



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

**CareerSource Palm Beach County
Local Workforce Development Board 21**

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Plan Contact: Peter Pignataro

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INTRODUCTION: A MESSAGE FROM JULIA DATTOLO, PRESIDENT AND CEO

The federal Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board (LWDB or local board) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year service plan to the state. This document serves as the WIOA four-year plan for CareerSource Palm Beach County effective January 3, 2020 through June 30, 2024 or program years (PY) 2020-2024.



The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Affected entities and the public have had, or will have had, an opportunity to provide input in the development of the plan. The local board has made the plan available through electronic means and in open meetings to ensure transparency to the public. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners have been or will be an integral part of the planning process.

Our plan is based on the current changes and projected needs of the workforce system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including those with disabilities, those who are homeless, veterans, ex-offenders and out-of-school youth as mandated by WIOA. The plan includes an identification of the education and skill needs of the workforce and employment needs of the local area, with an analysis of the strengths and weaknesses of services to address these identified needs. The assessment includes the best available information or evidence of effectiveness and performance information for specific service models as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. The plan also provides a complete view of the system-wide needs of the local workforce development area, business continuation plan in response to national or local emergencies and an enhanced cybersecurity plan.

The plan addresses how CareerSource Palm Beach County will foster a strategic alignment in accordance with the REACH Act of 2021 to improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The partnership with educational providers and business together with workforce will lead to greater efficiency by reducing duplication and maximizing financial and human resources. Current and future strategies and efficiencies are addressed in collaboration with the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan is a living document, which aligns with the business- and market-driven principles of CareerSource Florida.

The plan demonstrates our commitment to help provide every Palm Beach County resident with the opportunity to get a great job and build a career, to reduce welfare dependency, and increase prosperity. We will continue to seize every opportunity with energy and innovation to achieve our vision "to be recognized by business as the primary source for talent in Palm Beach County."

A. ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

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

The Chief Elected Official for Local Workforce Development Area Palm Beach County is:

Mayor Dave Kerner
Board of County Commissioners Palm Beach County, Florida
301 North Olive Avenue
West Palm Beach, Florida 33401
Phone: (561) 355-2206
Phone: (877) 930-2206
Fax (561) 355-6344
Email: dkerner@pbcgov.org



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

Please find attached a copy of the Palm Beach Workforce Development Consortium Interlocal Agreement R2021-1457 which replaces interlocal Agreement R2007-1220; First Amendment to the Interlocal Agreement R2007-1446; Amendment No. 2 to the Interlocal Agreement R2008-1268; Third Amendment to the Interlocal Agreement R2014-1650. The Local Workforce Development Board (LWDB21) consists of five units of general local government including Palm Beach County and the municipalities of West Palm Beach, Delray Beach, South Bay and Palm Beach Gardens. On July 10, 2007 the Interlocal Agreement created the Palm Beach Workforce Development Consortium. Duties of the Consortium include designation of Palm Beach County to serve as the Chief Elected Official for LWDB21.

Board members serve staggered terms and may not serve for more than eight (8) consecutive years, unless such member is a representative of a governmental entity. Service in a term of office which commenced before July 1, 2021, does not count toward the eight (8) year limitation.

(2) Local Workforce Development Board (LWDB)

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

Mr. David Talley is the Chairperson of the CareerSource Palm Beach County Board of Directors. His term ends on October 14, 2022. Mr. Talley, a former Chamber of Commerce president and banker, is a private consultant to local non-profits, colleges and business located in Palm Beach County, Florida. Mr. Christopher Cothran will assume the position of Board Chairperson on October 15, 2022. Mr. Cothran is a Real Estate Developer-Renewable Energy with NextEra Energy Resources, LLC a business located in Palm Beach County and throughout the state of Florida.

Contact information is:

Mr. David Talley
854 Fathom Road West
North Palm Beach, Florida 33408
Phone: (561) 626-4704
Email: d-atalley@comcast.com

Mr. Christopher Cothran
700 Universe Boulevard, JB/E5E
Juno Beach, Florida 33408
Phone: (561) 304-5835
Email: Christopher.Cothran@nee.com

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

Mr. David Markarian is the Vice-Chairperson of the CareerSource Palm Beach County Board of Directors. Mr. Markarian is an attorney and owner of The Markarian Group, a business located in Palm Beach County.

Contact information is:

Mr. David Markarian, President, CEO/Owner
The Markarian Group
2925 PGA Boulevard, Suite 204
Palm Beach Gardens, Florida 33418
Phone: (561) 626-4700
Email: dave@forbusinessandlife.com

- c) Describe how the LWDB was involved in the development, review, and approval of the local plan.**

A draft copy of the plan was presented for public comment in August 2022 and review to the LWDB in August 2022. Regular meetings are held between the LWDB and the CareerSource Palm Beach County President/CEO to discuss current and prospective issues, budget matters, board membership and other matters.

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

To ensure an open forum for the stakeholders to offer feedback, we provided an opportunity for them to specifically address our comprehensive four-year plan's two-year addendum. Feedback is provided back through various outreach efforts, including our local partnerships with economic development, education and local municipalities, including 1-1 meetings with the CEO. This is a living document and stakeholder feedback is always welcome.

CSPBC utilizes its BOD and committees to hear of its plans and progress, five times a year and provides regular communication with Board Chair and Executive committee on updates of plans, and results of implementation of its projects. The same is true of the Consortium Board three times a year and regular contact by CEO with Board Chairs. Each meeting has opportunity for questions

and ideas from Board members to increase improvement of its services. Chairs of Finance, Youth and One Stop committees direct and monitor progress of CSPBC through their meetings and reports. For example: Chair of the Youth Committee asked if CSPBC could address the needs of youth in specific zip codes of opportunity, thus identifying disengaged youth in specific areas of the community and targeting the services to those youth. From that research and direction, youth services are now in the areas of most need through libraries, youth empowerment centers and deliver hybrid model of services to young adults.

The Board of Directors and Consortium Board have the opportunity to read and approve the plan every four years and vote on approving the plan in a Board meeting or by majority vote via email. The two year updated plan is presented to the Board for comment as well as being posted publicly on the CSPBC webpage and noticed in local newspaper for two weeks for public comment as well.

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

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

The Palm Beach Workforce Development Consortium was created on July 10, 2007 by an Interlocal Agreement among founding members Palm Beach County, Delray Beach, Palm Beach Gardens and South Bay to permit CareerSource Palm Beach County to act as the one-stop operator, direct service provider, administrative entity, grant recipient and fiscal agent for the implementation of all appropriate funding sources as may be available to support workforce development activities for LWDB21 which is all of Palm Beach County. The city of West Palm Beach was added as a member of the consortium on November 18, 2014. As a result of the creation and use of the consortium, significant cost savings were realized by CareerSource Palm Beach County. Prior to the establishment of the consortium, CareerSource Palm Beach County was required to contract with an outside vendor for one-stop operator and direct service provider services. CareerSource Palm Beach County staff members are considered consortium employees.

Please find attached a copy of the:

- Contract To Administer Grant Funds R2014-1894. See “Article 1. Services” and “Exhibit A Scope of Work”
- Interlocal Agreement Palm Beach Workforce Development Consortium R2021-1457. See “Article 6. Creation of Administrative Entity and Direct Provider of Services;” “Article 9.b. Duties and Responsibilities of the Consortium” and “Article 12.b. Powers Delegated to the Consortium”
- Monitoring Services engagement with Taylor Hall Miller Parker P.A.
- Also attached CareerSource Palm Beach County Monitoring SOPs

Firewalls to guard against conflicts of interest have been established. A review of the monitoring provided by the Florida Department of Economic Opportunity and an external independent contracted monitor for the past several years shows that our current system is effective. CareerSource Palm Beach County, Inc. clearly understands the dual roles we currently operate under and the necessity of keeping a firewall between those roles. While we anticipate no change, we continue to evaluate our current system and pledge to make changes to address any significant weaknesses discovered and/or to make any changes deemed necessary by CareerSource Florida, the Florida Department of Economic Opportunity or our local government Consortium.

The Consortium, pursuant to Section 163.01(7) of the Florida Statutes employs CareerSource Palm Beach County, Inc. staff to operate and implement workforce programs as the Direct Provider of Workforce Services in LWDA 21 as well as related programs in workforce development. This ensures separation of oversight and management responsibilities through its governance structure and operational guidelines. Some of the tactical issues go to board committees under the auspices of the board of directors as opposed to their role as the strategic oversight board.

The Board's role is to set overall direction, strategy, and policy. As such the board of directors is strictly a policy board that ensures compliance with State and Federal regulations and laws, reviews performance and performs strategic planning. The board also provides broad oversight that is achieved through a committee structure that has been established to define the "firewall" that separates the board of directors from its policy role and its program operations management role. For the purposes of workforce system oversight, the board committees are as follows: Executive Committee, Financial Planning Committee, One-Stop Delivery System Committee and Youth and Young Adult Outreach Committee. Day to day operational management is the role of the board staff management team, with specific responsibility for workforce system management. This team reports to the CareerSource President/CEO. The President/CEO is the sole point of accountability to the board of directors in the management of local operations.

