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

Labor Force and Unemployment

The 2004 population of the North Port-Bradenton-Sarasota MSA was estimated at 653,934. The 2014 population of the North Port-Bradenton-Sarasota MSA was estimated at 748,708. This represents a 14.49 percent increase from 2004.

The total civilian labor force (not seasonally adjusted) for the North Port-Bradenton-Sarasota MSA in December 2014 was 339,429; of which 322,672 were employed and 16,757 were unemployed. The unemployment rate was 5.0% percent.

Educational Attainment

The most common education level of potential candidates in the network in the North Port-Bradenton-Sarasota MSA on March 06, 2016, are high school diploma or equivalent, bachelor's degree, and 1 to 3 years of college or a technical or vocational school.

The following table reflects education levels of available candidates displayed for the CareerSource Suncoast region.

Education Level of Available Candidates

Minimum Education Level	Potential Candidates	Percent
High School Diploma or Equivalent	18,638	33.52%
Bachelors Degree	10,731	19.30%
1 to 3 Years at College or a Technical or Vocational School	8,794	15.82%
Associates Degree	5,551	9.98%
Vocational School Certificate	4,611	8.29%
Masters Degree	4,150	7.46%
Less than High School	1,964	3.53%
Doctorate Degree	724	1.30%
Specialized Degree (e.g. MD, DDS)	440	0.79%

Source: Florida Department of Economic Opportunity

Individuals with Barriers to Employment

The majority of persons with a disability who reside in Florida are not in the labor force (684,895 not in labor force; 452,073 in labor force). The Florida unemployment rate for persons with a disability was 23.2 percent in 2013 compared to 11.8 percent for all labor force participants. The unemployment rate in this population increased by 1.2 percentage points from 2012 to 2013 (the most recent year for which data are available) while the overall unemployment increased 0.5 percentage point during that period. According to a 2014 Goodwill Manasota State of Employment study, unemployment rates for persons with disabilities in Manatee County was 11.2% and Sarasota County was 9.5%.

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

to provide such services, to address the identified education and skill needs of the workforce and employment needs of employers in the region. WIOA §108(b)(1)(D) and §108(b)(7)

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

One-Stop Career Centers

Florida's career center system was initially established to bring workforce and welfare transition programs together to simplify and improve access for employers seeking qualified workers and training for new or existing employees as well as for job seekers.

CareerSource Suncoast's career centers have expanded their services and programs and have invited other partners to co-locate both physically and through website linkages. Co-locating partners include VR, Florida Small Business Development Center at USF, and AARP. CareerSource Suncoast has also created "satellite" career centers that are strategically located within Manatee Technical College and Suncoast Technical College facilities. These partnerships and co-locations have become increasingly important in laying the foundation for implementing WIOA, which emphasizes local and community partnerships and close collaboration with core partners to improve employment outcomes. All of Florida's career centers are affiliated with each other using the CareerSource Florida affiliate brand.

CareerSource Suncoast deploys a mobile career centers to provide services to regional businesses and career seekers in support of special events or in areas where access can be challenging. With major emphasis on providing on-site services at employer sites and direct service delivery to underserved communities and other locations throughout the region, the use of the mobile career center continues to serve as a cost-effective and customer-friendly service solution. The mobile career center also has played an integral role in the delivery of services and assistance during hurricanes and other disaster events.

WIOA emphasizes the importance of serving the business customer. CareerSource Suncoast is a key resource for businesses looking to improve their talent management process by

helping them recruit, train, and retain workers. Examples of talent solutions offered include recruiting qualified candidates, and partnering on grants that reimburse customized training for new or existing employees. CareerSource Suncoast also has its dedicated business services team working to partner closely with VR's business relations team.

Communications Tools

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

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

Additional CareerSource Suncoast communication tools include timely and relevant updates on workforce system issues, events and news via weekly electronic messages, a monthly Bradenton Herald guest column from the President/CEO of CareerSource Suncoast, and news releases and special alerts as warranted.

CareerSource Suncoast invests in region-wide outreach to help businesses and career seekers locate and connect with the resources and services available through the workforce development system. Through strategic advertising placements, copy and design, and a strong call to action, career seekers and employers are encouraged to visit <https://careersourcesuncoast.com> to access the CareerSource network's services and resources.

Employ Florida Marketplace: Online Workforce Services and Virtual Career Center

In today's technology-driven marketplace, career seekers and businesses need access to services 24 hours a day, seven days a week. The Employ Florida Marketplace (EFM) website at www.employflorida.com is CareerSource Suncoast's virtual job-matching tool, providing access to great employment opportunities, career development resources and many other services to help connect businesses with career seekers looking to grow in their careers.

Employ Florida provides CareerSource Suncoast businesses valuable information on training grants as well as links to labor market information and talent tools available at both the state and local levels. CareerSource Suncoast's career seekers are able to search for employment opportunities from numerous job and corporate websites as well as those placed directly on Employ Florida by businesses or through CareerSource Suncoast career centers, making Employ Florida the most comprehensive source for current job openings.

Both employers and career seekers can locate services and resources anywhere in the region via Employ Florida or by calling the toll-free Employ Florida Helpdesk, staffed by DEO.

The Florida Abilities Work portal at <https://abilitieswork.employflorida.com/> is a tool for employers and job seekers with disabilities. The micro-portal is housed on the Employ Florida Marketplace (EFM) website with a logo button for ease of access. The portal was specifically designed to provide resources to persons with disabilities and to assist employers who are interested in hiring. The 2014 Florida Legislature appropriated funding for a help desk that is staffed by VR. The portal was developed in response to the Governor's Commission on Jobs for Floridians with Disabilities. In its first report to the governor, one of the recommendations was for a single point of contact for employers seeking to hire persons with disabilities. EFM seemed like a natural fit and the Florida Abilities Work portal was conceived. This was a collaborative process with input from the APD, VR and Florida Division of Blind Services (FDDBS), and the Florida Developmental Disabilities Council to name a few. Focus groups convened around the state, allowing input from stakeholder groups such as employers, field staff, customers and family members, and a communications group comprising representatives from partner agencies also met during development to ensure a consistent message.

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

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

Florida Division of Vocational Rehabilitation (VR) Workforce Development Activities

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

VR offers services for adults (and youth, if needed to achieve job goals) that include vocational and other assessments to help a job seeker best define their job goal. If needed to meet their goal, medical and psychological services are obtained. VR helps job seekers obtain educational or job readiness training to prepare for their career. Job search, placement, coaching, supported employment and self-employment services are available, as well as interpretive, assistive and rehabilitation technology services. VR maintains a vast network of contracted employment service providers throughout the state, and has initiatives in place to increase the variety and quantity of services offered.

VR has formalized a Business Relations Program, with the vision to build and sustain partnerships with business and industry through effective services that are driven by the needs

of employers. These partnerships will lead to competitive integrated employment and career exploration opportunities for VR customers. Efforts are underway in the Business Relations Program to define and customize services to employers, create strategic partnerships to support workforce needs, and establish an employment-focused culture within the rehabilitation process.

Florida Division of Blind Services (FDBS) Workforce Development Activities

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

- Expanding opportunities for students to receive FDBS services and secure opportunities for students and youth with disabilities to practice and improve workplace skills.
- Ensuring that clients who participate in training and education programs benefit from engagement.
- Expanding utilization of online job systems such as DEO's web portal, the state/federal Talent Acquisition Portal, and the Florida Jobs Connection as a means to expose employers to job-ready FDBS consumers.
- Encouraging and Tracking industry certifications, apprenticeships and post-secondary outcomes.
- Developing and implementing an Employment Skills Training Program at the FDBS Residential Rehabilitation Center to better prepare blind and visually impaired youth and adults for success in future employment.
- Increasing the provision of accessibility tools, awareness, and regular follow-up with consumers to ensure equality in educational experiences and vocational opportunities.
- Implementing a comprehensive communications and outreach plan.
- Increasing outreach services to under-served and un-served populations.
- Working with each client to ensure that Individualized Plan for Employment (IPE) goals are consistent with and/or are amenable to transportation resources.
- Developing and strengthening employer relationships by providing employer training, support, education and resources related to employing individuals with visual impairments in accordance with Section 503 regulations.
- Strengthening statewide collaborative partnerships with core partners.
- Increasing opportunities for data sharing and improving data validity and integrity.

- Promoting integrated employment in the community as the first and preferred option for individuals with disabilities under the Employment First Initiative.
- Maintaining and strengthening contracts with private non-profit organizations to provide four core components: Vocational Rehabilitation, Transition, Supported Employment, and Rehabilitation Engineering.
- Increasing the provision of accessibility tools, awareness, and regular follow-up with consumers to ensure equality in educational experiences and vocational opportunities.
- Increasing the number of individuals with significant and most significant disabilities receiving services.
- Supporting FDBS clients in becoming self-supporting.
- Identifying an approach to expedite eligibility and service delivery to individuals who are at risk of losing employment.
- Increasing staff development and continuing education.
- Aligning FDBS policies and procedures to address new WIOA requirements.
- Providing ongoing Employment Outcomes Professional II Training to vocational rehabilitation staff and community providers.
- Providing training and education sponsorship to eligible vocational rehabilitation clients and staff.
- Supporting community rehabilitation provider training programs designed for individuals who are blind and visually impaired.

Education and Training Activities for Adult Education

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

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

components of reading instruction, career pathways, mathematics instruction and GED® preparation.

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

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

The Strengths and Weaknesses of Workforce Development Activities

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

Continuous improvement of how CareerSource Suncoast's workforce network serves customers will require continued collaboration, coordination, and re-assessment. The identification of strengths and weaknesses is an ongoing process for the core programs working to implement WIOA. At the state level, working groups have begun to address data

integration issues as a potential challenge for WIOA implementation. It's also been determined there is a need to review all WIOA program services, programs, and policies to identify duplicative efforts and potential solutions to better align agency resources and efforts. In addition, CareerSource Suncoast will continue working to address accessibility of computer systems, outreach and community visibility for programs that serve career seekers with disabilities, and transportation for career seekers with disabilities.

Regional Workforce Development Capacity

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

Capacity also depends upon the continued communication and enhanced collaboration among CareerSource Suncoast's other regional partners that are in addition to the WIOA core program partners group. These other partners include economic development organizations, chambers of commerce, industry collaboratives and associations, foundations and workforce funding collaboratives, local government, education, and community service agencies. Collectively we are working toward innovative methods for delivery of services to career seekers and employers throughout the region. A heightened focus on customer centered design and service, and business engagement is helping increase CareerSource Suncoast's workforce network capacity.

Florida's Division of Vocational Rehabilitation (VR) currently has three unit offices throughout the CareerSource Suncoast region. Factors such as staff turnover and Order of Selection waitlists affect customer service capacity, and VR's leadership uses data projection models to monitor trends and guide decision-making regarding fiscal, caseload and waitlist performance.

VR contracts with employment service providers, and maintains partnerships and agreements with multiple agencies and entities throughout the region to ensure comprehensive and coordinated services for career seekers with disabilities. VR anticipates that pilot programs

and Innovation and Expansion grant opportunities in the upcoming year will further increase its service capacity.

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

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

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

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

Employment and Training Activities for Adult and Dislocated Workers

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

- Connecting career seekers with skills and credentials necessary for advancing their careers with self-sufficient and sustaining wages

- Providing access and opportunities to all career seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or the limited English
- Enabling businesses and employers to connect with ease and hire qualified, skilled workers and access other supports, including training for their current workforce
- Engaging in continuous improvement of the regional one stop system by identifying best strategies for various populations
- Ensuring high-quality integrated data inform decisions by regional policy makers, board members, leadership, employers and career seekers across core partners and other partners

Basic career services are available throughout the region for all seeking services in the CareerSource Suncoast one-stop delivery system, and include:

- Eligibility determinations for receiving assistance through the adult, dislocated worker, or youth programs
- Outreach, including identification through the CareerSource Suncoast Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's reemployment assistance claimants likely to exhaust benefits, and connection to suitable career services available through the one-stop delivery system
- Assess skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps), and support service needs
- Labor exchange services, including career coaching, career networking, and connecting with employment opportunities
- Deliver information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA)
- Deliver information on nontraditional employment (as defined in sec.3(37) of WIOA);
- Deliver referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within CareerSource Suncoast's regional planning area
- Deliver workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, job listings in labor market areas; information on skills necessary to advance career; and

information relating to regional occupations in demand and the earnings, skill requirements, and opportunities for advancement

- Deliver performance information and program cost information on eligible providers of training services by program and type of providers
- Deliver information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the region's one-stop delivery system
- Deliver information relating to the availability of support services, and referrals to those services, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban development (HUD) ; and assistance under a State program for Temporary Assistance for Needy Families (TANF)
- Provide assistance establishing eligibility with financial aid assistance programs for training programs not provided under WIOA
- Deliver assistance with filing claims under reemployment assistance programs

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

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

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

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

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

The Talent Consultant Local Veterans' Employment Representatives (LVERs) assist in contacting and engaging Federal contractors and employers for coordinating hiring events to create more opportunities for veterans. Veterans assessed through the one-stop system to have significant barriers to employment under DEO directive will be referred to the CareerSource Suncoast Disabled Veterans' Outreach Program (DVOP) team. Any veterans determined to not have a significant barrier are referred to and served through the CareerSource Suncoast career development team.

CareerSource Suncoast uses two key strategies for addressing the talent development and retention needs of regional employers. The strategies include customized training through the Employed Worker Training (EWT) and On-the-Job Training (OJT) programs.

The EWT Program (Employed Worker Training) provides opportunities for businesses to train existing employees helping companies achieve greater employee retention, maximize productivity and market competitiveness. Employees have an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training. The

training is designed to assist employed workers in need of services in order to retain their self-sufficient employment. The training may be provided to a single employee or a group of employees.

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

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

Youth Workforce Investment Activities

There are numerous youth workforce investment activities throughout the region, which included faith-based, community-based, education-based, as well as federal, state and local government-funded programs. One example is the innovative Journey to Success Youth Development Program developed by CareerSource Suncoast and implemented over a two-year period with the CareerSource Florida Innovative Grant award and regional collaboration. This collaborative program works with regional employers, as well as the Safe Children Coalition, Sarasota and Manatee County School Districts, Department of Juvenile Justice, and CareerEdge Funders Collaborative.

The Journey to Success (J2S) model is a year-round work readiness, leadership, and career development program that serves high school seniors and out-of-school youth 18-24 years old through a summer component and six pathways to success.

The J2S summer component provides in-depth career explorations of high-demand occupations in the region, with specific vocational training for manufacturing/machining and healthcare/biomedical careers and exposure to construction and information technology industries. Youth attend workshops related to financial literacy, life skills, and

employability/work readiness; additional activities include education and industry tours, mentoring, and community service. Participants are eligible to receive a paid stipend for participation and attendance.