Board staff, together with staff from the Florida Department of Economic Opportunity, provide client and customer direct services, exclusive of occupational skills training. Board staff responsible for writing and implementing policy are not engaged in the day-to-day delivery of services, rather, those tasks are assigned to staff stationed at service-delivery access points in the career centers.

Programmatic monitoring is carried out in house by board program staff and through an external independent contracted monitor. Internal programmatic monitors are not the individuals' delivering services in order to maintain the necessary separation and checks and balances. A Quality Assurance plan is also in place which requires peer monitoring on an ongoing basis by career center staff, to ensure that programmatic compliance is imbedded into daily operations.

Financial monitoring continues to be contracted to an external independent contracted monitor. CareerSource Palm Beach County, Inc. has established a "firewall" that clearly separates and defines our existing role as the oversight body for LWDA 21's workforce delivery system through the continuous monitoring of program services by an internal Quality Assurance team and external consultants.

Throughout the year, an external independent contractor reviews CareerSource Palm Beach County, Inc.'s performance and ensures compliance with State and Federal laws and regulations as well as State and Board policies. The following actions establish a firewall that clearly separates the role of oversight versus our role as the managing board for operational services:

1. At least twice per year monitoring of programs and financials by an external consulting firm
2. Monitor Welfare Transition Plan case files by an external consulting firm
3. Require career center staff to participate in trainings, cost-allocation workshops, and other pertinent staff development activities
4. Maintain time-tracking system for board staff and career center staff that interfaces with the payroll and financial reporting system
5. Monitor programs to ensure allowable and timely expenditures
6. Monitor monthly financial reports to ensure budget and regulatory compliance
7. Utilize cost reimbursement contracts to encourage optimal performance

8. Require career center program staff to perform extension file monitoring
9. Monitor career center operations and all subrecipients by internal monitoring staff
10. Internal monitoring of training providers and publishing a Consumer Report Card to determine “return on investment” of training funds

CareerSource Palm Beach County, Inc. follows the contracting with board member requirements set forth in CareerSource Florida, Inc. State and Local Workforce Development Board Contracting Conflict of Interest Policy 2012.05.24.A.2, effective 05/24/2012 as amended and revised, and Section 15. Related Parties in the Grantee Subgrantee Agreement between CareerSource Palm Beach County, Inc. and the Florida Department of Economic Opportunity effective July 1, 2021, and as amended and F.S. 445.007 Local Workforce Development Boards and 20 CFR 667.200(a) (4) conflict of interest standards related to board members

Please find attached a copy of the following:

- IFA -MOU Florida Dept. Ed. Div. Voc. Rehab.
- IFA School Board of Palm Beach County
- IFA-MOU Delray Beach Housing Authority First Amendment
- IFA-MOU Delray Beach Housing Authority
- IFA-MOU AARP
- IFA-MOU Community Services Block Grant – Community Action Program
- IFA-MOU Florida Dept. Ed. Div. Blind Services
- IFA-MOU Palm Beach County Public Safety Department
- IFA-MOU Palm Beach State College
- AARP Foundation Senior Community Service Employment Agency Agreement
- Farmworker Coordinating Council of Palm Beach County Inc.
- Greenacres Vet Center for Disabled Veterans Outreach Program
- Gulfstream Goodwill Industries, Inc.
- HANDS TOGETHER OF THE PALM BEACHES, INC.
- HUD Employment and Training Program – Palm Beach County Housing Authority
- Interagency Agreement with Agency for Persons with Disabilities
- Jupiter Vet Center for Disabled Veterans Outreach Program
- Palm Beach State College REACH
- The Lord's Place, Inc.
- U.S. Dept. of Veterans Affairs Palm Beach Medical Center

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

CareerSource Palm Beach County acts as the fiscal agent and administrative entity for LWDB21, Palm Beach County.

Palm Beach County and CareerSource Palm Beach County have a contract to administer grant funds that describes how CareerSource Palm Beach County will carry out its multiple responsibilities, see Contract to Administer Grant Funds.

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

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

N/A

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

N/A

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

CareerSource Florida approved June 9th 2021, for period of July 1st 2020 – June 30th 2023.

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

- i. Coordinate service delivery across the LWDB, monitor and ensure the One-Stop (Career Center Partners) Memorandums of Understanding (MOU) are in place, current and maintained.
- ii. Contractor shall ensure that the One-Stop partner adheres to MOU's, agreements and reporting procedures and report any non-compliance to CareerSource.
- iii. Convene and facilitate a bi-annual meeting of all One-Stop partners in a location agreed to by CareerSource.
- iv. Review performance information collected by CareerSource from providers of On-the-Job training, customized training, incumbent worker training, internships, paid or unpaid work experience opportunities and transitional employment as the Governor may require, and use the information to determine whether the providers meet such performance criteria as the Governor may require.
- v. Disseminate information identifying such providers that meet the criteria as eligible providers, and the performance information, through the One-Stop delivery system. Providers determined to meet the criteria shall be considered to be identified as eligible providers of training services.
- vi. Review CareerSource's performance data monthly and ensure corrective measures are developed by CareerSource and implemented, as applicable, in compliance with state and federal laws and regulations.
- vii. Review internal, state and other CareerSource monitoring reports and ensure corrective measures are developed by CareerSource and

implemented, as applicable, in compliance with state and federal laws and regulations.

- viii. Publish an annual Organizational Effectiveness Report for the CareerSource board of directors. The report will include at a minimum; a year-on-year comparison of performance metrics, summary of CareerSource major accomplishments, analysis of workforce demographics, results in achieving goals set by the board of directors, financial analysis, and any significant challenges anticipated for the next Program Year.
- ix. Provide CareerSource with a written quarterly report that includes data from all operations of the career centers as outlined in the contract. The content, design and structure of the report will be determined by CareerSource the President/CEO.
- x. Conduct periodic reviews, no less than quarterly, of all CareerSource programs to ensure compliance with all state and federal requirements, recommend any corrective action that may be necessary to address deficiencies, and report findings to the CareerSource President/CEO, senior management and the board of directors.
- xi. Attend any state Department of Economic Opportunity meetings/conferences as requested by the President/CEO of CareerSource.
- xii. Abide by all Federal, State, and CareerSource procurement policies
- xiii. Shall not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training, and education services WIOA§122(d)(4)
- xiv. Comply with Federal regulations, and procurement policies, relating to the calculation and use of profits WIOA§122(d)(4)
- xv. Coordinate management and engagement of mandatory partner agencies in LWDB21 and maintain close working relationships with all mandatory partners to increase their involvement in, utilization of, and provision of resources to CareerSource customers.

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

CareerSource Palm Beach County operates one comprehensive center and one affiliate center, and series of access points throughout the county:

The comprehensive center is centrally located in Palm Beach County at 3400 Belvedere Road, West Palm Beach, Florida 33406.

The affiliate center is in the western county communities at 1085 South Main Street, Belle Glade, Florida 33430. We are currently planning to hire an station a veteran representative at this center to meet the requirements of a comprehensive center.

We have added the following access points throughout Palm Beach County:

- Northend Rise, 723 39th Street West Palm Beach, FL 33407 WP only, 3rd Monday 1pm - 4:30pm
- Boynton Beach City Library 100 E Ocean Ave, Boynton Beach, FL 33435 WP, Tues. 9am-4pm
- Mandel Public Library 411 Clematis St, West Palm Beach, FL 33401 WP, 1st Wed. 10am-4pm
- Palm Beach County Library 3650 Summit Blvd, West Palm Beach, FL 33406 WP, Wed. 10-4pm
- Palm Beach County Library 500 Civic Way, Royal Palm Beach, FL 33406 WP, Wed. 9am-4pm
- Lantana Public Library 4020 Lantana Rd, Lake Worth, FL 33462 WP, Wed. 9am-4pm
- Delray Beach Public Library 100 W Atlantic Ave, Delray Beach, FL 33444 WP, Thurs. 9am-4pm
- Delray Full-Service Center (School) 301 SW 14th Ave, Delray Beach, FL 33444 WP, Youth and Young Adults only, Monday – Friday 7:30am – 5:30pm

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

Comprehensive and affiliate career centers are open Monday through Friday, 8:00 am to 5:00 pm. Days and times for other access points are listed in bullets above in section e.

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

CareerSource Palm Beach County utilizes a 24/7 website with information, links and contact information regarding access points and includes maps on our website of the locations of our two main centers, their address and phone numbers. The list of access points is posted on our website and is often referred to in public forums such as Board meetings, Board of County Commission meetings and in meetings with local partners serving similar populations. Our access points such as our library system includes CareerSource on its calendars of events and services.

The center telephonic system allows for voicemail and is then converted into emails routed to the person/program the message was intended for a rapid response. Our access points are all on public transportation routes with stops on or very near our locations. When physical presence is challenged, our website is accessible to those with disabilities and is available 24/7. When language is the barrier, our staff is multilingual, we can provide our software in 99 different languages as well as provide an American Sign Language interpreter if needed. Clients and staff have connected over

Facetime, text, telephone or Microsoft Teams and other virtual platforms. This hybrid service approach continues to be improved upon regularly.

h) Pursuant to the CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements, provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.
CareerSource Palm Beach County hereby attests that we have two comprehensive One-Stop Career Centers in accordance with the requirements as described in CareerSource Florida Administrative Policy 093.

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

When COVID became a health care emergency and our county shut down services, CareerSource Palm Beach County continued to serve its clients by pivoting to a virtual platform. Our website was updated almost daily with information on employment services, waivers of registration for SNAP/TANF and Reemployment assistance. Our staff answered thousands of calls to those looking for reemployment assistance or employment and training services. Our IT dept upgraded software to assist staff to handle the volumes of calls and setting up new and improved virtual services with enhanced cybersecurity features. This software enabled staff to work from any location, at any time to assist customers.

While many of our partners stopped engaging clients, our staff was reorganized to handle the thousands of calls, texts, facetime, and other requests in a timely and efficient manner. These virtual services have continued to be refined, our services are now offered in a hybrid fashion and is dependent on client choice.

(5) Provider of Workforce Services

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

CareerSource Palm Beach County as the LWDB serves as provider of workforce services.

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

- a. LMI – provision of Labor Market Information.
- b. Recruiting for specific industries – Recruiters assigned to fill job orders for local leading industries such as Healthcare, Finance, Construction, IT, and others.
- c. Youth / young Adult Services Career Prep- prepare young adults ages 17-24 with classroom instruction in career preparation.
- d. Reentry services in correctional facilities: Provide prerelease job preparation in prison to those nearing the end of their incarceration.

- e. Reentry services in community: Providing job preparation and placement to those with criminal backgrounds
- f. Veteran services and outreach to veteran shelters, Veteran nonprofits, and Veteran Centers. Provision of job preparation and placement services to veterans with significant barriers to employment such as homelessness or near homelessness.
- g. Federal Bonding: Provision of opportunity to provide federal bonding program to those at risk individuals who can benefit from coverage to attain job placement.
- h. Disability services. Job preparation, counseling and placement for those with disabilities receiving SSI .SSDI.
- i. Ticket to Work program Disabilities program when CSPBC is assigned the 'ticket' responsibility for managing disabled client from Social Security Administration.
- j. AARP referrals: Receive referrals for job placements of mature jobseekers.
- k. Division of Blind Services (in house on scheduled basis) Division of Blind Services shares space in CareerSource, seeing those clients with visual impairments.
- l. Computers for those with disabilities: Resource Center has specialized computers with specific software to address those with hearing or visual impairment.
- m. Computers for those with language barriers: Resource Center has specialized computers with specific software that translates into 99 languages for non-English speaking clients.
- n. Multilingual staff: Center staff speak English, Creole, Spanish and other languages to assist customers.
- o. Multilingual signage: Signage is available in English, Spanish and Creole
- p. Computers for those with limited mobility: Specifically designed and lowered computer stations closest to exit for those with limited mobility or inability to stand.
- q. Family waiting area: Designated room near entrance for families with children to sit while family member sees a counselor.
- r. Migrant Seasonal Farmworker program: Program that addresses employment needs of migrant workers in our farmland after crops are harvested to provided job placement counseling and referrals to training.
- s. 24/7 computer access to services: Availability of our website all hours of day and week.

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

- a. Resume writing: Assist clients develop and write a functional resume reflective of their skills for job applications.
- b. Interview skills: Assist job applicants converse with potential employers in a structured conversation regarding their job qualifications and employment history.
- c. Career Counseling: Personalized one on one coaching related to career progression steps.
- d. Career Pathway navigation: The process where a counselor explores various careers to find the most ideal one for a client.
- e. Reemployment Assistance: Helping those who have lost their job apply for financial assistance or review reemployment services.
- f. Federal Bonding: Insurance issued as an incentive to a company to hire a candidate with barriers to employment such as ex-offenders.
- g. Dress for success and referrals to nonprofit Dress for Success: instruction in how to appropriately attire oneself for an interview and job. Referral to community partner that provides free professional clothing for women.

- h. Recruiter services prequalifying for jobs: Recruiters find, assess and match job seekers to the requirements for an employer..
 - i. Professional Placement network: a class that provides a step-by-step process for professionals looking for career opportunities. Class includes resume assistance, interviewing assistance, personal branding and networking skills.
 - j. LinkedIn classes/ Personal Branding: Establishing oneself in social media and having a social media presence that assists with professional development and network.
 - k. Job Fairs and Expos: Large scale events with multiple companies and jobseekers come together to find talent match.
 - l. Career Services in correctional facilities: Prerelease job preparation
 - m. Career services in homeless shelters: Job preparation and referral for those in temporary living.
 - n. Career Services in local libraries, communities of need: The presence of career counselors in local community establishments of learning and community centers in zip codes identified as areas of high unemployment / poverty.
 - o. Multilingual career services: Job preparation and job referrals provided by staff who speak various languages such as Spanish, Creole and English.
 - p. Multilingual computers and flyers/handouts: Information digital and paper provided in three languages: Spanish, Creole and English.
 - q. Priority of Service to Veterans: Those who have served in the US military have front of line access prior to services than those non military members.
 - r. Disabled Veteran outreach: Services to those disabled veterans who have significant barriers to employment such as homelessness, near homelessness, incarceration, etc.
 - s. Migrant seasonal worker reemployment: The provision of services to transient agricultural workers that results in their finding employment during their crops off season.
- d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.**

Extension Direct Provider of Workforce Services approved June 4th, 2020 by for period July 1st, 2020 – June 30th 2023

(6) Youth Service Provider

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

CareerSource Palm Beach County as the LWDB serves as the youth service provider.

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

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

N/A

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

CareerSource Palm Beach County provides the following 14 services outlined in WIOA through direct service and community partnerships:

- Tutoring, study skills training, instruction, and evidence-based drop-out prevention and recovery strategies
- Alternative secondary school services, or dropout recovery services, as appropriate
- Paid and unpaid work experiences
- Pre-apprenticeship programs
- Internships and job shadowing
- On-the-job opportunities
- Occupational skills training programs that lead to a credential (industry-recognized)
 - Leadership development
 - Comprehensive guidance and counseling
 - Financial literacy
 - Entrepreneurial skills training
 - Supportive services
 - Adult mentoring
 - Follow-up services

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

(1) A regional analysis of:

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

EXISTING IN-DEMAND INDUSTRY SECTORS INDUSTRIES GAINING THE MOST NEW JOBS WORKFORCE DEVELOPMENT AREA 21 - PALM BEACH COUNTY						
Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2019	2027	Growth	
1	621	Ambulatory Health Care Services	43,939	53,905	9,966	22.7
2	722	Food Services and Drinking Places	58,689	68,467	9,778	16.7
3	561	Administrative and Support Services	55,610	64,687	9,077	16.3
4	541	Professional, Scientific, and Technical Services	50,126	56,988	6,862	13.7
5	930	Local Government	48,099	52,043	3,944	8.2
6	238	Specialty Trade Contractors	25,670	28,266	2,596	10.1
7	611	Educational Services	12,658	15,245	2,587	20.4
8	531	Real Estate	15,206	17,638	2,432	16.0
9	713	Amusement, Gambling, and Recreation Industries	14,870	16,533	1,663	11.2
10	551	Management of Companies and Enterprises	10,830	12,410	1,580	14.6
11	445	Food and Beverage Stores	19,191	20,683	1,492	7.8
12	623	Nursing and Residential Care Facilities	17,924	19,381	1,457	8.1
13	424	Merchant Wholesalers, Nondurable Goods	10,776	12,228	1,452	13.5
14	441	Motor Vehicle and Parts Dealers	9,945	10,972	1,027	10.3
15	336	Transportation Equipment Manufacturing	4,488	5,485	997	22.2
16	622	Hospitals	19,360	20,338	978	5.1
17	624	Social Assistance	9,129	10,063	934	10.2
18	236	Construction of Buildings	8,889	9,805	916	10.3
19	812	Personal and Laundry Services	9,380	10,193	813	8.7
20	721	Accommodation, including Hotels and Motels	11,658	12,447	789	6.8

Emerging Industries

Health care, transportation equipment manufacturing, educational and transportation services (trucks) along with hospitality top the list of emerging industries appearing in the following chart, Top Emerging Industries. Emerging industries in general tend to employ a higher percentage in professional occupations.