In addition to the summer component, youth may be placed in one of the following six Pathways to Success:

1. **The Experience:** Provides an opportunity to obtain work readiness skills through a paid work experience.
2. **Youth Employment & Training:** Provides an opportunity to obtain more in-depth life development, job seeking, career exploration, and retention skills.
3. **Occupational Skills Training:** Provides the opportunity to receive training in high demand occupations primarily in healthcare, manufacturing, information technology and construction. Participants may receive a scholarship up to \$5,000/year.
4. **Partners Investing in Youth:** Provides youthful offenders and at-risk youth the opportunity to obtain their High School Diploma or GED. The program provides tutoring and/or GED remediation.
5. **Life Skills Training:** Provides an in-depth look at who you are and how you function in society. The program focuses on self-esteem, self-awareness, and self-worth.
6. **Preparing Leaders of Tomorrow:** Provides the opportunity to increase leadership skills and leadership opportunities.

LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

Strategic Vision

The overarching strategic vision is: “Local Focus. Regional Collaboration.” From the Suncoast regional level, we recognize that first and foremost all our activity and resources must be directed in support of, and be consistent with, the themes of ‘Strengthening Businesses and Cultivating Talent’ that CareerSource Florida set forth in its Annual Report 2014-2015. Local regions must be proactive in achieving the state goals, starting with a central focus on key customers and partners. Of course this is also true at the Federal level. Collectively we will meet--and stretch to exceed--the metrics, and spirit, of the WIOA model designed with business-driven collaborative partnerships throughout the workforce system.

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

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

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

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

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

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

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

These are expanded in the narrative throughout this document, and in the attached 2015-2020 Strategic Plan.

Goals Related to Primary Indicators of Performance

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

This occurs from high-level strategic discussions through board meetings, summits, and targeted events much like many fellow regions. What sets us apart is that in addition...we have one-of-a-kind weekly tactical gatherings hosted at the Bradenton Career Center each Wednesday. The CSS Business Services Team convenes an average of thirty-five individuals representing twenty-five agencies to share updates, plan and promote regional events and put into practice, in a very meaningful way, one goal: COLLABORATION!

Anecdotal evidence from Mr. Larry Fairman of Fairman Consulting, a Jacksonville, Florida-based expert in workforce strategy, design and implementation, suggests that our CareerSource Suncoast's weekly convening practice sets a high bar, and presents best practice among regions on a national field.

We track regional progress by monitoring performance-oriented goals in three distinct areas:

1. Capacity and Quality Goals

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

From that basic level of performance, we invest in the latest generation tools for career seekers and employers. Our customer-centric design leads to improving loyalty among our partners, business clients and individuals. Every day we are in an aggressive, ongoing process to ratchet up the customer experience at all levels of engagement.

Customer focus, outstanding execution, and consistent measurement is an equation that leads to great outcomes in the metrics. We continue to raise the bar on staff skills and customer service levels with additional training activities and programs focused on strategic employer sectors and target jobseeker populations. Through intense training, and consistently sharpening our focus on the customer, we are confidently developing a well-qualified staff to be the regional experts on workforce development best practices and strategies, and in turn, providing the right talent to the targeted sectors.

2. Sustainability

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

- Develop philanthropic funding streams to develop jobseekers' skills. (Recent example is first ever participation with Community Foundation of Sarasota County for the CSS 'Journey to Success' Youth program.)
- Assist when appropriate in securing incentive funding (private and public) to develop the workforce in target industries locally.
- Expand fee-for-service program offerings to regional employers.

- Proactively pursue funding opportunities through external resources (CareerEdge Funders, Community Foundations, EDOs, United Way and other regional organizations).
- Resolutely approach grant opportunities

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

3. Sector and Convening goals

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

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

Our Board is directly engaged in this ongoing discussion through participation on a Skills Development Council, which meets regularly and includes many community partners from EDOs, educational representatives, private business executives (often on our Board) and others. This group is consistently reviewing regional demand data, other organizations' workforce-related activity in Sarasota/Manatee, and importantly for the larger regional footprint of Tampa Bay, Southwest Florida and Heartland regions.

Specifically, this group is working on the following strategic imperatives:

- Seek additional channels to provide regional leadership on workforce development issues.

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

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

Core Programs' Alignment to achieve Vision and Goals

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast, is a private, non-profit 501(c)(3) corporation chartered by the State of Florida to develop, execute, and manage the local regional workforce system. As such, we are responsive to both businesses and career seekers throughout the North Port-Bradenton-Sarasota MSA (Metropolitan Statistical Area). Our organization plays a key economic development role for the region's growth and well-being through a steady focus on producing and maintaining an extensive demand-driven toolkit for workforce development. Along with other community partners as outlined throughout this document, we own direct responsibility to manage all core programs and achieve the strategic goals as established by the local board.

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

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

committees and full Board. Net-promoter activities help us to monitor customer satisfaction. By focusing on these actions, CareerSource Suncoast will continue to assist with our economic prosperity in a local fashion.

- (4) Please describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38.

Meeting the Needs of Customers with Disabilities

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

The region has a strong Vocational Rehabilitation (VR) presence in each of the full-service career centers. In Sarasota County, VR is co-located with dedicated offices in both the Sarasota and Venice centers to provide better coordination and sharing of services. In Manatee County, the Bradenton center also provides office space to be used by VR representative to assist customers as scheduled. The CSS Youth Committee includes VR representation to champion the needs of youth with disabilities. In addition, CSS has been approved as a vendor for Vocational Rehabilitation to offer pre-placement training for persons with disabilities graduating high school.

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

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

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

Planning Goals

CareerSource Suncoast began an intensive strategic planning process in August 2015 to position the organization for ongoing success. Included was a review and 'Best Practice Benchmarking' of national workforce organizations in order to search new approaches. Primary project goals were to:

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

Planning Process

CareerSource's research process included focus groups, surveys and interviews with employers, job seekers and partners. This created a baseline for the development of the strategic plan and a framework for the work over the next five years. A process recap, including Project Overview and Timeline, follows below:

Project Overview

Objectives:

- Review and enhance overall organization mission, vision and values
- Incorporate the changes in federal and state legislation in the process
- Produce a four-year regional plan to guide our ongoing work

Strategy:

- Rigorous data analysis to identify strengths, weaknesses and opportunities
- Utilize a broad regional participation model to make sure all stakeholders are included
- Review internal organizational structure and adjust to meet the needs of the new economy
- Enhance and expand partnerships to fuel future success



Project Overview

Research Scope:

- **Planning sessions** with members of the executive committee and board
- **Comprehensive review** of existing plans, research, results and activities and integrate into the process
- Regional **asset map** of all workforce development efforts
- National peer group **benchmarking** to identify best practices
- **Facilitated discussions** with multiple opinion leaders
 - Board, staff, business, partners, clients, regional elected officials, funders, etc.
- **Market surveys**
 - Jobseekers, employers, general public
- **Focus groups**
 - Jobseekers, employers, partners, TBD



Timeline

August

- Establish project team
- Initial team planning session
- Finalize the project plan/scope/timeline
- Comprehensive research schedule
 - Set logistics: dates/times/places/final costs
 - Develop and approve all topic guides/survey questions
- Conduct research

September

- Conduct research



Timeline

October

- Conduct research

November

- Research summary and analysis

December

- Draft strategic plan
- Present draft plan; revise based on feedback

January

- Board approval of plan
- Publish and distribute
- Begin implementation of recommendations



Participants and High Level Research Findings Summary:

Following a quantitative survey, focus groups were held in October 2015 to help gain more insight into the survey results. Both the survey and focus groups were oriented around

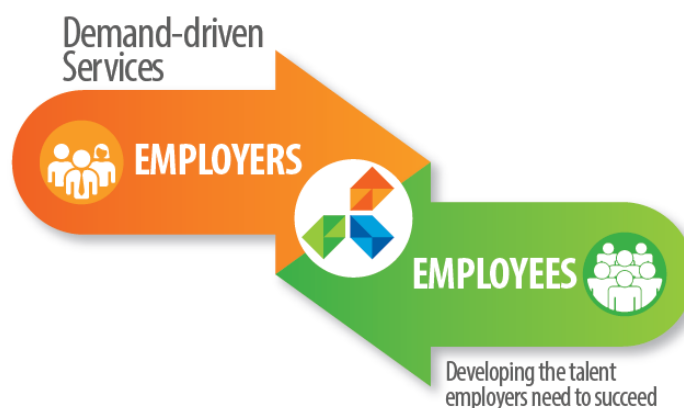
CareerSource's three primary stakeholder groups: employers, job seekers and partners. Partners are those organizations who work alongside CareerSource with common goals such as schools, training facilities, and social service nonprofit organizations.

Employers and job seekers have an uneven understanding of what CareerSource does. Employers with a strong Business Services relationship, and some motivated job seekers, have a good sense of all that we provide, but many others do not. Even some employers with a Business Services' Talent Consultant are not aware of the full range of services either because they may not qualify or have chosen to fulfill some part of the process deliberately outside of CareerSource.

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

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

The following information highlights some of the key elements presented to the Board in January 2016 and summarized in the attached 2015-2020 Strategic Plan.



Project Goals

- Review and reaffirm organizational vision, mission and values
- Develop goals and strategic priorities
- Engage stakeholders in the planning process
- Review organizational structure
- Provide actionable recommendations

Planning Activities

- Review of mission, vision and values
- Regional surveys of employers, jobseekers and partners
- Focus groups with employers, partners and jobseekers
- Best practice benchmarking of national workforce organizations
- Interviews with regional opinion leaders to gather perceptions and feedback
- Visioning sessions with CareerSource's Board and Executive Committee
- Development of a regional asset map of all workforce providers and partners

Enhanced Vision

- Former Vision: Florida will be the global leader for talent
- Enhanced Vision: Employers will locate, expand and flourish on the Suncoast because of our high-talent workforce

Enhanced Mission

- Former Mission: To recruit, train, and retain talent for the Suncoast
- Enhanced Mission: To recruit, train, and retain talent for employers on the Suncoast

Objectives

- Focus on employers
- Expand regional convening
- Tell the story
- Develop sustainable revenue
- Build the team

Focus on Employers: Strategic Imperatives

“We used to have to work around the workforce board and now we’re working through the workforce board as they’ve elevated their mission to be a coordinating resource.” ~A business executive

- Emphasize services for employers in target sectors
 - Be transparent about the levels of service
- Develop job seekers to specifically meet employer needs
 - Work with employers, industry sector groups, Chambers, EDOs to identify current and future skill requirements and gaps
 - Continue and expand co-location with select partners
- Create an opt-in “certified” job seeker program
 - Help develop work-ready skills programs via partners
- Upskill current workers
- Continue to expand fee-based services
 - Screening, background checks, etc.

Expand Regional Convening: Strategic Imperatives

“We all know CareerSource is where we come when we work on new workforce issues.” ~ A business partner

- Seek additional channels to provide regional leadership on workforce development issues
 - More active communication and partnering strategies
 - Support and strengthen existing industry sector discussions around workforce skills qualifications, and seek to start new discussions where needed in target sectors
- Continue to convene partner discussions
- Expand collaboration with regional organizations
 - Continue to proactively reach out to Chambers, governments, EDOs
- Develop activities/events to advance the conversation and position CareerSource as the thought leader on workforce issues
 - Forums, summits, and other hosted/sponsored events
 - Have senior staff and board leaders conduct more frequent sessions with regional opinion leaders (one-on-one and in small groups)

Tell the Story: Strategic Imperatives

"I didn't know they did that." ~An employer regarding training services

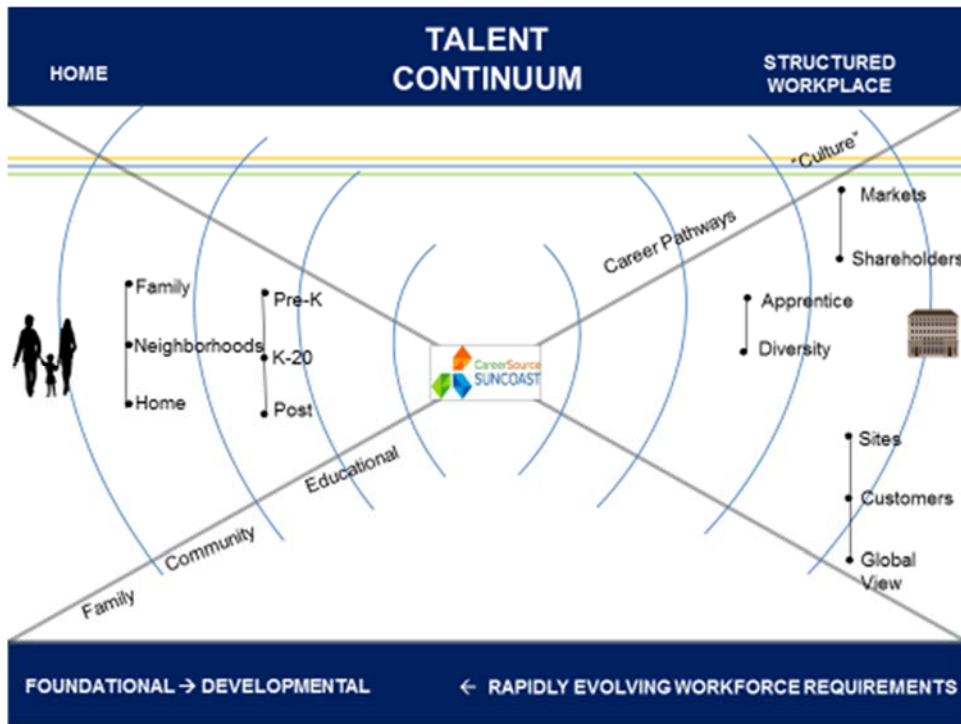
- Be transparent about our differentiated services
 - Continue tiered services to employers and job seekers
 - Focus jobseekers on opportunities in target sectors
- Develop and implement a focused online and offline communications strategy
 - More aggressive outreach to employers, partners and the general public
 - Tell success stories of employers, jobseekers and partners even more prevalently in the effort to communicate about CareerSource to all constituencies
- Advocate to improve the State's technology interface (Employ Florida)
- Broadly distribute and communicate the availability of the regional workforce asset map to employers, jobseekers and the media
 - Develop a cooperative method with partners to enrich and update the asset map

Sustainable Revenue: Strategic Imperatives

- Continue to maximize state & federal funding
 - Provide mandated, basic services cost-efficiently, including utilization of additional technology
 - Improve self-navigation tools for basic service levels
- Seek alternative revenue sources
 - Philanthropic funding to develop jobseekers' skills
 - EDO-type funding to develop the workforce in target industries
 - Expand fee-for-service program offerings
 - Proactively pursue funding opportunities through external resources
 - Aggressively approach grant opportunities

Build the Team: Strategic Imperatives

- Continue to raise the bar on staff skills and customer service levels with additional training activities and programs focused on strategic employer sectors and target job seeker populations
- Develop staff to be the regional experts on workforce development best practices and strategies such as sector strategies and career pathway work
- Continue to recruit and develop high-quality board members aligned with vision, mission and strategic goals



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

Our local vision, goals and priorities (as adjusted through the 2015 planning process) and described throughout this document, are consistent with the letter and spirit of the Florida State Plan. Overall, the approach embodies significant regional input, and emphasizes a much more inclusive, bolder strategic planning approach as mandated by the U.S. Department of Labor's Employment and Training Administration's (ETA) Guidance Letters.