TOP EMERGING INDUSTRIES

WORKFORCE DEVELOPMENT AREA 21 - PALM BEACH COUNTY

Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2019	2027	Growth	
1	621	Ambulatory Health Care Services	43,939	53,905	9,966	22.7
2	336	Transportation Equipment Manufacturing	4,488	5,485	997	22.2
3	611	Educational Services	12,658	15,245	2,587	20.4
4	484	Truck Transportation	2,342	2,767	425	18.1
5	722	Food Services and Drinking Places	58,689	68,467	9,778	16.7
6	561	Administrative and Support Services	55,610	64,687	9,077	16.3
7	531	Real Estate	15,206	17,638	2,432	16.0
8	551	Management of Companies and Enterprises	10,830	12,410	1,580	14.6
9	493	Warehousing and Storage	1,335	1,525	190	14.2
10	541	Professional, Scientific, and Technical Services	50,126	56,988	6,862	13.7
11	424	Merchant Wholesalers, Nondurable Goods	10,776	12,228	1,452	13.5
12	492	Couriers and Messengers	1,985	2,247	262	13.2
13	712	Museums, Historical Sites, and Similar Institution	805	910	105	13.0
14	488	Support Activities for Transportation	2,343	2,630	287	12.2
15	446	Health and Personal Care Stores	6,103	6,840	737	12.1
16	713	Amusement, Gambling, and Recreation Industries	14,870	16,533	1,663	11.2
17	441	Motor Vehicle and Parts Dealers	9,945	10,972	1,027	10.3
18	236	Construction of Buildings	8,889	9,805	916	10.3
19	624	Social Assistance	9,129	10,063	934	10.2
20	238	Specialty Trade Contractors	25,670	28,266	2,596	10.1

Existing Demand Occupations

As seen in the next chart, the majority of the top 20 existing demand occupations are low-skill occupations characterized by relatively low wages and a high rate of worker turnover. Four of the top five existing demand occupations are related to retail sales, hospitality, landscaping with combined food preparation and serving workers including waiters and waitresses being the top existing demand occupation, with an estimated 31,464 projected job openings between 2019 and 2027.

Only one of the top 20 existing demand occupations require significant technical training: Lawyers. Only four of the top 20 existing demand occupations is a healthcare: Registered nurses, medical assistants, nursing assistants and home health aides, all will continue to experience employment growth as a result of increasing demand, driven by local population growth, age demographics, expanded insurance coverage, and technological changes.

**EXISTING IN DEMAND OCCUPATIONS
WORKFORCE DEVELOPMENT AREA 21 - PALM BEACH COUNTY**

Rank	SOC Code	SOC Title	Employment					2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth	Total Job Openings		FL†	BLS†
1	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	16,162	19,622	3,460	21.4	29,391	9.58	NR	NR
2	35-3031	Waiters and Waitresses	18,019	20,560	2,541	14.1	31,464	9.40	NR	NR
3	37-3011	Landscaping and Groundskeeping Workers	14,607	16,567	1,960	13.4	16,690	12.75	NR	NR
4	29-1141	Registered Nurses	13,296	14,942	1,646	12.4	7,336	32.12	A	B
5	41-2031	Retail Salespersons	24,942	26,484	1,542	6.2	30,890	11.28	HS	NR
6	35-2014	Cooks, Restaurant	8,044	9,534	1,490	18.5	11,235	13.97	PS	NR
7	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	8,138	9,550	1,412	17.4	10,966	12.45	NR	NR
8	43-4051	Customer Service Representatives	15,561	16,948	1,387	8.9	17,789	15.33	PS	HS
9	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	10,100	11,424	1,324	13.1	12,345	11.40	NR	NR
10	23-1011	Lawyers	6,518	7,553	1,035	15.9	3,370	60.98	M+	D
11	49-9071	Maintenance and Repair Workers, General	8,157	9,187	1,030	12.6	7,714	16.80	PS	HS
12	31-9092	Medical Assistants	3,782	4,794	1,012	26.8	4,625	17.08	PS	PS
13	31-1014	Nursing Assistants	8,526	9,529	1,003	11.8	9,040	11.77	PS	PS
14	33-9032	Security Guards	9,813	10,815	1,002	10.2	11,715	12.24	PS	HS
15	43-4171	Receptionists and Information Clerks	8,270	9,228	958	11.6	9,955	14.55	HS	HS
16	31-1011	Home Health Aides	3,069	4,009	940	30.6	4,091	11.36	PS	HS
17	35-2021	Food Preparation Workers	5,758	6,680	922	16.0	9,211	11.75	NR	NR
18	43-5081	Stock Clerks and Order Fillers	9,022	9,856	834	9.2	10,336	11.82	HS	HS
19	11-1021	General and Operations Managers	6,413	7,227	814	12.7	5,200	48.92	A	B
20	13-2011	Accountants and Auditors	6,715	7,521	806	12.0	5,764	32.94	B	B

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

† Education levels are abbreviated as follow.

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

Emerging Occupations

Most top emerging occupations occur in the life sciences industry sector (10 of top 20). Nurse practitioners and home health aides are the top two emerging occupations in the healthcare industry sector.

The top emerging occupations as ranked in the following chart should not be the only determining factor in making a career decision. These are rankings are based on the percentage of growth, and those percentages can be misleading in the determination of future employment opportunities.

**EMERGING OCCUPATIONS
FASTEST-GROWING OCCUPATIONS**

WORKFORCE DEVELOPMENT AREA 21 - PALM BEACH COUNTY

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth			FL†	BLS†
1	29-1171	Nurse Practitioners	584	782	198	33.9	460	47.50	M+	M
2	31-1011	Home Health Aides	3,069	4,009	940	30.6	4,091	11.36	PS	HS
3	31-9097	Phlebotomists	678	865	187	27.6	810	14.83	PS	PS
4	15-1132	Software Developers, Applications	2,468	3,135	667	27.0	2,073	45.67	A	B
5	17-2112	Industrial Engineers	840	1,067	227	27.0	712	40.43	B	B
6	25-1071	Health Specialties Teachers, Postsecondary	316	401	85	26.9	299	62,634.00	M+	D
7	31-9092	Medical Assistants	3,782	4,794	1,012	26.8	4,625	17.08	PS	PS
8	17-2141	Mechanical Engineers	975	1,232	257	26.4	803	41.32	B	B
9	17-2011	Aerospace Engineers	331	418	87	26.3	262	49.32	B	B
10	51-9198	Helpers--Production Workers	502	633	131	26.1	806	13.62	NR	HS
11	23-2011	Paralegals and Legal Assistants	2,422	2,989	567	23.4	2,721	25.83	PS	A
12	21-1013	Marriage and Family Therapists	450	554	104	23.1	515	24.24	M+	M
13	29-2032	Diagnostic Medical Sonographers	413	508	95	23.0	282	29.15	PS	A
14	49-3011	Aircraft Mechanics and Service Technicians	887	1,091	204	23.0	801	35.39	PS	PS
15	29-1123	Physical Therapists	1,194	1,465	271	22.7	697	40.71	M+	D
16	25-1194	Vocational Education Teachers, Postsecondary	389	477	88	22.6	347	30.56	A	B
17	13-1161	Market Research Analysts and Marketing Specialists	2,586	3,167	581	22.5	2,771	26.79	B	B
18	39-9021	Personal Care Aides	1,328	1,616	288	21.7	1,936	10.75	PS	HS
19	31-9011	Massage Therapists	1,911	2,323	412	21.6	2,127	20.90	PS	PS
20	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	16,162	19,622	3,460	21.4	29,391	9.58	NR	NR

This table includes occupations with a minimum of 300 jobs in 2019.

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

† Education levels are abbreviated as follows.

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

KEY LOCAL INDUSTRY SECTORS TO WATCH 2020-2024

Administrative and Support and Waste Management and Remediation Services

- Gather research and establish historical baseline of placements to create targeted goals
- Implement new certifications training programs (Palm Beach State College and CIE – 1 year or longer)

Health Care and Social Assistance

- Work closely with WIOA and special projects to increase placements
- Assist employers on opportunities to connect with college graduates

Accommodation and Food Service

- Work closely with LVERS to engage proper businesses and job orders
- More involvement with Business Development Board and related Chamber meetings
- Increase exposure and availability of openings to college students

Retail Trade

- Increase “1 to 99” employer business penetration rate by an additional 2%
- Double direct placements
- Hold 1 retail job fair for the next 4 years to facilitate placement increase

Professional, Scientific, and Technical Services

- Increase new business development for professional services by 2024
- Increase outreach to Chamber and other professional associations by attending networking events, socials, and committee work
- Increase client awareness of industry related opportunities and job fairs

CareerSource Palm Beach County conducts a comprehensive analysis of labor market information in our LWDB. We collaborate with the local economic development agency, the Business Development Board of Palm Beach County, to conduct a comprehensive analysis of the local area workforce and employer needs. In 2018, Boyette Strategic Advisors worked with these partners to:

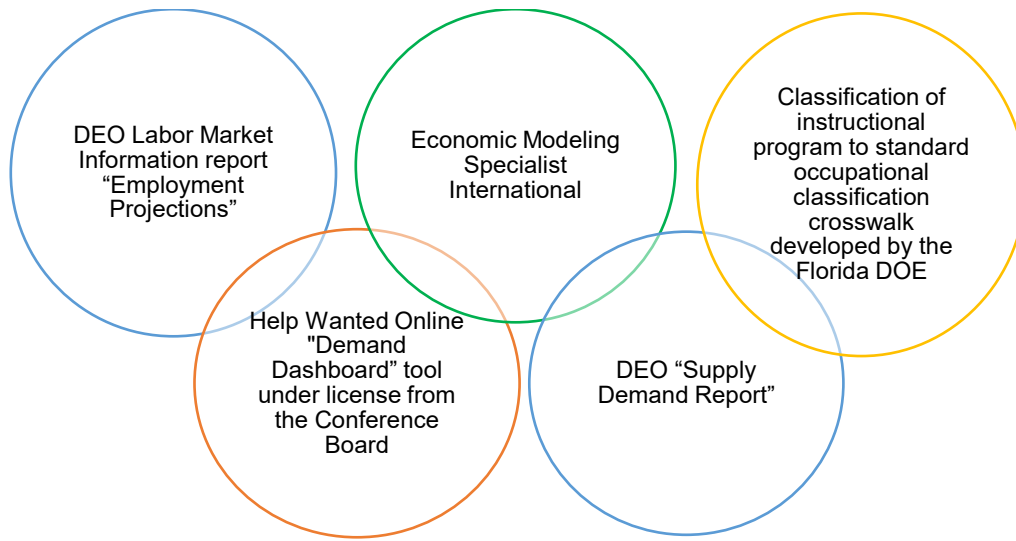
- Determine the regional labor market area for Palm Beach County
- Examine workforce skills and availability in the area
- Identify skills gaps that present challenges for employers in the county’s targeted industry sectors
- Explore commuting patterns of the workforce
- Assess middle-skills gaps in Aviation/Aerospace, Healthcare, and Information Technology sectors
- Develop workforce enhancement strategies and recommend marketing messages
- Develop data to share with business prospects considering a location in the area

- Utilize a combination of quantitative and qualitative research, along with extensive stakeholder input to inform the workforce enhancement recommendations.

The analysis of Palm Beach County in-demand occupations drives the development of our annual Local Targeted Occupations List (LTOL). The creation of the local LTOL is in accordance with the CareerSource Florida Administrative Consultation Policy number 82. The LTOL includes a limited number of prioritized occupations that will require workforce training to meet the needs of local employers. CareerSource Palm Beach County also reviews the state Targeted Occupations List (TOL) and, based on local workforce needs with input from partners and employers in the community, makes any necessary changes or revisions. Resources such as the Department of Economic Opportunity (DEO) Labor Market Information (LMI) report "Employment Projections" by workforce area, forecasts the future employment levels for industries and occupations in Florida and provides estimates of current and projected employment by industry and occupation for eight years into the future. Projections also include rankings of fast-growing industries and occupations in Florida.

To determine short-term trends, Help Wanted Online (HWOL) "Demand Dashboard" from the EMSI/Burning Glass company is also utilized. The HWOL tool is used to examine actual online demand and demand history by occupation in Palm Beach County. Economic Modeling Specialist International (EMSI) occupation reports are used to do medium-range occupation demand forecasting (4 years). Analyst is a web-based tool that allows us access to EMSI's database of labor market information. Analyst saves time as it aggregates data from several public and private sources. The DEO provides the long term (7 years) industry and occupation demand forecasting tool known as Employment Projections (EP). The data charts found on the preceding pages are from the DEO EP. The data used to create these projections are:

- ❖ Quarterly Census of Employment and Wages (QCEW)
- ❖ Occupational Employment Statistics (OES)
- ❖ Current Population Survey (CPS)



All training is limited to two years in duration and the attainment of industry-recognized certificates or certifications, an associate degree or a bachelor's degree, is required.

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

<p style="text-align: center;">Top 15 In-Demand Occupations</p>	<p style="text-align: center;">Knowledge(K)/Skills(S)/Abilities(A) Needed According to O*NET Online</p>
<p style="text-align: center;">1. Waiters and Waitresses</p>	<ul style="list-style-type: none"> ● Customer and Personal Service - K ● English Language - K ● Sales and Marketing - K ● Food Production - K ● Active Listening - S ● Service Orientation - S ● Speaking - S ● Social Perceptiveness - S ● Coordination - S ● Oral Comprehension - A ● Oral Expression - A ● Speech Clarity - A ● Speech Recognition - A ● Near Vision - A
<p style="text-align: center;">2. Landscaping and Groundskeeping Workers</p>	<ul style="list-style-type: none"> ● English Language - K ● Customer and Personal Service - K ● Chemistry - K ● Operation and Control- S ● Multi-limb Coordination - A ● Manual Dexterity - A ● Trunk Strength - A ● Arm-Hand Steadiness - A ● Control Precision - A
<p style="text-align: center;">3. Registered Nurses</p>	<ul style="list-style-type: none"> ● Psychology - K ● Customer and Personal Services- K ● Medicine and Dentistry- K ● English Language- K ● Administrative - K ● Social Perceptiveness - S ● Active Listening - S ● Coordination - S ● Critical Thinking - S ● Service Orientation - S ● Deductive Reasoning – A ● Problem Sensitivity - A ● Inductive Reasoning – A ● Oral Comprehension – A ● Oral Expression - A

Cont....Top 15 In-Demand Occupations	Knowledge(K)/Skills(S)/Abilities(A) Needed According to O*NET Online
<p style="text-align: center;">4. Retail Salespersons</p>	<ul style="list-style-type: none"> ● Sales and Marketing - K ● Customer and Personal Service - K ● English Language - K ● Administration and Management – K ● Mathematics – K ● Persuasion - S ● Active Listening - S ● Service Orientation – S ● Speaking – S ● Negotiation – S ● Oral Expression – A ● Oral Comprehension – A ● Speech Clarity – A ● Speech Recognition – A ● Problem Sensitivity - A
<p style="text-align: center;">5. Cooks, Restaurant</p>	<ul style="list-style-type: none"> ● Food Production - K ● Customer and Personal Service - K ● English Language - K ● Production and Processing - K ● Monitoring - S ● Active Listening - S ● Coordination - S ● Critical Thinking -S ● Speaking - S ● Near Vision - A ● Information Ordering - A ● Manual Dexterity - A ● Problem Sensitivity - A ● Speech Recognition - A
<p style="text-align: center;">6. Laborers and Freight, Stock, and Material Movers, Hand</p>	<ul style="list-style-type: none"> ● No knowledge met the minimum score. ● No skills met the minimum score. ● Static Strength – A ● Multi-limb Coordination – A ● Trunk Strength – A ● Control Precision – A ● Manual Dexterity - A

Cont....Top 15 In-Demand Occupations	Knowledge(K)/Skills(S)/Abilities(A) Needed According to O*NET Online
<p align="center">7. Customer Service Representatives</p>	<ul style="list-style-type: none"> ● Customer and Personal Service - K ● English Language - K ● Administration and Management – K ● Sales and Marketing - K ● Mathematics – K ● Active Listening - S ● Service Orientation – S ● Speaking – S ● Reading Comprehension- S ● Critical Thinking – S ● Oral Comprehension – A ● Oral Expression – A ● Speech Clarity – A ● Speech Recognition – A ● Problem Sensitivity - A
<p align="center">8. Janitors and Cleaners, Except Maids and Housekeeping Cleaners</p>	<ul style="list-style-type: none"> ● Customer and Personal Service - K ● English Language - K ● Active Listening – S ● Near Vision – A ● Oral Comprehension – A ● Static Strength – A ● Trunk Strength – A ● Extent Flexibility - A
<p align="center">9. Maintenance and Repair Workers, General</p>	<ul style="list-style-type: none"> ● Mechanical – K ● Building and Construction - K ● English Language - K ● Mathematics - K ● Production and Processing - K ● Equipment Maintenance - S ● Repairing - S ● Troubleshooting - S ● Critical Thinking - S ● Active Learning – S ● Arm-Hand Steadiness ● Information Ordering - A ● Manual Dexterity - A ● Near Vision - A ● Problem Sensitivity - A

<p style="text-align: center;">Top 15 In-Demand Occupations</p>	<p style="text-align: center;">Knowledge(K)/Skills(S)/Abilities(A) Needed According to O*NET Online</p>
<p>10. Medical Assistants</p>	<ul style="list-style-type: none"> ● English Language – K ● Customer and Personal Service – K ● Medicine and Dentistry – K ● Administrative – K ● Computers and Electronics – K ● Social Perceptiveness - S ● Active Listening - S ● Speaking - S ● Reading Comprehension - S ● Critical Thinking – S ● Oral Comprehension – A ● Oral Expression – A ● Written Comprehension – A ● Near Vision – A ● Problem Sensitivity - A
<p>11. Nursing Assistants</p>	<ul style="list-style-type: none"> ● Customer and Personal Service – K ● Administration and Management – K ● English Language – K ● Medicine and Dentistry – K ● Public Safety and Security – K ● Service Orientation – S ● Active Listening - S ● Social Perceptiveness - S ● Monitoring – S ● Coordination – S ● Oral Comprehension – A ● Problem Sensitivity - A ● Near Vision – A ● Oral Expression – A ● Speech Recognition – A
<p>12. Security Guards</p>	<ul style="list-style-type: none"> ● Public Safety and Security - K ● English Language – K ● Customer and Personal Service – K ● Active Listening - S ● Monitoring - S ● Speaking - S ● Coordination - S ● Critical Thinking – S ● Problem Sensitivity - A ● Far Vision – A ● Oral Comprehension – A ● Selective Attention – A ● Oral Expression – A

<p style="text-align: center;">Top 15 In-Demand Occupations</p>	<p style="text-align: center;">Knowledge(K)/Skills(S)/Abilities(A) Needed According to O*NET Online</p>
<p>13. Receptionists and Information Clerks</p>	<ul style="list-style-type: none"> ● Administrative – K ● Customer and Personal Service – K ● English Language – K ● Computer and Electronics – K ● Active Listening – S ● Speaking – S ● Service Orientation – S ● Critical Thinking – S ● Reading Comprehension – S ● Oral Comprehension – A ● Oral Expression – A ● Speech Recognition – A ● Speech Clarity – A ● Written Comprehension – A
<p>14. Home Health Aides/CNA</p>	<ul style="list-style-type: none"> ● Customer and Personal Service - K ● English Language – K ● Active Listening – K ● Service Perceptiveness – K ● Critical Thinking – K ● Monitoring – K ● Oral Expression – A ● Oral Comprehension – A ● Problem Sensitivity - A ● Near Vision – A ● Inductive Reasoning – A
<p>15. Food Preparation Workers</p>	<ul style="list-style-type: none"> ● Customer and Personal Service – K ● Administration and Management – K ● Public Safety and Security – K ● Active Listening – S ● Coordination – S ● Service Orientation – S ● Social Perceptiveness – S ● Speaking - S ● Near Vision – A ● Arm-Hand Steadiness ● Manual Dexterity - A ● Oral Expression – A ● Finger Dexterity – A

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

The unemployment rate in Palm Beach County was 2.9 percent in July 2022. This rate was 1.7 percentage point lower than the region's year ago rate of 4.6 percent. The labor force was 767,604, up 27,980 (+3.8 percent) over the year. There were 22,320 unemployed residents in the region.