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

Negotiated common federal measures for PY 2015-2016

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

LWDA 18 - CareerSource Suncoast	
Common Measures	PY 2015-2016 Performance Goals
Adults:	
Entered Employment Rate	98.6%
Employment Retention Rate	94.8%
Average 6-Months Earnings	\$19,504.26
Dislocated Workers:	
Entered Employment Rate	95.7%
Employment Retention Rate	94.4%
Average 6-Months Earnings	\$16,329.50
Youth:	
Placement in Employment or Education	82.1%
Attainment of a Degree or Certificate	80.9%
Literacy and Numeracy Gains	40.6%
Wagner Peyser:	
Entered Employment Rate	63.0%
Employment Retention Rate	80.0%
Average 6-Months Earnings	\$11,000.00

Additionally, Florida has identified the following short-horizon and long-horizon metrics for inclusion in its Performance Funding Model.

Short-Horizon Metrics:

- Placement Rate
- Time to Earnings
- Cost per Employed Exit
- Business Engagement

Long-Horizon Metrics:

- Earnings Per Dollar Spent
- Average Earnings
- Customer Satisfaction

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

CareerSource Suncoast is the fiscal agent, direct provider of services, and the one-stop operator for this region. Financial and performance updates are provided quarterly to the Finance & Performance Committee, Executive Committee, and full Board. The Board contracts with an independent CPA firm for internal program monitoring annually. An independent CPA firm is contracted for an annual audit of financial statements and Single Audit compliance. DEO monitors programs and finance annually. Reports from these audits and monitoring are shared with the Committees and Board.

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

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

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

Adult Workers: To be served with Adult WIOA funds, the customer must not qualify as dislocated workers. The local definition of self-sufficiency for an adult worker is \$24/hour for a family of one or two and 200% of the LLSIL (Metro) for a family of three or more for On-the-Job Training (OJT) and Employed Worker Training (EWT). The local definition of self-sufficiency for an adult worker is 200% of the LLSIL for a family of one or more for Individual Training Accounts (ITAs).

COORDINATION OF SERVICES

- (1) **Coordination of programs/partners:** Please describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. TEGL 3-15

CareerSource Suncoast will work to ensure career centers are available to serve all career seekers regardless of obstacles to employment, level of need, or degree of career development. CareerSource Suncoast will also continue to emphasize integrated service delivery in improving services to individuals. Partnerships between core programs are dedicated to developing strong strategic alliances that link employers and career seekers to services. These services include, but are not limited to, employment, training, education, human resource assistance to employers, and career and business development to further the economic growth of the CareerSource Suncoast region.

Core programs managed through direct services include:

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

Core programs managed through a partner under MOU includes:

- Division of Vocational Rehabilitation
- Department of Juvenile Justice
- Adult Education and Literacy programs under Title II, local County Schools Adult and Education
- Career and post-secondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs
- AARPs Foundation's Senior Community Service Employment Program (SCSEP)

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

- (2) Coordination with Economic Development Activities:** Please provide a description of how the local board will coordinate workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promote entrepreneurial training and microenterprise services. WIOA §108(b)(4)(iii)

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

Additionally, CareerSource Suncoast maintains agreements with the regional EDCs and Florida Small Business Development Center at University of South Florida (SBDC) for providing referrals of new employers to the workforce system, promotion of workforce services, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs. Coordination is enhanced with both EDC's CEOs serving as members on CareerSource Suncoast board of directors. The EDCs and CareerSource Suncoast also work together on many regional taskforce, committees, collaboratives and councils focused on skills gaps, workforce development, and investment. Partnerships with the regional EDCs, including the region's SBDC business consultants and the Community Entrepreneurial Opportunity (CEO) program, enhances promotion of entrepreneurial training, business, and microenterprise services.

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

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

- Community and technical colleges are represented on CareerSource Suncoast's board of directors
- Community and technical colleges serve on CareerSource Suncoast's Skills Development Council
- Community and technical colleges participate in developing the regional targeted occupations list that focuses on meeting the needs of regional businesses with occupations in high-demand and provide self-sustaining wages
- CareerSource Suncoast maintains satellite offices at Suncoast Technical College and Manatee Technical College to deliver career services to students, which includes tuition, resume, interviewing, and placement assistance
- CareerSource Suncoast participates on community and technical colleges' academic advisory committees
- CareerSource Suncoast, community and technical colleges collaboratively engage targeted employers and industries for designing customized and relevant training solutions
- CareerSource Suncoast, community and technical colleges collaborating on outreach events, which include career fairs, job fairs, and open houses
- Manatee and Sarasota County School Boards partner with CareerSource Suncoast to deliver the summer component of the CSS "Journey to Success" youth program that includes career exploration and training in high-demand occupations, financial literacy, work readiness, mentoring, and a stipend based on attendance and participation
- CareerSource Suncoast, community and technical colleges work together on many regional taskforce, committees, collaboratives and councils focused on skills gaps, workforce development and investment

- (4) Coordination of transportation and other supportive services:** Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)

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

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

Services are coordinated for career seekers to receive transportation, based on need, to include gas cards or bus passes and limited vehicle repairs. Other supportive services may include GED classes, clothing, medical services and childcare services.

- (5) Coordination of Wagner-Peyser Services:** Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services. WIOA §108(b)(10)

CareerSource Suncoast in partnership with the Department of Economic Development (DEO), provides career and business services through the one-stop system under the Wagner-Peyser Act (WP). Funding for WP employees is provided through DEO, as well as oversight for human resources and policy guidance in delivery of WP services. CareerSource Suncoast makes selection and termination recommendations pending approval from DEO, develops and trains DEO employees, and supervises day-to-day functions. The delivery of WP services within the CareerSource Suncoast one-stop system is in coordination with all other programs and services.

WP employees are important contributors in CareerSource Suncoast's career centers in the delivery of labor exchange services as well as delivery of customer and career services. WP employees work closely with board staff to ensure seamless service delivery. All WP staff identify as CareerSource Suncoast staff and are committed to delivering exceptional customer service. CareerSource Suncoast develops operational policies and procedures for WP employment services under the Wagner-Peyser Act. Staff training and supervision is consistent for board and WP staff.

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

CareerSource Suncoast partners with Manatee and Sarasota County School Boards' adult education programs to offer a variety of alternative learning opportunities and arrangements for adult and youth career seekers to engage in academics through non-traditional means. CareerSource Suncoast is co-located and coordinates efforts with Suncoast Technical College and Manatee Technical College. CareerSource Suncoast has also conducted meetings with the Farmworkers Career Development Program (FCDP) Adult Education division, both state and regional level, to discuss coordination of program services, referral process, and improving coordination with the career centers.

- (7) Cooperative Agreements:** Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.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 will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

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

- Department of Juvenile Justice: Coordination of efforts to assist youthful offenders and youth in dropout prevention to assist with career exploration, community service, education institution tours, employability and life skills development and group mentoring.

- Safe Children Coalition & Sarasota YMCA: Coordination of efforts to assist transitional foster care youth to assist with career exploration, community service, education institution tours, employability and life skills development and group mentoring.
- Manatee County School Board: Coordination of youth summer component activities in Manatee County and assist with referrals and location to provide services. Activities include career exploration, community service, education institution tours, employability and life skills development.
- Sarasota County School Board: Coordination of youth summer component activities in Sarasota County and assist with referrals and location to provide services. Activities include career exploration, community service, education institution tours, employability and life skills development.
- Suncoast Partnership to End Homelessness: Assist with referrals to CSS for homeless individuals and families in Sarasota and Manatee Counties. Information on the status and needs of homeless seeking employment assistance.
- Florida Small Business Development Center: Coordination of resources, provide training to partners in career centers, integrate services, and programs to reduce duplicated effort.
- AARP Foundation's Senior Community Service Employment Program (SCSEP): Provides activities for participants aged 55+ to provide community service while they are actively pursuing training and unsubsidized employment off the program.
- Florida Department of Education, Division of Vocational Rehabilitation: Coordinating resources and prevent duplication of services for workforce employment and training services in Sarasota and Manatee Counties.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

- A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

All required WIOA partners are included in CareerSource Suncoast's one-stop delivery system. Each one-stop offers access to Wagner-Peyser (WP), Workforce Innovation and Opportunity Act (WIOA), Division of Vocational Rehabilitation, Trade Adjustment Assistance (TAA), Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF). In addition to required partners, access is provided to other partner programs.

Partner programs located in career centers include Title I/Career and Technical Education (CTE), Local Veterans Employment Representatives (LVER), Disabled Veterans Outreach Program (DVOP), Senior Community Service Employment Program (SCSEP), Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance (TAA), and Reemployment Assistance programs.

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

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Division of Vocational Rehabilitation
- Wagner-Peyser
- Temporary Assistance to Needy Families (TANF)
- Local Veterans' Employment Representative (LVER)
- Disabled Veterans' Outreach Program (DVOP)
- Trade Adjustment Assistance Programs (TAA)
- Reemployment Assistance Programs

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

CareerSource Suncoast includes the following non-required partners in the one-stop delivery system:

- Florida Small Business Development Center at University of South Florida (SBDC)
- Safe Children Coalition & Sarasota YMCA
- Suncoast Partnership to End Homelessness

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

Memorandums of Understanding will be developed for Department of Education – Blind Services, Vocational Rehabilitation, and Adult Education divisions.

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

A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will 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 regarding compliance with Section 188 of WIOA. WIOA §108(b)(6)(C)

CareerSource Suncoast ensures compliance with all requirements of the Americans with Disabilities Act (ADA) through internal audits of facilities. Compliance is also evaluated by the Department of Economic Opportunity, Office of Civil Rights through onsite inspections. Additionally, CareerSource Suncoast launched a new website November 2015, with the goal to make it easier for all customers to access our services and resources online. Using ADA website accessibility checklists from DEO, the graphical elements of the new site have "alt" and "longdesc" and the text content has been reduced to be more simple and clear. The IT Department is installing add-ons to the browser in all Resource Rooms, which will make it easy for customers to translate 80+ languages.

- B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

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

Universal access principles followed by CareerSource Suncoast include:

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

- C. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. WIOA §108(b)(6)(B)

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

(3) Integration of Services: Please describe how one-stop career centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for

programs carried out under this Act and programs carried out by one-stop career center partners. WIOA §108(b)(21)

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

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

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

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

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

In lieu of selection of a one-stop operator and in accordance with the requirements of WIOA sec. 107(g)(2) and Proposed Rule §679.410(b) (P.R. pg. 634) CareerSource Suncoast will act as the provider of career services with the agreement of the Chief Elected Official in the local area and the Governor.

The United States Department of Labor (USDOL) interprets WIOA sec. 107(g)(2) to operate as a general exception from the requirement that the Local Board award contracts to providers

of career services consistent with 2 CFR part 200. However, unlike the selection of one-stop operators, which are statutorily required to be competitively selected, there is no similarly clear statutory requirement for providers of career services. Therefore, the USDOL does not propose to require that a competition fail before the Local Board may provide career services.

(5) System Improvement: The state's certification policy has not been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service than required in order to respond to labor market, economic and demographic conditions and trends in the local area. WIOA §108(b)(6)(A)

Once the state workforce board finalizes the certification policy, CareerSource Suncoast will review and determine whether additional criteria or higher-level service is required for responding to labor market, economic and demographic conditions and regional trends. We presently are not aware of any additional higher-level services needed to address labor market, economic and demographic conditions and regional trends. Nevertheless, we will continue engaging employers, career seekers, and others in the community for feedback and input to ensure effectiveness and continuous improvement.

DESCRIPTION OF PROGRAM SERVICES

(1) System description: Please describe the local workforce development system. Identify the programs that are included in the system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment in provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State Plan under WIOA section 102(b)(1)(E). WIOA §108(b)(2)

CareerSource Suncoast is a direct service provider, carrying out core programs and other workforce development programs to support alignment in the delivery of services to both regional career seekers and businesses. CareerSource Suncoast leverages resources entrusted to it with workforce system partners and other strategic partners in business, economic development and education to address talent needs at every skill level cultivating a competitive regional workforce. To ensure strategies and policies developed are implemented and consistent with approved state plans, CareerSource Suncoast collaborates with DEO, other regions, and other partners vital to workforce services delivery.

Implementing the Workforce Innovation and Opportunity Act (WIOA) fosters a business-led, market-responsive, results-oriented and integrated workforce development system. CareerSource Suncoast strategy for WIOA implementation will be realized by accomplishing these five specific objectives:

- Focus on employers
- Expand regional convening
- Tell the story
- Develop sustainable revenue
- Build the team

The following programs and services listed below are included in our local workforce development system:

- Adult & Dislocated Worker Programs
 - Career Services
 - Basic Career Services
 - Individualized Career Services
 - Follow-up Services

- Youth Program
 - Journey to Success (J2S)
- Wagner-Peyser Program
 - Labor Exchange
 - Universal Access
 - Career Seeker Services
 - Business Services
- Adult Education & Literacy
- Vocational Rehabilitation
- Division of Blind Services
- Career and Technical Education (Perkins Act)
- Local Veterans' Employment Representatives
- Disabled Veterans' Outreach Program
- National Farmworker Jobs Program
- Second Chance Act of 2007
- Temporary Assistance for Needy Families (TANF) Employment & Training
 - Applicant Services
 - Mandatory Services
 - Transitional Services
- Supplemental Nutrition Assistance Program (SNAP) Employment & Training
- Trade Adjustment Assistance (TAA)
 - Trade Readjustment Allowances
 - Trade Act Certifications
- Reemployment Assistance Programs (Reemployment Services)

(2) Subgrants and contracts: Please provide a description of the competitive process to be used to award subgrants and contracts in the local area for WIOA-funded activities. WIOA §108(b)(16)

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

(3) Expanding access to employment: Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential

(including a credential that is an industry-recognized certificate or certification, portable, and stackable).
WIOA §108(b)(3)

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

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

- (4) Key Industry Sectors:** Identify how the LWDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations. WIOA §134(c)(1)(A)(v)

CareerSource Suncoast aligns its resources to key industry sectors targeted by the two primary regional economic development organizations (EDOs), which are the Bradenton Area Economic Development Corporation and the Economic Development Corporation of Sarasota County. EDO-targeted industry sectors represent those that already have a presence in the region, feature strong revenue growth potential, and create high-wage, high-impact jobs. These key industries include advanced and specialty manufacturing, medical and life sciences, information technology, aviation/aerospace/defense, agriculture technologies, environmental sciences and sustainable development, corporate headquarters, sports performance, creative services and web-enabled technologies. CareerSource Suncoast meets with EDOs on a regular and ongoing basis to evaluate progress on delivering talent solutions and training resources for specific projects related to key sectors. Additionally, occupations for these key industries are included in the regional targeted occupations list where career seekers interested in advancing their careers utilizing individual training accounts are informed about these high-wage career opportunities. CareerSource Suncoast also works closely with

regional education and training providers on a regular and ongoing basis to assist them in their efforts to align with key industry sector training needs.