The big economic concern right now is the inflation. Even though the unemployment rate is low, it really does not show the entire economic picture. According to the Business Development Board of Palm Beach County an overall increase in employment for Palm Beach County is indicated by the **5.1** percentage increase in the number of total non-agricultural jobs during the last twelve months. This represents a net gain of **31,800** jobs.

Palm Beach County Labor Force	Jun-22	May-22	Jun-21	Change June 2021 June 2022	Percent Change	Change May 2022 June 2022	Percent Change
Civilian Labor Force	763,694	763,722	734,390	29,304	4.0%	-28	0.0%
Employment	740,777	745,327	698,287	42,490	6.1%	-4,550	-0.6%
Unemployment	22,917	18,395	36,103	-13,186	-36.5%	4,522	24.6%
Rate	3.0%	2.4%	4.9%				
Florida	2.9%	2.5%	5.2%				
National	3.8%	3.4%	6.1%				

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

Employment by Industry Sector

The West Palm, Boca, and Delray Beach Metro Divisions experienced the following in July 2022: Nonagricultural employment was 661,100, an increase of 28,800 jobs (+4.6 percent) over the year.

- The West Palm Beach-Boca Raton-Delray Beach MD had the third fastest annual job growth rate compared to all the metro areas in the state in the Construction (+2.5 percent) industry.
- The West Palm Beach-Boca Raton-Delray Beach MD had the fastest annual job growth rate compared to all the metro areas in the state in the Other Services (+15.3 percent) industry.
- The industries gaining jobs over the year were Leisure and Hospitality (+9,200 jobs); Trade, Transportation, and Utilities (+5,200 jobs); Other Services (+4,700 jobs); Education and Health Services (+4,600 jobs); Professional and Business Services (+1,100 jobs);

Construction (+1,000 jobs); Financial Activities (+900 jobs); Government (+900 jobs); Manufacturing (+800 jobs); and Information (+400 jobs).

Education of the Workforce

Concerning educational attainment, 23.3% of Palm Beach County, FL residents possess a bachelor’s degree (3.0% above the national average), and 9.2% hold an associate degree (0.5% above the national average).

With respect to the region’s educational attainment, Palm Beach County is the clearly better educated than Broward and Miami-Dade with a greater percentage of their population having either a bachelor’s degree or a graduate degree.

Employment Growth

In 2021 jobs grew by 32,559 over the last 5 years and are projected to grow by 42,275 over the next 5 years. From 2016 to 2021, jobs increased by 4.8% in Palm Beach County, FL from 676,253 to 708,811. This change outpaced the national growth rate of 1.8% by 3.0%. As the number of jobs increased, the labor force participation rate increased from 59.2% to 59.6% between 2016 and 2021.

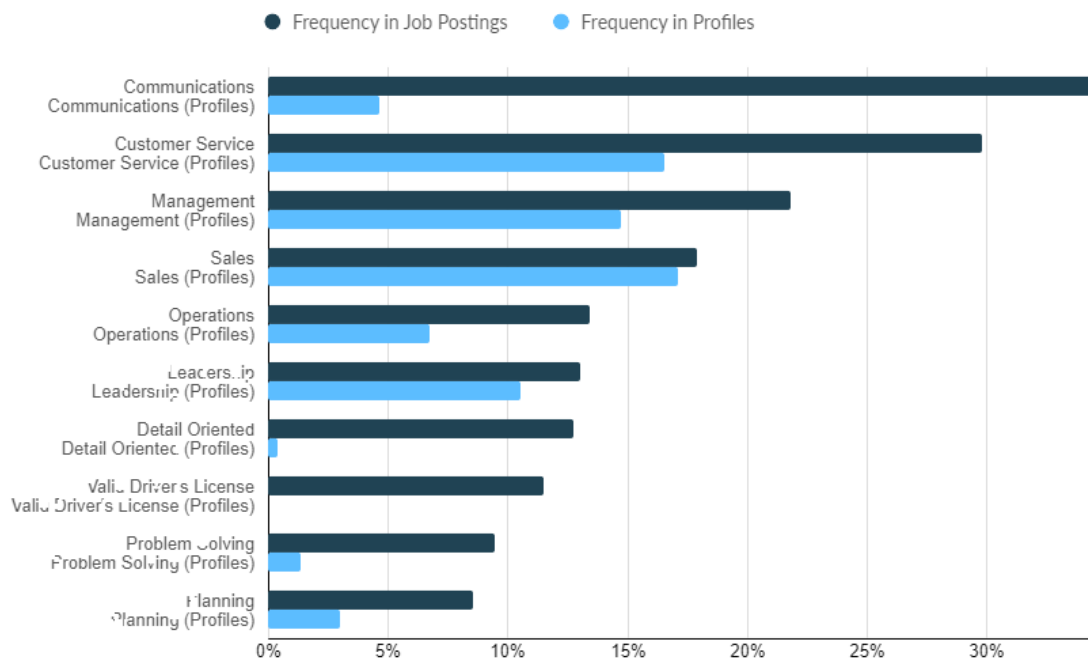
Job Posting Analytics

There were 710,470 total job postings for your selection from June 2021 to June 2022, of which 243,971 were unique. These numbers give us a Posting Intensity of 3-to-1, meaning that for every 3 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (3-to-1), indicating that they are putting average effort toward hiring for this position.

In-Demand Skills

Top Common Skills



Strengths, Weaknesses, Opportunities, and Threats Training Analysis for WIOA Individual Training Accounts - ITAs, On the Job Training - OJTs, and Customized Training - CT

Strengths

Rapid Response for business needs

Customized for industry

Customizable for Employers

Prioritize recruiting for ITA completers

Prioritize veterans, reentry, disabled, SNAP TANF for job placements

Job Developments for individuals coming out of training

Refer Adult WIOA clients eligible for Young Adult program when funds are low for ITA's

Weaknesses

Lack of Talent Pool

Skills gap for soft skills

Increased ITAs lowers OJT opportunities and available funding

Lack of funding jeopardizes partnerships and stresses community

Opportunities

Customized Training Promotes higher wages/industry recognized industry certifications which exceed LLSIL.

Prioritize WP referrals to WIOA for supportive services or training.

Lack of ITA funding creates opportunity to provide support services to individuals seeking employment.

Threats

ITAs create low median wage jobs which affect performance metrics and ultimately client satisfaction.

Large influx of clients requesting training + increased ITAs + lower funding availability = less clients served and focused placed on Priority 1 clients. Leaving clients outside of the priority group unassisted for longer or indefinite periods of time.

Changes in economy, natural disasters, cyberthreats and new remote workforce.

C.LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION & GOALS

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

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

Vision: To be recognized by businesses as the primary source for talent in Palm Beach County

Consistent with the State of Florida's policy objectives, the vision for CSPBC's workforce system is anchored in three priorities:

1. Facilitating demand-driven career pathways.
2. Empowering upward economic mobility and self-sufficiency.
3. Aligning, coordinating, and integrating programs and services.

CSPBC envisions a system that is the conduit between employers and career seekers and follows a dual-customer approach, ensuring that workforce development programs and services are personalized to the needs of career seekers resulting in a skilled and prepared workforce for local businesses.

In order to ensure CSPBC's primary goal of ensuring job seekers and local businesses are well served, and to meet performance accountability goals based on WIOA performance indicators, CSPBC develops annual organizational goals in order to foster sector-based career pathways and to achieve the strategic vision of the Board of Directors and local plan. Furthermore, CSPBC's efforts are grounded in labor market information and data analysis, as well as qualitative and quantitative information from local businesses and key stakeholders including the Department of Economic Opportunity and The Business Development Board of Palm Beach County.

Organizational Goals for PY 2022-2023

Goal 1. Implement requirements arising from the REACH Act workforce reform legislation within required deadlines.

Subgoal A. Form cross-functional leadership team to recommend steps to implement legislative requirements. Deadline: Form team when requirements and rulemaking are disclosed. CEO will determine additional actions from there including implementation and timetable.