- (5) Industry Partnerships:** Describe how the LWDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed. WIOA §134(c)(1)(A)(iv)

CareerSource Suncoast regularly engages in key industry partnerships by participating on educational committees, developing industry specific jobs fairs, serving on community development boards and committees, and targeting industry sectors supporting regional economic development objectives. Partnerships that assist with key industries include the Bradenton Area EDC, EDC of Sarasota County, Manatee and Sarasota chambers of commerce, Sarasota-Manatee Manufacturers Association, Sarasota Manatee Human Resource Association, Florida Small Business Development Center at University of South Florida (SBDC), Manatee Technical College, Suncoast Technical College, State College of Florida, and CareerEdge Funders Collaborative. On an ad hoc basis, CareerSource Suncoast has teamed with these partners to pursue specific employers and have been very successful in efforts with business site selections and expansions to the region.

- (6) In-demand training:** Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. WIOA §134(c)(G)(iii)

Upon receipt of the annual “Demand Targeted Occupations List” for Region 18 provided by the Department of Economic Opportunity, CareerSource Suncoast disseminates the list to board members, employer groups and educational partners to solicit and receive comments regarding request for additions or deletions using a prescribed format. After the comment period has passed, requests are reviewed, and additions/deletions are made to develop the “Regional Targeted Occupations List” (RTOL). CareerSource Suncoast then publicizes a “Request for Applications” for training providers interested in becoming approved training providers for programs included on the RTOL for the program year (July 1 – June 30).

A specific due date for submitting completed applications is determined; applications may be submitted and reviewed on a quarterly basis. Staff compiles a data sheet listing pertinent information, verify that submitted program applications are for targeted occupations, and assure that minimum criteria has been met. Applications that meet the required criteria are presented to the Executive Committee and the Board for final approval. Once approved,

providers are contracted for the program year through an executed Training Provider Agreement.

(7) Employer Engagement: Please describe the strategies and services that will be used in the local area to:

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

CareerSource Suncoast has aligned itself with its two main economic development organizations so that those two entities will refer employers in targeted industries to the workforce board. CareerSource Suncoast provides job order entry, referrals, placements, On-the-Job Training, Employed Worker Training and Paid Work Experience to these employers to engage them. We host multiple job fairs yearly and offer on-site hiring events to engage smaller employers. CareerSource Suncoast staff is active in local associations like SAMA (Sarasota Area Manufacturers Association) and SHRA (Suncoast Human Resources Association) as well as committees with organizations like the Manatee Chamber of Commerce and EDC of Sarasota County to conduct outreach to other employers. We actively use social media such as LinkedIn to make connections with new businesses as well.

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

CareerSource Suncoast has a Skills Development Council that has taken a sector-based approach to looking at the needs of specific targeted industries (healthcare, information technology, manufacturing and construction). The council conducted employer surveys and compiled a comprehensive report that was shared with employers, education institutions and community partners at a summit; out of that event came a focused, short-term training course to meet industry needs. CareerSource Suncoast also commissioned a detailed labor market study and shared that with employers across the region to give them access to relevant workforce data such as commuting patterns, occupations in demand and historical data on unemployment in the region. CareerSource Suncoast business services staff routinely provides labor market data to meet the needs of employers and keep them current on trends in wages, hiring and unemployment.

C. better coordinate workforce development programs and economic development; and CareerSource Suncoast provides a tiered level of service to businesses, where referrals from economic development organizations receive a preference for a wider array of services such as On-the-Job Training, Employed Worker Training and Paid Work Experience. Referrals from economic development organizations are assigned a talent consultant from CareerSource Suncoast to receive 1:1 attention. Projects for employers referred by economic development organizations are tracked in the Salesforce Customer Relationship Management software to gauge value of services rendered and dollars of training reimbursed. CareerSource Suncoast hosts a weekly partners meeting to include economic development staff where both sides share updates on economic development projects.

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

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

(8) Priority for Services: Describe the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.

Veterans/eligible spouses have priority of service for WIOA and other designated job training programs funded in whole or in part by USDOL. Priority of service for WIOA adult training funds shall be given to customers who are public assistance recipients, and/or low-income adults; and/or individuals who are basic skills deficient.

(9) Training Services: Please describe how training services will be provided, including, if contracts for training services are to be used, how such contracts will be coordinated with the use of ITAs. WIOA §134(c)(1)(A)(v)

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

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

Customers may select the desired training provider/program from the list of approved training providers/programs as described above. If a customer wishes to enter training at a private institution or a type of training that is more costly, s/he cannot be prohibited from doing so (customer choice) but can only be issued an ITA for the maximum amount as determined by policy, and cannot exceed the maximum amount without the prior approval. If training cost will exceed the ITA amount allowed, the customer would need to seek additional funds for the remaining costs via grants, financial aid, etc. Customer and case manager must document a clear plan for how education will be paid for to assure that the customer can finish training.

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

A. Describe any ITA limitations established by the board

ITA limitations established by the board are:

- ITAs are limited to the average cost of training for a two-year training program;
- ITAs cannot exceed a maximum of \$5,000 per year, \$10,000 for two years, without the written approval of the President/CEO or the COO;
- ITAs are authorized on a semester by semester basis only;
- Customers who choose to attend training that is more costly than the ITA limit must seek additional funds for the remaining costs. Customer and case manager must document a clear plan for how education will be paid for to assure that the customer can finish training.

B. Describe any exceptions to the use of ITA

None

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

CareerSource Suncoast recognizes the importance of entrepreneurial training and microenterprise services for long-term regional economic growth. Part of our plan for long-term economic growth is to continue our partnership with SCORE, City of Sarasota, Sarasota County, SunTrust Foundation, and Wells Fargo to deliver the Community Entrepreneur Opportunity (CEO) program. The CEO program was launched in 2005 to support budding entrepreneurs by delivering technical assistance and resources needed to start and grow a business. The CEO program is a series of 11 workshops delivered by experts in the field to help new businesses or potential entrepreneurs evaluate their business ideas. Participants have a chance to network with each other and receive 1-on-1 counseling from instructors. The program provides evaluations both pre and post program as well as written evaluations.

In addition to CEO, CareerSource Suncoast co-locates and partners with Florida Small Business Development Center at University of South Florida (SBDC) who deliver microenterprises and entrepreneurs business services that include consulting, training, business research, growth acceleration assistance, international trade guidance, government contracting insight, and business continuation assistance.

(13) Enhancing Apprenticeships: Please describe how the LWDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's career centers. TEGL 3-15

CareerSource Suncoast utilizes the flexibility available in WIOA to offer pre-apprenticeship training, registered apprenticeship, or other career opportunities. Career Academies are a focus of regional school boards and will assist in any initial or ongoing planning stages. CareerSource Suncoast participates on local committees and task force with regional school boards, regional governments, colleges/universities, businesses, and economic development organizations in order to review and determine needs for the region. Youth Career Coaches work closely with regional school personnel in an effort to assist eligible youth with pursuing

industry-recognized certifications along with other types of support services. There is also focus on training, entrepreneurship and work experience in an effort to enable youth and other career seeking clients to advance their careers. The school boards are continuing to collaborate with regional partners to develop regional strategies for engaging youth at younger ages with career awareness efforts and approaches to increase college access.

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

(14) Other Program Initiatives: Describe the services to be provided that 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 pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)

CareerSource Suncoast implements the incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathway initiatives, and other initiatives to support strategic goals. CareerSource Suncoast also offers these programs to provide training to employees of regional businesses. Training addresses skill gaps of incumbent workers, impacts company competitiveness, and enhances employees' value, capabilities, and contributions. On-the-job training provides a win-win solution for employers and career seekers by offering a timely and cost effective means to meet the needs of both. On-the-job training is an effective option for acquiring skills, occupational development, and employment retention. Incumbent worker training assists with retaining employment in an occupation with changing skill requirements, or upgrading skills and qualifying them for advancement with the employer. Improved knowledge, skills, and abilities with a certification obtained from training adds value to the company and often leads to career advancement and/or wages increases.

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

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

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

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

CareerSource Suncoast's youth program aligns with USDOL's goals of preparing workers for good jobs and the attainment of the skills and knowledge that ensure workers succeed in a knowledge-based economy. CareerSource Suncoast targets at-risk youth with barriers using a model designed as a holistic approach for providing in-depth career exploration of high demand occupations with potential for vocational training in manufacturing/machining and healthcare/biomedical careers and exposure to construction and information technology industries. Youth receive instruction on financial literacy, life skills, and employability/work readiness; additional activities include education and industry tours, mentoring, community service, and work experience. Youth participate in the continuum of services designed to set them on their chosen career pathway. This model can be effectively measured by any or all five of the WIOA performance measures that include:

- Placement in employment, education, or training
- Attainment of degree or certificate

- Literacy and numeracy gains
- Retention in employment
- Earnings after entry into unsubsidized employment

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

- (A) tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;\
- (B) alternative secondary school services, or dropout recovery services, as appropriate;
- (C) paid and unpaid work experiences that have as a component academic and occupational education, which may include—
 - (i) summer employment opportunities and other employment opportunities available throughout the school year;
 - (ii) pre apprenticeship programs;
 - (iii) internships and job shadowing; and
 - (iv) on-the-job training opportunities;
- (D) occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved, if the local board determines that the programs meet the quality criteria described in section 123;
- (E) education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- (F) leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- (G) support services;
- (H) adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- (I) follow-up services for not less than 12 months after the completion of participation, as appropriate;
- (J) comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
- (K) financial literacy education;
- (L) entrepreneurial skills training;
- (M) services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- (N) activities that help youth prepare for and transition to postsecondary education and training.

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

- A. **Definition of the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”** Describe how the local board defines whether a youth is unable to demonstrate these skills well enough to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290

The primary assessment tool is the Test of Adult Education (TABE). Youth scoring below a ninth-grade level are referred to adult basic education programs or to our one-stop education labs for assistance in areas of need. CareerSource Suncoast Career Coaches assess verbal, written, and computer skills during the WIOA pre-screening, suitability, application and enrollment process. Career Coaches also discuss potential barriers to employment that require support services or additional assistance from partner agencies. Career Coaches are responsible for assessing and developing appropriate strategies to best serve youth. This may not include enrollment into the youth program if it is not in the individuals’ best interest.

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

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

- Students identified as ESE students who are unable to pass grade-appropriate standardized test(s), students that have a pattern of excessive absenteeism or disruptive behavior as determined by the school/District’s policy;
- Students who are at risk of dropping out of school due to family circumstances as a result of family’s dependency on public assistance, parents or siblings that are drop outs, parents with criminal history or substance abuse, parents that are long-term unemployed (at least six weeks);

- Any youth who has difficulty in employment, defined as: youth who has been terminated from a job in the last three months; youth who has not held the same job for more than three months; youth who has looked for employment for more than one month and has not been able to find a job.

REGIONAL PLANNING ANALYSIS

The Workforce Innovation and Opportunity Act (WIOA) provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida's vision for talent development.

Please describe your strategy toward analyzing potential WIOA planning regions as defined in WIOA section 106(a)(2). Such strategy should include, but not be limited to:

- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area
- (2) Specific milestones and timelines for consultation with:
 - A. Other local workforce development boards
 - B. Local elected officials;
 - C. Economic development organizations;
 - D. Core and mandatory one-stop partners for potential regional implications;
 - E. Analysis of coordination of services with potential regional implications.

Note: responses to (1) and (2) above are combined below

CareerSource Regional Collaboration / Regional Planning Sessions

As part of the overall planning process described in this document and attachments, CareerSource Suncoast arranged a planning session, which was held on Thursday, April 9, 2015. It included adjoining regions CareerSource Southwest, and CareerSource Heartland. The meeting facility was provided by Mr. Joe Paterno at the Port Charlotte Career Center.

Note that while we have ongoing opportunities to meet and interact with regions to our north (through the Tampa Bay Partnership and EDO partners), we had *not* had similar opportunities to convene with regions to our south and east. With WIOA and shifting economic conditions, last year was an opportune time to begin that practice.

In the interim time since the April 2015 session, we have had discussions with CareerSource Polk as they share many of the same issues with combined urban and rural characteristics. They will be included in future meetings.

Facilitators were Mr. Larry Fairman and Ms. Julia Burns of Fairman Consulting. The agenda for that meeting included a multi-region plenary session, and breakout sessions with local regions.

Attendees

<p><i>CareerSource Southwest</i> <u>Board</u> Ken O’Leary, Chair Diana Bello Mike Jackson Mike Nagel</p> <p><u>Staff</u> Joe Paterno, CEO Priscille Chagnon Debbie Guilbault Jim Walls Carmen Waywod</p>	<p><i>CareerSource Suncoast</i> <u>Board</u> Adam Kendall, Chair Mark DeHaan</p> <p><u>Staff</u> Ted Ehrlichman, CEO Tracey Barta Kathy Bouchard Robin Dawson Josh Matlock Janice Walls</p>	<p><i>CareerSource Heartland</i> Donna Doubleday, CEO</p> <p><i>Facilitators</i> Julia Burns Larry Fairman</p>
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High Level Results (Attached: Regional Joint Planning Session summary)

Early thoughts from the group on cross-regional work fell into two large categories: Learning More and Being Non-competitive.

Learning More

- Learn how we each do business at a more granular level
- Use the regions as incubators – learn from each other
- Define ‘what’s alike and what’s different’---share best practices for continuous improvement and innovation

Being Non-competitive

- We would like to move resources across regions without going through the state – work to seek fewer limitations and simplify process for the customers and employers
- Advocate for each other – “we work together”
- Create common messages, reinforce CareerSource family branding

Key Next Steps from the Conference

1. *Continue to explore cross-regional work*
 - Starting at the staff level, build on the collaborative work already in place and better define more specifically where we’re already alike and where we differ. Have the staff recommend changes to encourage further collaboration with approvals as needed from upper management and the board.
2. *Formalize communication in the six-region area*
 - Include the three regions, plus Hillsborough, Pinellas and Pasco/Hernando, in a once or twice annual meeting(s) to advance regional interaction. Also, develop a regular communication between the staff of all regions. *(Note this has been revised to include regions of Polk, Suncoast, Heartland, and Southwest.)*

3. *Continue with each region's individual strategic planning*

- Building upon the base established in this joint planning meeting, each region still has individual priorities and needs that should be separately addressed. During the planning process, additional cross-region meetings may be useful as specific strategic priorities and goals are developed to ensure that the strategy of each progresses in mutually supportive way.

PUBLIC COMMENT PROCESS

Please describe the process used, in accordance with the five criteria below, to provide an opportunity for public comment and input into the development of the local plan:

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)
- (2)** Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)
- (3)** Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan. WIOA §108(d)(2)
- (4)** Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.
- (5)** Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

As described within this document, the Board completed a comprehensive process, including multiple opportunities for input and feedback from the community, board members, businesses, labor organizations, and other workforce partners, to develop this Local Plan and the attached regional 2015-2020 Strategic Plan. In addition, the thorough engagement process performed to implement WIOA requirements was utilized to develop this Local Plan.

As required, a draft of the proposed Local Plan was posted for at least thirty (30) days for public comment. As instructed above in criteria 5, an attachment is included to provide a copy of the published notice. No public comments were received, and therefore no additional attachments are included to reflect comments that express disagreement or the LWDB's response to comments.

ATTACHMENT LIST

The following attachments are included as part of the Local Plan:

1. Interlocal Agreement
2. Direct Service Provider Report
3. Career Center Credentialing Attestation
4. 2015 – 2020 Strategic Plan
5. Regional Joint Planning Session
6. Public Comment Process


SIGNATURE PAGE

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


- Sarasota County
- Manatee County

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

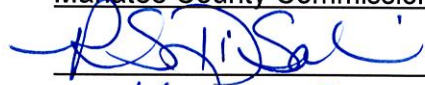
Workforce Development Board Chair

Name Printed: Adam Kendall
Title: Chair, Suncoast Workforce Board, Inc. dba CareerSource Suncoast
Signature: 
Date: 4/28/2016

Chief Elected Official (Sarasota County)

Name Printed: Commissioner Carolyn Mason
Title: Sarasota County Commissioner
Signature: 
Date: 4-28-16

Chief Elected Official (Manatee County)

Name Printed: Commissioner Robin DiSabatino
Title: Manatee County Commissioner
Signature: 
Date: 4-28-2016

CareerSource Suncoast

Local Plan Attachments

Local Plan Attachment: Interlocal Agreement

CL TRACT NO. 2003-288
BCC APPROVED 7/8/03

**WORKFORCE INVESTMENT ACT
INTERLOCAL AGREEMENT BETWEEN
THE BOARDS OF COUNTY COMMISSIONERS OF
MANATEE AND SARASOTA COUNTIES**

THIS AGREEMENT is made and entered into pursuant to the authority of Section 163.01, Florida Statutes, by and between Manatee County, a political subdivision of the State of Florida and Sarasota County, a political subdivision of the State of Florida, hereinafter called Counties, which shall take effect when signed by both Counties.

WHEREAS, Manatee and Sarasota County (hereinafter the "Counties") desire to consolidate, coordinate, and improve employment, training, literacy, vocational programs and workforce development services into an easy to use and understandable framework which provides area employers with a skilled, quality workforce specifically trained to meet current and future needs utilizing the most cost effective means possible; and

WHEREAS, The Workforce Investment Act, Public Law 105-200 (hereinafter "WIA"), the Workforce Florida Act of 1996 [Section 288.9950, et seq., Florida Statutes (hereinafter "WFA")], and the Workforce Innovation Act of 2000, Chapter 2000-165, Laws of Florida (hereinafter "WIA 2000"), are designed to direct Florida's workforce development strategy; and

WHEREAS, the Suncoast Workforce Board has been established pursuant to the Governor's Executive Order No. 95-468 designating Sarasota and Manatee Counties as Region 18, prior agreements and appointments by the Counties, and pursuant to the WFA, the WIA and the WIA 2000, as the same may be amended from time to time, to function as a Regional or Local Workforce Board to establish methods to plan, coordinate, direct, oversee and monitor workforce activities. All of such laws are hereinafter collectively referred to as the "Acts."

NOW, THEREFORE, in consideration of the conditions herein set forth, the parties agree as follows:

1. Purpose:

The purpose of this Agreement is to establish joint policies between the Counties required for compliance with the Acts and the Governor's Executive Order No. 95-468 pertaining to the formation of a Regional Workforce Board. This Agreement is intended only in furtherance of the fulfillment of the Counties' obligations pursuant to the authorities recited herein and remains subject to the rights of the Counties to amend the Agreement as may be permitted by law and agreed to by the Counties.

2. Joint Responsibilities

- A. There is hereby created a Commissioners Coordinating Council ("CCC") composed of the Counties' Commissioner appointees to the SWB. All meetings of the CCC shall be subject to the Florida Government in the Sunshine Act and may be held concurrently with the meetings of the SWB. SWB staff shall provide each County and designated staff contacts for each County with adequate advance notice of all meetings and matters before the CCC. All decisions of the CCC shall require the approval of both County Commissioner representatives.
- B. The Counties hereby delegate the duties of the "Chief Elected Official", as such position is defined in Section 117(c)(1)(13) of the WIA, to the Commissioner Coordinating Council, except as otherwise provided herein.
- C. Where the consent, approval, concurrence or other action of the "Chief Elected Official" or the Counties is required, a motion on the record of the CCC's meeting, which may be held concurrently with a meeting of the SWB, adopted by the CCC, shall be sufficient to provide such consent, approval, concurrence or other action required. Such matters include, but are not limited to, the approval of SWB 5-Year Plan and amendments thereto, the SWB annual budget, provider contracts, and One-Stop Center operators. Each Commissioner representative shall report periodically to their respective County Commission regarding such matters.
- D. In the event the CCC cannot reach agreement, the two County Commissions may hold a joint meeting and/or appoint a committee to resolve the impasse.
- E. To facilitate the dissemination of information, the SWB staff shall provide each County Commission with a reading file containing the current SWB meeting packet with all enclosures, together with a copy of the adopted minutes of each meeting of the SWB. SWB staff shall provide a copy of the current SWB budget and a copy of the annual SWB audit to each County Commission and to the designated staff contacts for each County. The County Administrator of each County shall, in writing, designate staff contacts for their respective County.
- F. Each County Commission may, at its election, conduct periodic, interim audits or select third parties to conduct periodic interim audits, of SWB's records and files to verify the performance by SWB of its duties required pursuant to any Federal or State Law, regulation, rule, order or Agreement. The extent and scope of any audits conducted under this Section shall be within the sole discretion of the requesting County Commission. SWB shall be provided the opportunity to respond to the preliminary results of any such audit, prior to its final issuance.

3. Board Formation:

- A. The designation of the Region 18 Workforce Board as the Suncoast Workforce Board (SWB) is hereby ratified and acknowledged.

- B. The composition of the SWB will meet the criteria set out by the Workforce Investment Act, Workforce Florida Act and Florida's Workforce Innovation Act of 2000, as the same may be amended from time to time.
- C. Reasonable efforts will be made to achieve a board composition reflecting representation of the region by race, age, gender, ethnicity and other characteristics and equality in representation between the Counties.

4. Board Composition:

- A. The composition of the SWB shall be consistent with the following minimum guidelines:
 - * Twenty-seven (27) representatives of business in the local area, including at least two (2) who represent economic development entities nominated by local business organizations;
 - * Three (3) representatives of local educational entities;
 - * Three (3) representatives of labor organizations;
 - * Four (4) representatives of community-based organizations;
 - * Two (2) representatives of local government;
 - * Six (6) representatives of one-stop partners, which number shall be automatically changed pursuant to any additional one-stop partners identified in a memorandum of understanding approved by the Counties;
 - * One (1) representative of a nonpublic post-secondary educational institution that is an authorized individual training account provider within the region and confers certificates and diplomas; and
 - * One (1) representative of a nonpublic post-secondary educational institution that is an authorized individual training account provider within the region and confers degrees.
- B. A chart depicting the composition of the SWB along with corresponding numbers and area of representation is annexed hereto as Attachment "A". As subsequent appointments are made, a revised Attachment "A" shall be annexed to this Interlocal Agreement as a replacement.
- C. In recognition of the desirability of maximizing community participation on the SWB and to afford necessary flexibility, upon the recommendation of the Commissioners Coordinating Council, the parties to this Interlocal Agreement may, by mutual agreement, increase and subsequently decrease the number and/or distribution of SWB members provided, however, that appointments shall be consistent with applicable state and federal requirements. Changes to the number and/or distribution of appointments shall be reflected on a revised Attachment "A" annexed to this Interlocal Agreement.

- D. In the event that representatives cannot be obtained to fill all the positions set forth in the minimum guidelines, it is the intent of the parties that the SWB shall continue to function while good faith efforts are made to fill such vacant positions.

5. Nomination Procedures/Appointment Process

- A. Nominations and/or applications for the SWB shall be solicited in compliance with the requirements of the Acts.
- B. Annually, each County Commission will appoint a member of its Board of County Commissioners to serve on the SWB as one of the local government representatives. Such member shall also serve on the Commissioners Coordinating Council.
- C. Subsequent to the execution of this agreement, appointments shall be made as follows:
 - (1) Each Commissioner representative shall report to their respective County Commission, as a Commissioner Report, the proposed appointments designated as SWB positions to be made by the respective County Commission and those proposed appointments designated as SWB positions to be appointed by both County Commissions. Members of the First Jobs/First Wages (FJ/FW) Committee shall be appointed in like manner.
 - (2) Upon approval by the County Commissioners of their respective appointments, said appointments shall be effective as provided herein.

6. Terms of Office:

- A. Except for County Commissioners, all appointments to the SWB shall be for three (3) years and shall commence on July 1st of the year in which the appointment is made, and terminate on June 30th of the year such appointment ends, or until their replacement has been appointed, whichever is later.
- B. Vacancies in SWB membership created by death, resignation or disqualification shall be filled by an appointment made in the same manner as the original appointment, and the appointee shall serve the remainder of the unexpired term.

7. Board Activities:

- A. The SWB and the activities that are authorized hereby shall comply with the Acts, and any subsequent agreements that may be entered into with the parties hereto.
- B. The SWB shall adopt Bylaws governing its operation and for the discipline and removal of members, including automatic removal for failure to attend meetings.

8. Notices and Representations:

- A. Sarasota's General Manger of Human Resources, whose mailing address is 1660 Ringling Boulevard, 1st Floor, Sarasota, Florida 34236, shall serve as the representative for Sarasota County. Manatee's Director of the Community Services Department, whose mailing address is Post Office Box 1000, Bradenton, Florida 34206, shall serve as the representative for Manatee County.
- B. Either party, by and through its County Administrator, may designate a different representative.
- C. All notices under this Agreement shall be provided in writing to the Counties' representatives.

9. Amendments. Term and Termination:

- A. The Counties each reserve the right to terminate this Agreement at any time by providing written notice to the other party. Prior to providing such notice of termination, the parties covenant and agree to each give due consideration to the consequence arising as the result of such termination, including the effect upon both Counties, the potential loss of programs and program funding, and the possibility of agreed to amendments, or delegation of authority to the other party.
- B. This Agreement may only be amended in writing signed by both parties.
- C. The prior Agreement between the parties that commenced on October 1, 2000, is hereby terminated and be replaced by this Agreement.
- D. The term of this Agreement shall be deemed to have commenced on October 1, 2002, and shall continue in effect until terminated by agreement of the parties or as provided above.

APPROVED, with a quorum present and voting this the 8th day of July, 2003.

ATTEST:

BOARD OF COUNTY COMMISSIONERS
OF SARASOTA COUNTY, FLORIDA

By: Marilyn Casey
Clerk of the Circuit Court

By: Shannon Stank
Chairman

APPROVED AS TO FORM AND CORRECTNESS
[Signature]
COUNTY ATTORNEY TRW

ADOPTED, with a quorum present and voting this the 3rd day of December, 2001².

ATTEST: R.B. SHORE

By: [Signature]
Clerk of the Circuit Court



BOARD OF COUNTY COMMISSIONERS
OF MANATEE COUNTY, FLORIDA

By: [Signature]
Chairman 11/28/03

APPROVED AS TO FORM AND CORRECTNESS

COUNTY ATTORNEY

Local Plan Attachment: Direct Service Provider



Adam Kendall CFP®
Chairman

Christy Cardillo
Treasurer

Ted Ehrlichman
President & CEO

October 12, 2015

Florida Department of Economic Opportunity
Caldwell Building
107 E. Madison Street
Tallahassee, FL 32399

Attention: April Moore - April.Moore@deo.myflorida.com

Subject: RWB 18 Annual Performance Report as a One-Stop Operator & Direct Provider of
Workforce Services

Dear Ms. Moore:

Please find the following information attached for your review:

- 1) An analysis of the actual cost savings realized as a result of RWB 18 providing workforce services.
- 2) A description of any realized improvement to the local service delivery system and in performance outcomes.
- 3) A description of "best practices" that could be shared with other RWBs.

If you have questions or require additional information, please contact Robin Dawson at rdawson@careersourcesc.com or 941-358-4080 ext 1121.

Sincerely,

A handwritten signature in blue ink, appearing to read "TEH", with a long horizontal flourish extending to the right.

Ted Ehrlichman
President & CEO

**CareerSource Suncoast
Region 18
Cost Savings from RWB Providing Direct Services
PY 2014-2015**

	Overall Expenditures PY 2014-2015	Expenditures If Under Direct Provider Contract	Notes
Personnel Costs			
Salaries	\$2,963,232	\$2,284,932	Remaining salary Board staff
Fringe Benefits	\$914,547	\$868,274	Fringe Benefit Rate 38%
Staff Training & Education	\$29,533	\$23,626	
Total Personnel Costs	\$3,907,312	\$3,176,833	
Facility Costs	\$1,001,486	\$0	paid directly by RWB
Office Furniture & Equipment	\$142,554	\$0	paid directly by RWB
Operating Costs:			
Accounting	\$29,085	\$0	paid directly by RWB
Advertising	\$335	\$0	paid directly by RWB
Audit & Monitoring	\$61,540	\$30,120	program monitoring under direct provider
Dues & Subscriptions	\$12,033	\$0	paid directly by RWB
Consultants	\$12,076	\$0	paid directly by RWB
General Insurance	\$39,136	\$0	paid directly by RWB
Legal Services	\$1,838	\$0	paid directly by RWB
Travel & Meetings	\$78,747	\$59,060	
Materials & Supplies	\$48,291	\$41,047	
Total Operating Costs	\$283,081	\$130,228	
Program Services			
Client Training & Support	\$1,901,970	\$0	paid directly by RWB
Client & Employer Services	\$110,975	\$110,975	
Outreach	\$60,436	\$60,436	
Total Program Services	\$2,073,381	\$171,411	
Totals	\$7,407,814	\$3,478,471	
Profit & Overhead on a Direct Services Contract		12%	
Cost Savings for Providing Direct Svcs fr Profit & Overhead		\$417,417	

CareerSource Suncoast's Annual Performance Report as a One-Stop Operator and Direct Services Provider of Workforce Services

Direct and indirect compensation or fees to other organizations reduced the amount of funding available to provide training and support to CSS customers. Since the inception of offering direct services in 2008, CareerSource Suncoast has been able to redirect funds used to cover indirect and profit to service providers into direct customer assistance.