Subgoal B. Participate in/monitor federal waiver status, workforce consolidation, regionalization, enhanced access/alignment/accountability as called for under the provisions of the REACH Act.

Goal 2. Achieve and maintain state leadership in performance, innovation, and best practices.

Subgoal A. Demonstrate continuous improvement in state and federal performance measures across all programs. Deadline: Complete by June 30, 2023

Subgoal B. Continue to improve service effectiveness and efficiency by expanding from centralized delivery of programs/services to a shared facilities and virtual and/or hybrid model. This includes libraries, colleges, online/virtual workshops, PPN at colleges and libraries, chambers, in-person vs. virtual hiring events, etc.

Subgoal C. Develop a career consultant training course to establish a common standard for career counseling and services across all programs using feedback and best practices from center staff, federal and state guidance, and workforce partners. Complete by June 30, 2023

Subgoal D. Ensure protection of network and proprietary information, including the ability to move quickly to a remote system in support of our business continuity and Disaster Recovery plan.

Subgoal E. Develop and implement a new client intake process redesign to improve in-person service delivery effectiveness and efficiency.

Subgoal F. Provide quarterly customized LMI reports for county commission districts, municipalities, Business Development Board, colleges and universities, etc.

Goal 3. Maintain financial integrity/stewardship ensuring the best and most effective use of funding.

Subgoal A. Keep organizational administrative costs at or below 10% of total budget. Deadline: Track via quarterly reports and take actions to adjust as needed to ensure goal is met on June 30, 2023.

Subgoal B. Determine and implement the most effective tactics to select and apply for public and private grant opportunities that align with our mission, programs and services. Deadline: Assign project and determine target and tactical goals by June 30, 2023.

Subgoal C. Establish Monthly Financial Reports for all workforce programs to assist program management in guiding the use of program funds in a timely and efficient manner.

Goal 4. Expand opportunities for staff training, development, and career growth.

Subgoal A. Continue to develop a talent pool to provide growth and development opportunities for management and leadership development within the organization with emphasis on providing experience in areas/operations of the organization for high-performing individuals.

Subgoal B. Continue a mentorship program to encourage developmental growth and to assist with succession planning for the organization.

Subgoal C. Establish standardized onboarding and ongoing training curriculum for all staff.

Subgoal C (1) Create and implement a comprehensive onboarding from Day 1 of employment to include HR, Administrative, company and unit orientation.

Subgoal C (2) Maintain a 15-hour mandatory training program for all levels of staffing, including HR 101, Organizational Values, Customer Service & Communication, Workplace Safety, and Cyber Security.

Subgoal C (3) Develop an Individual Development Plan for staff to serve as a tool in their career development. Its primary purpose is to help employees reach short-term and long-term career goals and improve job performance.

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

CareerSource Palm Beach County directly manages all programs under the direction of a consortium. The consortium was established in 2007 pursuant to Florida Statute Section 163.01 as a multi-jurisdictional consortium for the express purpose of carrying out responsibilities under the Workforce Innovation and Opportunity Act of 2014 (WIOA), the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWOR), the Wagner-Peyser Act (WP), the Florida Workforce Investment Act of 2000 (FWIA), and such other funding sources as may be available to support workforce activities in Palm Beach County.

The Consortium approves the direction of CareerSource Palm Beach County, a private, non-profit corporation chartered by the State of Florida to create and manage a workforce development system that is responsive to both businesses and career seekers in Palm Beach County. Our organization plays a key role in the development of the region’s economy through the planning and implementation of a demand-driven workforce development program and innovative employment services. As a result, we are directly responsible for carrying out all core programs and achieving the strategic goals established by the local board.



In addition to ensuring that CareerSource Palm Beach County is in full compliance with the requirements of section 188 through periodic self-audits, CareerSource Palm Beach County has gone beyond what is required to improve the delivery of services to a wider audience.

CareerSource Palm Beach County also offers a successful and continually expanding Ticket-to-Work program that assists job seekers on SSI and/or SSDI to return to the workforce. Since the program’s inception, we have provided assistance to between 300-350 job seekers with many of them able to re-enter the workforce and retain employment.

CareerSource Palm Beach County engages with community partners who assist disabled job seekers to re-enter the workforce. Memorandums of Understanding (MOU) are in place with organizations such as Vocational Rehab, The Lord's Place, Gulfstream Goodwill Industries, Lighthouse for the Blind just to name a few.

CareerSource Palm Beach County has been an active participant in Palm Beach County's robust, award-winning county-wide Reentry Task Force (a sub-committee of the Palm Beach County Criminal Justice Commission) since its inception in 2008. CareerSource Palm Beach County serves as the chair of the Employment and Training Subcommittee and routinely convenes service providers, employers and other stakeholders to promote strategies and best practices to reduce the employment barriers faced by formerly incarcerated individuals. The countywide task force has gained national recognition and a Second Chance Act grant for the groundbreaking Regional and State Transitional Offender Re-entry (RESTORE), which brings service providers together to serve state Department of Corrections (DOC) prison inmates before they return to Palm Beach County.

CareerSource Palm Beach County has built upon the existing infrastructure by replicating the award-winning strategies in Pre-Release Employment Preparation and Reentry Engagement (PREPARE), the program which establishes a CareerSource Palm Beach County Career Center Reentry team of Career Consultants working in conjunction with Public Safety, DOC as well as early work release programs. CSPBC Links Employment Pre-Release services by Public Safety and DOC to post-release services to jail inmates that are received by prison inmates through RESTORE.

Brainstorming sessions held as part of Operations biweekly meetings held by staff and management of Business Services and WIOA staff departments producing tactics, goals, and identified key members and teams who will be crucial for our continuous improvement philosophy. Participants identified strengths, weaknesses, opportunities, and threats (SWOT), as well as S.M.A.R.T. goals and shared common issues and concerns.

The local vision, goals and priorities are consistent with the state plan and demonstrate a broader strategic planning approach as called by the U.S. Department of Labor's Employment and Training Administration's (ETA) in TEGL 21-11.

Pre-Release Employment Preparation and Re-entry Engagement (PREPARE):
Our nationally recognized PREPARE program was selected and funded by the U.S. Dept. of Labor to provide inmates in Palm Beach County jails with employment services during and after incarceration. A better than 50% employment rate for enrollees has been maintained. Through reduced recidivism, the Palm Beach County Public Safety Department says PREPARE has saved \$10,286,474 in taxpayer funds above the cost of the program. While employment is key to reducing recidivism, our future goal is to ensure the employment attained is retained over time.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

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

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

CSPBC's workforce development system provides access to the career services, such as but not limited to:

- Eligibility determination
- Orientation to the information and other services available
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Outreach and intake
- Recruitment and business services on behalf of employers
- Referrals to and coordination of activities with other one-stop partners
- Provision of performance information and program cost information on eligible providers of training services
- Provision of all information in formats usable by and understandable by CSPBC customers
- Provision of information and assistance regarding filing claims for reemployment assistance benefits
- Assistance in applying for WIOA and other federal and state financial aid assistance for training and education programs
- Development of an individual employment plan to identify and achieve employment goals
- Workshops
- Career planning and exploration
- Referrals to job postings and placement assistance
- Internships and work experiences that are linked to careers
- Support Services; and,
- Follow-up services.

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

CareerSource Palm Beach County aligns with the CareerSource Florida Board of Director's business and market-driven principles to be the global leader for talent. These principles include:

- Increasing the prosperity of workers and employers.
- Reducing welfare dependency.
- Meeting employer needs.
- Enhancing productivity and competitiveness.

(2) Adult and Dislocated Worker Employment and Training Activities:

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

CareerSource Palm Beach County offers jobseekers access to a wide array of integrated employment, training and WIOA partner services. WIOA Career Consultants provide eligible job seekers with individualized career and training services.

Priority for individualized career and training services with WIOA Adult formula funds must be provided in the following order (per TEGL 7-20):

- First, to veterans and eligible spouses who are included in the groups given statutory priority for WIOA Adult formula funding (i.e., recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient receive first priority of services with WIOA Adult formula funds for individualized career services and training services.
- Second, to non-covered persons (i.e., individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds as indicated above.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Fourth, priority populations established by the Governor and/or LWDB.
- Last, to non-covered persons outside the groups given priority under WIOA.

The type and availability of adult and dislocated worker employment and training services and activities range from information about careers and the local labor market, job search assistance, case management, and assessments, such as, but not limited to, the following:

- CASAS
- BestWorks
- Employ Florida
- Workshops that teach:
 - resume writing
 - interviewing
 - social media and related networking

Further, CareerSource Palm Beach County provides a variety of training services, such as:

- Occupational skills training
- On-the-job training
- Work experience/Internship

- Customized training, and adult education and literacy in combination with other training services, such as IWT, and;
- Rapid response and supportive services to assist individuals participating in employment and training activities.

These activities assist individuals to acquire and retain jobs, establish a work history, develop occupational and soft skills to progress and get promoted in the workplace.