Through local operation and management of workforce services, CareerSource Suncoast has been able to recover **\$3,088,876** worth of funding since October 1, 2008. The current structure effectively privatizes workforce services. Region 18 is a private, non-profit 501(c)3, with administrative costs limited to 10%, and no profit. By assuming direct delivery of services, for Program Year 2014-2015, we realized savings of \$417,417 for local reinvestment.

These funds would have gone to pay sub-contractor profit and indirect rate costs that would have left the region and the state. Instead, these funds have been reinvested in the regional service delivery system, increasing the funds available for Individual Training Accounts, Staff Development, On-the-job Training, Employed Worker Training, and Service to Employers.

CareerSource Suncoast assumed the direct delivery of services and operations at the same time the region, state and the nation was affected by the downturn in the economy. This resulted in a dramatic spike in customer demand, shortly followed by an infusion of stimulus funding. As a result, CareerSource Suncoast had to not only rebuild quality services, but also assess efficiency of staffing to maximize good customer service. Direct operation of programs and services has given CareerSource Suncoast the flexibility to respond quickly to local needs. Over the years this has ranged from a surge of newly unemployed workers seeking personal career assistance training or reductions in funding due to lower unemployment rates. The August 2015 unemployment rate for the region was 5.3% for both Manatee and Sarasota counties. The rate was lower than the 6.5% rate reported in August of 2014.

During Program Year 2014-2015, our Employer Penetration Performance Goals were exceeded in employer retention, continuous improvement, and excellence with our business services team. Our ability to meet the performance expectations resulted in incentives for our region.

CareerSource Suncoast has been increasingly successful in placing customers in employment, including training related employment. Considering the impact of increased unemployment and extraordinary economic downturn, CareerSource Suncoast has clearly demonstrated remarkable improvements in service delivery and performance outcomes.

Funding previously lost to an out-of-state provider prior to October, 2008 through indirect charges and profit rates is now being invested locally, allowing us to increase employer outreach with a designated Business Services Department. We have enhanced our relationships with the local economic development corporations. The Employer Worker Training (EWT) grants and On the Job Training (OJT) funds have been used to deliver training in the region. Over the years we have continually helped to increase the number of employed workers receiving skills training and providing on the job training grants. Upgrading skills at existing businesses keeps them strong and competitive and has helped with retention and to put many job seekers to work.

Program Year 2013-2014

	Employed Worker Training (EWT)	On the Job Training (OJT)
# of businesses	35	38
\$ expended	\$119,454	\$198,774
# individuals trained	167	90

During Program Year 2014-2015, the jobseeker customer visits at our career centers and mobile totaled 70,091. The number of unique jobseeker customers served totaled 34,550. Hiring events hosted at CSS Career Centers were 113 with 1,429 Career Seekers attending. The total number of placements for Program Year 2014-2015 is 12,089.

The Program Year 2014-2015 Florida Workforce Common Measures for the region reflects exceeding performance measures in the following areas:

Youth Common Measures:

Placement in Employment or Education – 82.86%

Dislocated Workers Common Measures:

Employment Retention Rate – 97.54%

Average 6-months Earnings - \$16,391.53

Wagner Peyser Common Measures:

Employment Retention Rate – 81.94%

Average 6-Months Earnings - \$12,798.25

The region met (80-100% of the negotiated) Florida Workforce Common Measure Goals in the following areas:

Adult Common Measures:

Entered Employment Rate – 81.90%

Employment Retention Rate – 94.12%

Average 6 – Months Earnings \$17,984.48

Youth Common Measures:

Attainment of a Degree or Certificate – 77.14%

Dislocated Workers Common Measures:

Entered Employment Rate – 87.62%

Wagner Peyser Common Measures:

Entered Employment Rate – 59.96%

CareerSource Suncoast's Best Practices That Could Be Shared With Other Regional Workforce Boards

By directly administering state-level grant awards, we have been able to select quality professionals to develop innovative projects and continuously leverage community partners and relationships. A best practice that could be shared with other RWBs:

Improving Employer Services:

CareerSource Suncoast's suite of premium employer services offered on a fee basis at MySuncoastTalent.com. MySuncoastTalent.com provides employers a one-stop platform for accessing and purchasing organizational engagement surveys, hiring events, background checks, drug screening, behavioral assessments, integrity assessments, skills assessments, cognitive ability assessments, and video structured interviews. Additionally, CareerSource Suncoast has joined the Pearson VUE network to offer and administer accessible and secure certification testing on behalf of hundreds of businesses, boards and organizations. The system enables candidates to register their tests online or through a Pearson VUE call center and choose CareerSource Suncoast as their testing site.

Local Plan Attachment:
Career Center Credentialing
Attestation



**Certification for Program Year 2015-16 -
All requirements are per DEO Credentialing Guidance Paper FG 02-032 and Federal law.**

Name and Number of LWDB: CareerSource Suncoast - Region 18
 Name and Location of Career Center: Bradenton: 1112 Manatee Ave East, Bradenton FL 34208
 Name of individual completing this form: Elena Diesen
 Date: 12/02/2015

I am providing this form in connection with the DEO Local Workforce Development Board credentialing certification for PY 2015-16. I confirm, to the best of my knowledge and belief, the following representations:

Career Center Credentialing		Y/N	Comments
Minimum Resource Room Requirements			
1	Are the following labor market publications and resources accessible to users? (y, n)		
2	Occupational Career Posters	Y	
3	Wage Conversion Posters (Note: Posters show hourly wages converted into weekly/monthly/annual earnings.)	Y	
4	Career Information Delivery System (customized career decision making tools like CHOICES)	Y	
5	Career Infonet (http://www.careerinfonet.org/)	Y	
6	O*NET ONLINE (http://www.onetonline.org/)	Y	
7	Florida Research and Economic Information Database Application (FREIDA) http://freida.labormarketinfo.com/	Y	
8	Do computers have Internet Access?	Y	
9	Do the computers have a link to the Employ Florida Marketplace?	Y	
10	Is EFM the MIS primarily used in the resource room for labor exchange services?	Y	
11	If no to #10, what is the labor exchange program being used?		
12	Do Basic Software Programs include Technical Skills Self-Assessment, Resume Building & Interviewing Skills?	Y	
13	Are staff available to provide assistance on the use of software programs using labor market information and other web-based resources?	Y	
Posters required by Federal and State Law and Guidance			
14	Does the location display the following posters as required by law, in a place that is visible to customers? (y, n)		
15	"Your Rights Under the Fair Labor Standards Act"	Y	
16	"Family and Medical Leave Act of 1993"	Y	
17	"If You Have A Complaint About"	Y	
18	"Notice to Workers with Disabilities"	Y	
19	"Migrant & Seasonal Agriculture Worker Protection Act"	Y	
20	"Job Safety and Health Protection"	Y	
21	"Equal Employment Opportunity Is The Law"	Y	

22	"Florida Law Prohibits Discrimination"	Y	
23	"Reemployment Assistance"	Y	
24	"Child Labor Laws"	Y	
25	"Interpretive Services"	Y	
26	"Worker's Compensation Works for You"	Y	
27	"Employee Polygraph Protection Act (EPPA)"	Y	
28	"Uniformed Services Employment and Reemployment Rights Act (USERRA)"	Y	
29	"Equal Opportunity is the Law"	Y	
30	"Florida Minimum Wage"	Y	
Minimum Operating Hours			
31	Does the Career Center have standard operating hours for this site? (y/n) Please list days/hours in 'Comments' section.	Y	MONDAY - FRIDAY, 8:00 AM - 5:00 PM
32	Are the operating hours posted prominently? (y/n)	Y	
Minimum Skills Standards/Certification for Front-Line Staff			
33	Does the LWDB ensure that all front line staff successfully complete the Florida Workforce Professional Tier 1 certification within 6 months of the employee start date?	Y	
34	List the number of employees required to complete the Tier I certification during the previous program year.	6	
35	List the number of employees that successfully completed the Tier 1 certification during the previous program year.	8	
36	Attach the list of employees (defined as front line staff) required to complete the Tier I certification during the previous program year.	Y	
37	Do front line staff have the following minimum skills required of a workforce professional? (y/n)		
38	Customer service training	Y	
39	Communications skills training	Y	
40	Basic Computer software skills	Y	
41	Specific programmatic training	Y	
Continuing Education Credits for Front Line Staff			
42	Do all front line staff that completed their Florida Workforce Professional Tier I by June 30, 2014 have 15 hours of continuing education credit within one year of the Tier I certification date?	Y	
43	Attach the list of employees (defined as front line staff) required to complete the 15 hours of continuing education in one year.	Y	
Minimum activities to be provided by the Career Center			
44	Are the following minimum activities provided on-site , by referral , or by internet connection? (y, n)		Indicate the manner in which these activities are provided.
45	<u>WIA Adult/Dislocated worker program</u>	Y	On-site
46	<u>Veterans Workforce Investment programs</u>	Y	On-site
47	<u>Migrant and Seasonal Farm Worker services</u>	Y	On-site
48	<u>FDOE Farmworker Career Development Program</u>	Y	Referral
49	<u>Indian and Native American programs</u>	Y	Internet
50	<u>Job Corps</u>	Y	Referral
51	<u>Youth Services</u>	Y	On-site

52	<u>Wagner-Peyser Programs</u>	Y	On-site
53	<u>Adult Education</u>	Y	On-site
54	<u>Industrial Education</u>	Y	Referral
55	<u>Vocational Rehabilitation</u>	Y	On-site
56	<u>Older Worker Programs</u>	Y	On-site
57	<u>Trade Adjustment Assistance</u>	Y	On-site
58	<u>Veterans Employment and Training Services</u>	Y	On-site
59	<u>Community Service Block Grant Activities</u>	Y	Referral
60	<u>Employment and Training activities carried out by the Department of Housing and Urban Development</u>	Y	Internet
61	<u>Unemployment Insurance Programs</u>	Y	On-site
62	<u>Temporary Assistance for the Needy Families/ Welfare Transition</u>	Y	On-site
63	<u>Supplemental Nutrition Assistance Program</u>	Y	On-site
64	Supportive Services such as child care and transportation	Y	On-site
65	<u>Disability Specialist</u>	Y	On-site

Self Attestation:

I Elena Diesen certify, to the best of my knowledge, that the above information provided as part of DEO's Credentialing process is true and correct.

Signature Elena Diesen (BCC)

Date 12/2/15



**Certification for Program Year 2015-16 -
All requirements are per DEO Credentialing Guidance Paper FG 02-032 and Federal law.**

Name and Number of LWDB: CareerSource Suncoast - Region 18
 Name and Location of Career Center: Sarasota: 3660 N Washington Blvd., Sarasota FL 34234
 Name of individual completing this form: Elena Diesen
 Date: 12/02/2015

I am providing this form in connection with the DEO Local Workforce Development Board credentialing certification for PY 2015-16. I confirm, to the best of my knowledge and belief, the following representations:

Career Center Credentialing		Y/N	Comments
Minimum Resource Room Requirements			
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2	Occupational Career Posters	Y	
3	Wage Conversion Posters (Note: Posters show hourly wages converted into weekly/monthly/annual earnings.)	Y	
4	Career Information Delivery System (customized career decision making tools like CHOICES)	Y	
5	Career Infonet (http://www.careerinfonet.org/)	Y	
6	O*NET ONLINE (http://www.onetonline.org/)	Y	
7	Florida Research and Economic Information Database Application (FREIDA) http://freida.labormarketinfo.com/	Y	
8	Do computers have Internet Access?	Y	
9	Do the computers have a link to the Employ Florida Marketplace?	Y	
10	Is EFM the MIS primarily used in the resource room for labor exchange services?	Y	
11	If no to #10, what is the labor exchange program being used?		
12	Do Basic Software Programs include Technical Skills Self-Assessment, Resume Building & Interviewing Skills?	Y	
13	Are staff available to provide assistance on the use of software programs using labor market information and other web-based resources?	Y	
Posters required by Federal and State Law and Guidance			
14	Does the location display the following posters as required by law, in a place that is visible to customers? (y, n)		
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17	"If You Have A Complaint About"	Y	
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20	"Job Safety and Health Protection"	Y	
21	"Equal Employment Opportunity Is The Law"	Y	

22	"Florida Law Prohibits Discrimination"	Y	
23	"Reemployment Assistance"	Y	
24	"Child Labor Laws"	Y	
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33	Does the LWDB ensure that all front line staff successfully complete the Florida Workforce Professional Tier 1 certification within 6 months of the employee start date?	Y	
34	List the number of employees required to complete the Tier I certification during the previous program year.	6	
35	List the number of employees that successfully completed the Tier 1 certification during the previous program year.	8	
36	Attach the list of employees (defined as front line staff) required to complete the Tier I certification during the previous program year.	Y	
37	Do front line staff have the following minimum skills required of a workforce professional? (y/n)		
38	Customer service training	Y	
39	Communications skills training	Y	
40	Basic Computer software skills	Y	
41	Specific programmatic training	Y	
Continuing Education Credits for Front Line Staff			
42	Do all front line staff that completed their Florida Workforce Professional Tier I by June 30, 2014 have 15 hours of continuing education credit within one year of the Tier I certification date?	Y	
43	Attach the list of employees (defined as front line staff) required to complete the 15 hours of continuing education in one year.	Y	
Minimum activities to be provided by the Career Center			
44	Are the following minimum activities provided on-site , by referral , or by internet connection? (y, n)		Indicate the manner in which these activities are provided.
45	<u>WIA Adult/Dislocated worker program</u>	Y	On-site
46	<u>Veterans Workforce Investment programs</u>	Y	On-site
47	<u>Migrant and Seasonal Farm Worker services</u>	Y	Referral
48	<u>FDOE Farmworker Career Development Program</u>	Y	Internet
49	<u>Indian and Native American programs</u>	Y	Internet
50	<u>Job Corps</u>	Y	Referral
51	<u>Youth Services</u>	Y	On-site

52	<u>Wagner-Peyser Programs</u>	Y	On-site
53	<u>Adult Education</u>	Y	On-site
54	<u>Industrial Education</u>	Y	Referral
55	<u>Vocational Rehabilitation</u>	Y	On-site
56	<u>Older Worker Programs</u>	Y	On-site
57	<u>Trade Adjustment Assistance</u>	Y	On-site
58	<u>Veterans Employment and Training Services</u>	Y	On-site
59	<u>Community Service Block Grant Activities</u>	Y	Referral
60	<u>Employment and Training activities carried out by the Department of Housing and Urban Development</u>	Y	Internet
61	<u>Unemployment Insurance Programs</u>	Y	On-site
62	<u>Temporary Assistance for the Needy Families/ Welfare Transition</u>	Y	On-site
63	<u>Supplemental Nutrition Assistance Program</u>	Y	On-site
64	Supportive Services such as child care and transportation	Y	On-site
65	<u>Disability Specialist</u>	Y	On-site

Self Attestation:

I Elena Diesen certify, to the best of my knowledge, that the above information provided as part of DEO's Credentialing process is true and correct.

Signature Elena Diesen (SCC)

Date 12/2/15



**Certification for Program Year 2015-16 -
All requirements are per DEO Credentialing Guidance Paper FG 02-032 and Federal law.**

Name and Number of LWDB: CareerSource Suncoast - Region 18
 Name and Location of Career Center: Venice: 897 East Venice Avenue, Venice FL 34285
 Name of individual completing this form: Elena Diesen
 Date: 12/02/2015

I am providing this form in connection with the DEO Local Workforce Development Board credentialing certification for PY 2015-16. I confirm, to the best of my knowledge and belief, the following representations:

Career Center Credentialing		Y/N	Comments
Minimum Resource Room Requirements			
1	Are the following labor market publications and resources accessible to users? (y, n)		
2	Occupational Career Posters	Y	
3	Wage Conversion Posters (Note: Posters show hourly wages converted into weekly/monthly/annual earnings.)	Y	
4	Career Information Delivery System (customized career decision making tools like CHOICES)	Y	
5	Career Infonet (http://www.careerinfonet.org/)	Y	
6	O*NET ONLINE (http://www.onetonline.org/)	Y	
7	Florida Research and Economic Information Database Application (FREIDA) http://freida.labormarketinfo.com/	Y	
8	Do computers have Internet Access?	Y	
9	Do the computers have a link to the Employ Florida Marketplace?	Y	
10	Is EFM the MIS primarily used in the resource room for labor exchange services?	Y	
11	If no to #10, what is the labor exchange program being used?		
12	Do Basic Software Programs include Technical Skills Self-Assessment, Resume Building & Interviewing Skills?	Y	
13	Are staff available to provide assistance on the use of software programs using labor market information and other web-based resources?	Y	
Posters required by Federal and State Law and Guidance			
14	Does the location display the following posters as required by law, in a place that is visible to customers? (y, n)		
15	"Your Rights Under the Fair Labor Standards Act"	Y	
16	"Family and Medical Leave Act of 1993"	Y	
17	"If You Have A Complaint About"	Y	
18	"Notice to Workers with Disabilities"	Y	
19	"Migrant & Seasonal Agriculture Worker Protection Act"	Y	
20	"Job Safety and Health Protection"	Y	
21	"Equal Employment Opportunity Is The Law"	Y	

22	"Florida Law Prohibits Discrimination"	Y	
23	"Reemployment Assistance"	Y	
24	"Child Labor Laws"	Y	
25	"Interpretive Services"	Y	
26	"Worker's Compensation Works for You"	Y	
27	"Employee Polygraph Protection Act (EPPA)"	Y	
28	"Uniformed Services Employment and Reemployment Rights Act (USERRA)"	Y	
29	"Equal Opportunity is the Law"	Y	
30	"Florida Minimum Wage"	Y	
Minimum Operating Hours			
31	Does the Career Center have standard operating hours for this site? (y/n) Please list days/hours in 'Comments' section.	Y	MONDAY - FRIDAY, 8:00 AM - 5:00 PM
32	Are the operating hours posted prominently? (y/n)	Y	
Minimum Skills Standards/Certification for Front-Line Staff			
33	Does the LWDB ensure that all front line staff successfully complete the Florida Workforce Professional Tier 1 certification within 6 months of the employee start date?	Y	
34	List the number of employees required to complete the Tier I certification during the previous program year.	6	
35	List the number of employees that successfully completed the Tier 1 certification during the previous program year.	8	
36	Attach the list of employees (defined as front line staff) required to complete the Tier I certification during the previous program year.	Y	
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I Elena Diesen certify, to the best of my knowledge, that the above information provided as part of DEO's Credentialing process is true and correct.

Signature Elena Diesen (VCC)

Date 12/2/15

Local Plan Attachment:
2015 – 2020 Strategic Plan



LOCAL FOCUS.
REGIONAL COLLABORATION.

THE 2015-2020 STRATEGIC PLAN



Setting a course for the future



Vision.

Employers will locate, expand and flourish on the Suncoast because of our high-talent workforce

Mission.

To recruit, train, and retain talent for employers on the Suncoast

“We used to have to work around the workforce board and now we’re working through the workforce board as they’ve elevated their mission to be a coordinating resource.”

-A Suncoast business executive

Project overview

CareerSource Suncoast has emerged stronger than ever after the new federal workforce legislation and the statewide name change. We initiated a planning effort to position the organization for ongoing success. Our focus is on delivering high-quality workforce activities and expanding collaboration across our counties, cities, towns, governments and partners to support our employers. We have revised our vision and mission to reflect a new market dynamic.

Project goals:

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

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

- Review of mission, vision and values
- Regional surveys of employers, job seekers and partners
- Multiple focus groups with employers, partners and job seekers
- Best practice benchmarking of national workforce organizations
- Interviews with regional opinion leaders to gather perceptions and feedback
- Visioning sessions with CareerSource’s Board and Executive Committee
- Development of a regional asset map of workforce providers

The CareerSource strategy

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

- Focus on employers
- Expand regional convening
- Tell the story
- Develop sustainable revenue
- Build the team



Focus on Employers



We deliver services to employers and job seekers both as mandated by federal funding and driven by regional employer demand. These include an array of basic employment and re-employment activities. And we will continue to provide the highest quality delivery of these services so that every citizen has access to our workforce development system. As an outcome of our strategic planning, we will increase our focus on delivering demand-driven services to regional employers.

Strategic Imperatives

- **Emphasize services for employers in target sectors**
 - Be transparent about diversified levels of service
- **Develop job seekers to specifically meet employer needs**
 - Work with employers, industry sector groups, Chambers and EDOs to identify current and future skill requirements and gaps
 - Continue and expand co-location with select partners
- **Create an opt-in "certified" job seeker program**
 - Help develop work-ready skills programs via partners
- **Continue to expand fee-based services**
 - Provide screening, background checks and more

Demand-driven Services



EMPLOYERS



EMPLOYEES



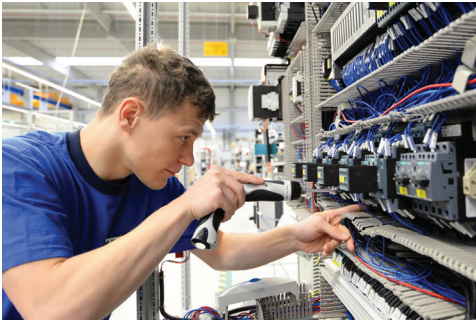
"The expectation is that we'll open the doors and they'll come. But now we need to go out and find them."

-A large employer regarding talent availability

Developing the talent employers need to succeed



Expand Regional Convening



Strategic Imperatives

- **Seek additional channels to provide regional leadership on workforce development issues**
 - Focus more on partnering strategies and communication
 - Support and strengthen existing industry sector discussions around workforce skills qualifications, and seek to start new discussions where needed in target sectors
- **Continue to convene partner discussions**
- **Expand collaboration with regional organizations**
 - Continue to proactively reach out to Chambers, governments, EDOs
- **Develop activities/events to advance the conversation and position CareerSource as the thought leader on workforce issues**
 - Convene forums, summits, and other hosted/sponsored events
 - Have senior staff and board leaders conduct more frequent sessions with regional opinion leaders (one-on-one and in small groups)

Tell the Story

Strategic Imperatives

- **Be transparent about our differentiated services**
 - Continue tiered services to employers and job seekers
 - Focus job seekers on opportunities in target sectors
- **Develop and implement a focused online and offline communications strategy**
 - Provide more aggressive outreach to employers, partners and the general public
 - Tell success stories of employers, job seekers and partners even more prevalently in the effort to communicate about CareerSource to all constituencies
- **Advocate to improve the State's technology interface (Employ Florida)**
- **Broadly distribute and communicate the availability of the regional workforce asset map to employers, job seekers and the media**
 - Develop a cooperative method with partners to enrich and update the asset map

"We all know CareerSource is where we come when we work on new workforce issues."

- A business partner

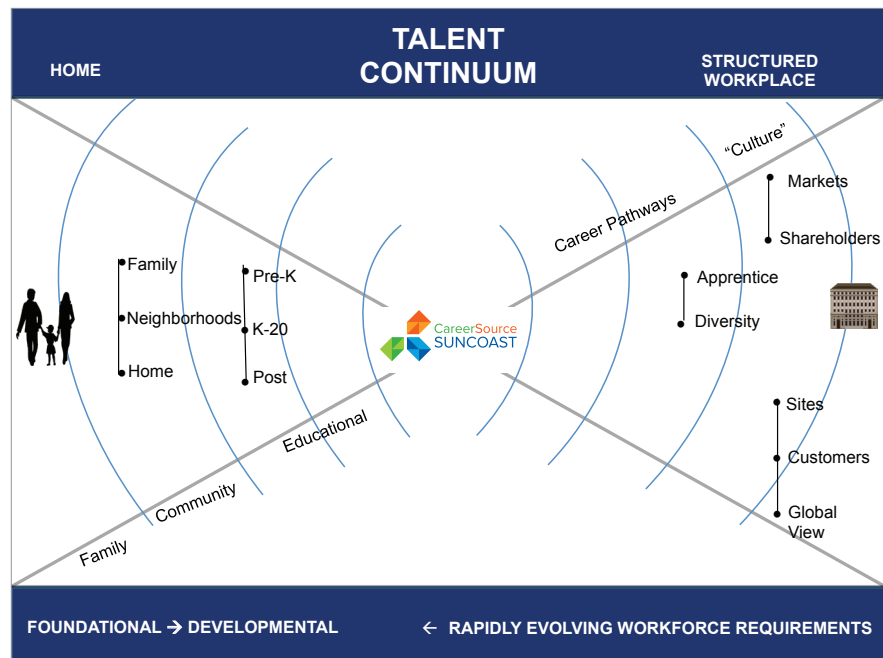


Develop Sustainable Revenue



Strategic Imperatives

- **Continue to maximize state and federal funding**
 - Provide mandated, basic services cost-efficiently, including utilization of additional technology
 - Improve self-navigation tools for basic service levels
- **Seek alternative revenue sources**
 - Pursue philanthropic funding to develop job seekers' skills
 - Continue to look for EDO-type funding to develop the workforce in target industries
 - Expand fee-for-service program offerings
 - Proactively pursue funding opportunities through external resources (such as CareerEdge, Community Foundations, EDOs, United Way)
 - Aggressively approach grant opportunities



Build the Team

Strategic Imperatives

- **Continue to raise the bar on staff skills and customer service levels with additional training activities and programs focused on strategic employer sectors and target job seeker populations**
- **Develop staff to be the regional experts on workforce development best practices and strategies such as sector strategies and career pathway work**
- **Continue to recruit and develop high-quality board members aligned with vision, mission and strategic goals**

“We don’t need to focus on job creation, we need to focus on skills creation.”

-Executive of another state’s education & industry partnership



Acknowledgments

This plan would not have been possible without the critical input and active engagement of the CareerSource Suncoast board and executive staff.



Adam Kendall
Chairman



Ted Ehrlichman
President & CEO

Executive Committee

Adam Kendall, CFP
Associate Vice President
Morgan Stanley

Christy Cardillo, Partner/CPA
Shinn & Co

Mark DeHaan, Vice President
West Florida Division
Community Development Manager
SunTrust Bank

Sharon Hillstrom, President/CEO
Bradenton Area Economic
Development Corporation

David Kraft, Founder and CEO
Vision Consulting Group

Rick Mosholder
Director, Human Resources
Hoveround

Bill Webster, Director of Public &
Governmental Affairs
Bealls Inc.

Board Members

Martha Baker, Project Director
AARP Foundation

Tom Bedwell
Assistant Training Director
Tampa Area Joint Apprenticeship &
Training Committee

Jordan Berger
Business Development
MoneyShow

Dr. Todd Bowden
Executive Director
Sarasota County Schools

Julie Brooks
Human Resources Manager
Manatee Memorial Hospital

Lisa Carter
Director of Human Resources
Shared Services Center

Felipe Colon, Financial Advisor
Wells Fargo Advisors

Robin DiSabatino, Commissioner
Manatee County

Lisa Eding
Human Resources Director
Sunset Automotive Group

Mark Huey, President/CEO
Economic Development Corporation
of Sarasota County

John Howell, Area Director
Vocational Rehabilitation

Violeta Huesman
Director of Student Services
Keiser University

R. Reis James, Industry Analyst
I.W. Southeastern States District
Council

Lisa Krouse, Esq., SPHR
Executive Vice President &
Chief Human Resources Officer
FCCI Insurance Group

Frank Kovach, Owner
Kovach Air

Kim Kutch, Community
Development Administrator
DCF Circuit 12

Jahna Leinhauser, Vice President
Community Development
Manatee Chamber of Commerce

Carolyn Mason, Commissioner
Sarasota County

Steve Queior, President
The Greater Sarasota Chamber of
Commerce

Walter Spikes, President
Urban Auto Sales, Inc.

Mey Vidal-Paredes
Assistant Human Resources Director
The Ritz Carlton, Sarasota

Daisy Vulovich
Associate VP/Corporate &
Community Development
State College of Florida

Doug Wagner, Director
Manatee County School Board

Ken Waters, Vice President
Resident Services
Sarasota Housing Authority

Matthew Westerman, Labor &
Employment Attorney
Fisher & Phillips, LLP



List of Appendices

All of the listed documents are available online at careersourcesuncoast.com/strategy.

- Asset Map
- Market Research Findings
- Survey
- Focus Groups
- Opinion Leader Interviews
- Benchmarking
- Visioning



CareerSource Suncoast

Bradenton Career Center
1112 Manatee Ave. E.
Bradenton, FL 34208
(941) 714-7449

CareerSource Suncoast

Sarasota Career Center
3660 N. Washington Blvd.
Sarasota, FL 34234
(941) 358-4200

CareerSource Suncoast

Venice Career Center
897 E. Venice Ave.
Venice, FL 34285
(941) 486-2682

www.careersourcesuncoast.com



CareerSource
SUNCOAST

Local Plan Attachment:
Regional Joint Planning Session

Attendees

CareerSource Southwest

Board

Ken O’Leary, Chair
Diana Bello
Mike Jackson
Mike Nagel

Staff

Joe Paterno, CEO
Priscille Chagnon
Debbie Guilbault
Jim Walls
Carmen Waywod

Career Suncoast

Board

Adam Kendall, Chair
Mark DeHaan

Staff

Ted Erhlichman, CEO
Tracey Barta
Kathy Bouchard
Robin Dawson
Josh Matlock
Janice Walls

CareerSource Heartland

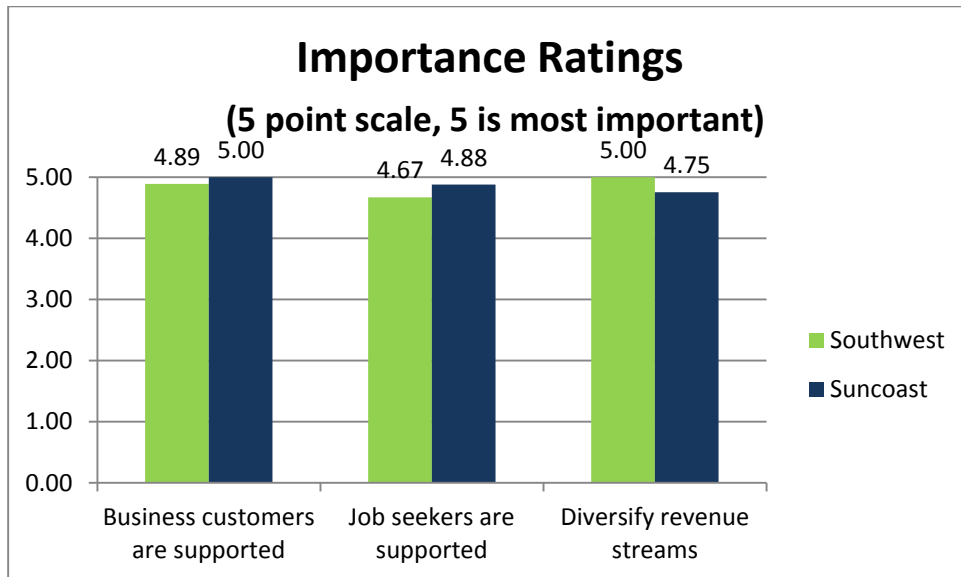
Donna Doubleday, CEO

Facilitators

Julia Burns
Larry Fairman

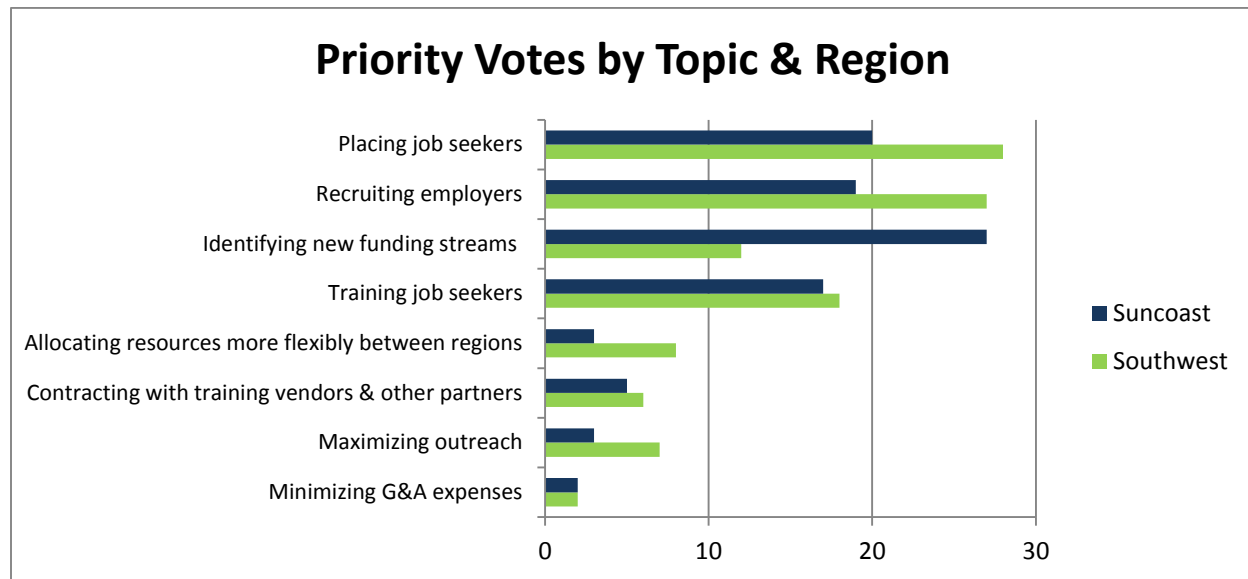
First Exploration of Commonalities

Each participant was asked to rate importance on a 5 point scale for serving business customers and job seekers, and diversifying revenue streams. Participants from both regions rated these all very similarly.



Participants were then asked to vote on priorities for “an agreed upon process across both regions.” Each participant had 12 votes to allocate among 8 priority areas. A participant could place all 12 votes on a single topic, or spread her votes more evenly. Though the participants were almost evenly split, CareerSource Southwest had one more person in the room (and twelve more votes).

Priorities for agreed upon processes came through fairly clearly with placing job seekers, recruiting employers, identifying new funding streams, and training job seekers as the top issues. The two regions do have somewhat different emphases compared to each other with Suncoast being more focused on diversified revenue, an issue Southwest feels less urgently.



Initial Thoughts on Working Across the Regions

Early thoughts from the group on cross-regional work fell into two large categories: learning more and being non-competitive.

Learning more

- Learn how we each do business at a more granular level
- Use the regions as incubators – learn from each other
- Define what’s alike and what’s different

Being non-competitive

- We would like to move resources across regions without going through the state – would like fewer limitations
- We should advocate for each other – “we work together”
- We should create common messages & caps so that we’re not competing with each other

Comparative Priorities by Region

	Southwest	Suncoast
Region	<ul style="list-style-type: none"> • Consistent messaging to legislators • Work relationships with local legislators & give them a regional rationale • MOUs should be workable, but not too specific so they don't interfere with audits • Work on building collaboration around what we already have in place – be consistent • Identify clear ownership on issues – not too many chiefs • Compare & align at the policy level • Understand what's the same and what's different (caps, contracts, payments) • Work collaboration from the bottom up (start with staff) • Metrics need to be meaningful at the state level, non-competitive • Metrics reflect benefit of collaboration • Maintain local flavor • Avoid competition • Map assets in each region • Prioritize jointly 	<ul style="list-style-type: none"> • OJT agreements across the regions • Formal meetings across the regions • Unrestricted dollar sharing south of Tampa/Pasco • Collaboration on new revenue • Collaboration on board members • Convener of all regions – joint calls to businesses, joint hiring • Formal processes (<i>not all agree</i>)
Job Seekers	<ul style="list-style-type: none"> • Evaluate our levels of service / satisfaction 	<ul style="list-style-type: none"> • Continued excellent customer service • Placements for job seekers & employers • Skilled workforce to meet employer needs • Job seekers trained to match employer needs & 90% placements • US Dept. of Labor Career Stacking • We're known as the go-to place for career placement • We're known as the go-to resource for training opportunities and career advancement • Placements - 100% WIA completers • Training can be done online... soft skill training requires human interaction

		<ul style="list-style-type: none"> • Keep & recruit young talent – journey to success... Young talent stays here • “We are not the finish line”
Business	<ul style="list-style-type: none"> • Research – what aren’t we providing that we should? Make this a formal poll • Explore fee for service • Quantify performance in simple, measurable terms (like 18’s performance council) 	<ul style="list-style-type: none"> • Transformational – job seekers – businesses – ongoing resources “careers, not jobs” • Maximize employer needs – job placements filled to capacity • Want to relocate to Suncoast because of access to talented, skilled workforce • Can work with us to facilitate advanced training for workers through partnerships with accredited educational institutions • Employers mine talent locally • Business is the ultimate customer
Funding		<ul style="list-style-type: none"> • Use WIOA – Social security dollars for entrepreneur training; use grants for strategy • Fee for service – community investment, journey to success (youth, disabled) • Mobile unit used for skills assessment, background checks, OneStop • Unrestricted funding to use where needed most, since we have 100% job placement (future state of success) • 1/3 of budget is restricted, 2/3 is unrestricted (Business revenue / private grants / community investment) • 25-30% new revenue is funding from foundations / grants / fees • Sustainable (non Fed stream) • Diversified revenue streams <ul style="list-style-type: none"> ○ Funding is not 95%+ dependent upon federal revenue streams ○ More collaboration between regions ○ More flexibility to train
Outreach		<ul style="list-style-type: none"> • Tell the story • Board members are the brand ambassadors
Staff	<ul style="list-style-type: none"> • Understand satisfaction / efficacy of integrated work model • Define “high quality” service 	<ul style="list-style-type: none"> • Around 100 employees... we have been purposeful and intentional... now we need to be transformational

Partners		<ul style="list-style-type: none"> • Align sector strategy with community vision (EDC, Chamber) • Recognized as go-to organization for workforce needs: training <collaborated> job seekers – business • We can expand our partnership with Career Edge • Viewed as #1 Workforce leader for region • Diverse, sustainable enterprise • Synergy with EDOs and education system • Holistic community ownership of “workforce” • Integration with colleges & school district • Integration with 2 EDCs, 2+ Chambers, SBDC
Governance	<ul style="list-style-type: none"> • Check committee charters (aligned with goals, names, etc.) • Provide governance training to board 	

Next Steps

Per the group discussion, there are several areas to address.

Continue to explore cross-regional work

Starting at the staff level, build on the collaborative work already in place and better define more specifically where we’re already alike and where we differ. Have the staff recommend changes to encourage further collaboration with approvals as needed from upper management and the board.

Formalize communication in the six-region area

Include the three regions, plus Hillsborough, Pinellas and Pasco/Hernando, in a once or twice annual meeting(s) to advance regional interaction. Also develop a regular communication between the staff of all regions.

Continue with each region’s individual strategic planning

Building upon the base established in this joint planning meeting, each region still has individual priorities and needs which should be separately addressed. During the planning process, additional cross-region meetings may be useful as specific strategic priorities and goals are developed to ensure that the strategy of each progresses in mutually supportive way.

Local Plan Attachment: Public Comment Process



Public Notice

[Back to Info \(https://careersourcesuncoast.com/info/\)](https://careersourcesuncoast.com/info/)

30-Day Public Comment Period for Local Plan

CareerSource Suncoast is soliciting public comment to its Local Plan under the Workforce Innovation and Opportunity Act (WIOA.) The 30-day review period will end at the close of business on April 20, 2016.

[Click here to review the 2016-2020 Local Plan.](#)

A copy may also be reviewed at the CareerSource Suncoast administrative office, Monday through Friday, 8:00 a.m. to 5:00 p.m., by contacting the Executive Assistant at 941-358-4080, ext. 1111. The administrative office is located at 1112 Manatee Ave. E., Bradenton, FL 34208.

Written comments may be submitted to CareerSource Suncoast via e-mail to tehrlichman@careersourcesc.com (<mailto:tehrlichman@careersourcesc.com>) or by mail or hand delivery to the administrative office (address above). Written comments must be received by the close of business on April 20, 2016.

RFPs, RFQs and RFAs

RFA: Request for Training Vendor Applications

CareerSource Suncoast is now accepting Training Vendor Applications for Program Year 2016-2017 (July 1, 2016 to June 30, 2017). Vendors must select an application package as outlined in the [Training Vendor Application Overview](#) and submit a complete application package to be considered for inclusion on the Region 18 Approved Training Vendor and Program List for 2016-2017. Programs applied for must be specific to targeted occupations as reflected on the [Regional Targeted Occupations List](#).

Please Note: CareerSource Suncoast has adopted new policies for the selection and retention of Eligible Training Providers and Programs to be consistent with WIOA beginning with the upcoming program year.

Final Contracting is contingent upon local Board approval of Training Vendor Applications. Submitted applications are reviewed and presented to the local Board for approval on a quarterly basis. In order to allow for ample review and preparation, please ensure submissions are received by the appropriate deadlines below:

April 22nd 2016, for May Board Meeting
August 12th 2016, for September Board Meeting
October 7th 2016, for November Board Meeting 10th
December 9th 2016, for January Board Meeting

Completed applications with all required attachments can be submitted electronically to bidderlist@careersourcesc.com (<mailto:bidderlist@careersourcesc.com>) or delivered to the address below:

Attention: Training Vendor Application
CareerSource Suncoast
1112 Manatee Avenue East
Bradenton, FL 34208

All required application documents and reference materials are included as links below:

- [Training Vendor Application Overview](#)
- [2016-2017 Regional Targeted Occupations List](#)
- [2015-2016 Regional SOC to CIP Linkage/Crosswalk \(https://careersourcesuncoast.com/csswsv3/wp-content/uploads/2015/08/2015-2016_SOCxCIP.xls\)](https://careersourcesuncoast.com/csswsv3/wp-content/uploads/2015/08/2015-2016_SOCxCIP.xls)



(<https://careersourcesuncoast.com>)

CareerSource Suncoast 2016-2020 Local Plan

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Email Address

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(<http://www.careersourceflorida.com>)

CareerSource Suncoast is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this website may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711.

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Public Notice

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Public Meeting Notices

For meeting details, visit our events calendar [here \(https://careersourcesuncoast.com/events/\)](https://careersourcesuncoast.com/events/).

*Meetings subject to change. Call (941) 358-4080 to confirm.

- April 14 – Executive Committee
- April 19 – Finance and Performance
- April 19 – Skills Development Committee
- April 28 – Board of Directors
- May 5 – Youth Committee
- May 12 – Combined Executive Committee and Board of Directors
- May 17 – Skills Development Committee
- June 2 – Youth Committee
- June 9 – Executive Committee
- June 21 – Skills Development Committee
- June 23 – Board of Directors
- July 7 – Youth Committee
- July 14 – Executive Committee
- July 19 – Skills Development Committee
- August 4 – Youth Committee
- August 11 – Executive Committee
- August 16 – Skills Development Committee
- September 8 – Executive Committee
- September 22 – Annual Meeting
- September 1 – Youth Committee
- September 20 – Skills Development Committee
- October 6 – Youth Committee
- October 13 – Executive Committee
- October 18 – Skills Development Committee
- November 3 – Youth Committee
- November 10 – Combined Executive Committee and Board of Directors
- November 15 – Skills Development Committee
- December 1 – Youth Committee
- December 8 – Executive Committee
- December 20 – Skills Development Committee

30-Day Public Comment Period for Local Plan

CareerSource Suncoast is soliciting public comment to its Local Plan under the Workforce Innovation and Opportunity Act (WIOA.) The 30-day review period will end at the close of business on April 20, 2016.

[Click here to review the 2016-2020 Local Plan.](#)

A copy may also be reviewed at the CareerSource Suncoast administrative office, Monday through Friday, 8:00 a.m. to 5:00 p.m., by contacting the Executive Assistant at 941-358-4080, ext. 1111. The administrative office is located at 1112 Manatee Ave. E., Bradenton, FL 34208.

Written comments may be submitted to CareerSource Suncoast via e-mail to tehrlichman@careersourcesc.com (<mailto:tehrlichman@careersourcesc.com>) or by mail or hand delivery to the administrative office (address above). Written comments must be received by the close of business on April 20, 2016.



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CareerSource Suncoast 2016-2020 Local Plan




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