The type and availability of adult and dislocated worker employment and training services are assessed continuously in a variety of ways, ranging from customer satisfaction surveys to outcome metrics that can be analyzed to determine placement rate, time to placement, cost per placement, training related placements, earnings at placement and employment retention. Process changes, brainstorming, and root cause analysis are frequently used techniques for continuous improvement.

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

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

Selection of training providers and courses of training, as well as the removal of training providers from the Eligible Training Provider List, is done through a review process established by the CareerSource Palm Beach County governing boards and include staff and board committees. In addition, CSPBC staff holds provider meetings to hear from training providers and to disseminate information to continuously improve the system.

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

CareerSource Palm Beach County does not provide training services. Participants are referred to training delivered by eligible training providers through an individual training account based on participant choice.

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

CareerSource Palm Beach County provides a list of all available training opportunities on the website for customers to make an informed choice for available training. All customers receive career services, as part of WIOA's work first policy, before being determined in need of training services. Customers must complete the assessment process including testing, economic analysis, and the individual employment plan process prior to enrollment into training. Testing for entry into post-secondary training may include the TABE and/or the CASAS. A minimum of 9th grade level in reading, language, and mathematics is used as an indicator of readiness for college entry or other school training requirements. Final acceptance into training is subject to the prerequisites of the training or educational institution. The participant and staff identify the career training field and the educational institution most appropriate. CareerSource Palm Beach County provides performance information on training completion and placement rates of training providers related to the desired training on the website to assist customers with an informed choice among courses and training providers.

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

The LWDB assesses labor market information and monitors job postings in the community. In addition, Chambers of Commerce and a partnership with the Business Development Board and Economic Council help to share the knowledge of the influx of new industry partners moving into Palm Beach County. This assessment helps guide the local targeted occupations list and helps align training and ITS's to main industry sectors. If a participant is relocating to another area, but is asking for education/training locally, the mutual occupation on the target occupations list or on Florida's Master Credentials list can be provided. These lists identify in demand industry needs and occupations.

CSPBC uses tools, such as Employ Florida to analyze the labor market information in our region. CSPBC holds a publicly noticed meeting to get input from business and industry, trade associations, education, economic development and others on the local area's Target Occupations List and information on emerging occupations. In-demand training is linked to the Targeted Occupations List (TOL) based on job openings and a set floor wage rate in our workforce area. Training is limited to two years in duration and the attainment of industry-recognized certificates or degree. The TOL is reviewed at least once quarterly and the statewide Eligible Training Providers list is available for customers to review should they be interested in re-locating.

CareerSource Palm Beach County uses networks and relationships, such as with the Business Development Board and our education partners to get a broad spectrum of input from community partners, which we can use to ensure occupational training programs are available for the career pathways in key industry sectors.

Our planning process incorporates an analysis of our local workforce area's economic conditions including:

- Existing and emerging in-demand industry sectors and occupations.
- The employment needs of employers in those sectors & occupations.
- The knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.
- The workforce in the local workforce area, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.
- The workforce development activities (including education and training) in our local area, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of local employers.

CareerSource Palm Beach County staff uses the Local Targeted Occupations List to ensure the availability of training programs in the key industry sectors in order to meet the needs of the employers.

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

CareerSource Palm Beach County provides work-based training services to employers, such as OJT, IWT, Work Experience, Internships and Customized Training.

- OJT- CareerSource Palm Beach County assists the employer with the costs of training new hires and existing employees in order to upgrade the employee's skills. CareerSource Palm Beach County reimburses a portion of the employee's wage during the training period outlined in the training plan. OJT reimbursement rate is 50% straight-time wage reimbursement for employers who offer positions listed on the in-demand Targeted Occupations List.
- IWT- Designed to offset an employer's training cost for upgrading the skills of their existing workforce. CareerSource Palm Beach County currently does not offer IWT services, but assists employers with IWT application through the State.
- Work Experience/Internship – Designed to enable job seekers to gain exposure to the world-of-work and its requirements, while simultaneously giving the employer an opportunity to gauge the job seeker's competency and identify any skill gaps that need to be addressed for a successful hire. However, CSPBC chooses not to provide Transition Work Experience at this time, but reserves the right to do so in the future.
- Customized Training – Designed to meet the special requirement of a business or a group of businesses with the commitment by the business to employ the individual upon successful completion of the training. The purpose of this program is to provide training activities that will increase employment and occupational skill attainment of participants to improve the quality of the workforce and enhance the skills, productivity, and competitiveness of the business community.

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

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

Due to the pandemic, CareerSource Palm Beach County implemented a hybrid (virtual/in-person) model of the year-round Career Prep work readiness program. This model provided an opportunity for youth to continue to receive workforce preparation, financial literacy education, and Hospitality training virtually during the pandemic. In-person one-on-one sessions are also provided to youth in need of additional assistance. CSPBC also began utilizing CASAS as an assessment tool in which youth were able to complete an assessment of their math and reading skills virtually. CASAS provides assessments for English Language Learners and individuals with disabilities.

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

CareerSource Palm Beach County's WIOA youth program conducts a three-week hybrid work readiness training for out-of-school youth ages 16 to 24. The training consists of our Career Prep Work Readiness and Career EDGE curriculum. WIOA's 14 required program elements are integrated within the framework:

1. CSPBC's partnership with the School Board of Palm Beach County provide youth who are high school dropouts the opportunity to access alternative secondary school services and GED

preparation and testing. CSPBC provide youth with support services to assist with the cost of the GED class registration and testing.

2. Youth are offered paid and unpaid work experiences that have an academic and occupational education component, including internships, summer employment, job shadowing, and on-the-job training.
3. Academic remediation is provided as part of the Career Prep curriculum via financial literacy (math skills) activities and literacy block (reading skills).
4. Youth participants are exposed to leadership development opportunities, including community service and peer-centered activities that encourage positive social and civic behaviors.
5. Supportive services, such as bus passes, gas cards, clothing vouchers, and childcare enable youth to reduce barriers in their life.
6. Youth career consultants act as adult mentors for the duration of at least 12 months that may occur both during and after program participation.
7. Follow-up services are offered for not less than 12 months after the completion of participation.
8. Career Prep offers financial literacy education a variety of financial topics such as: financial planning, budgeting, checking accounts, savings plans, purchasing decisions, and credit and debt.
9. CareerSource Palm Beach County youth are exposed to industry speakers who address what it takes to start and own your own business.
10. VirtualJobShadow.com offers our youth the tools to access labor market information, career exploration, college searches, free assessments, resume builder, and industry expert videos.
11. CareerSource Palm Beach County offers provides Individual Training Accounts to eligible youth. Scholarships are awarded based on applicant suitability, eligibility, and the availability of training funds. Training must be for an occupation listed on the Regional Targeted Occupations List for Palm Beach County. The youth program promotes post-secondary training in high demand, high-wage industry sectors.
12. College tours and industry expert speakers help youth prepare for and transition to postsecondary education and training.
13. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referrals, are provided.
14. Education is offered concurrently with workforce preparation activities and training for a specific occupation or occupational cluster which lead to post-secondary credentialing (hospitality training and vocational prep programs offered at CareerSource Palm Beach County).

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

CareerSource Palm Beach County utilizes CASAS to test youth basic skills in reading and math. Youth who score less than a 9th grade level in reading and/or math are deemed basic skills deficient and provided academic remediation to enhance their skills in those targeted areas.

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

The term for 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 is “Basic Skills Deficient”.

CareerSource Palm Beach County conducts intake and orientation for all youth that includes an eligibility and suitability. This allows us to assess the youth to determine their ability 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. CSPBC utilizes CASAS to test youth basic skills specifically in reading and math. CASAS can also assess skills for training and employment and determine readiness to take the high school equivalency exam. We also use the BestWork DATA™ assessment tool it examines cognitive ability, the speed of thinking, how readily new material is learned, and how quickly underlying patterns are recognized and decisions are made.

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

An eligible youth who requires additional assistance to complete an educational program or to secure and hold employment, means a youth who is:

- a. Enrolled in an education program but also requires additional assistance in order to complete the activity or program; or
- b. Near the point of being ready for a job but requires additional assistance under WIOA Title I to acquire or retain a job.

In addition to the criteria above, the "In-School Youth in Need of Additional Assistance" barrier is defined locally as a youth who faces one or more of the following barriers:

- a. Historical or current personal or family substance abuse
- b. Had frequent suspensions from school (5 or more times) or has been expelled from school;
- c. Poor academic performance (GPA < 1.5)
- d. Repeated at least one secondary grade or is one year over age for their grade
- e. Behind in school credits
- f. A youth who has a parent that is or was incarcerated within the past 24 months
- g. Historical or current personal or family substance abuse
- h. Gang involved, affiliated, or affected due to family member involvement
- i. Victim of abuse or domestic violence or family history of abuse or domestic violence
- j. Victim of human trafficking
- k. Is one or more grade levels below their actual grade level in reading or math
- l. An emancipated youth
- m. Have court/agency referrals mandating school attendance
- n. Have experienced recent traumatic events

- o. Is a victim of abuse or lives in an abusive environment as documented by school official or other qualified professional
- p. A youth lacking a significant or positive work history based upon;
 - i. They're having been fired from 1 or more jobs within the last six months or
 - ii. They're having been employed in 3 or more jobs within the last 12 months, and who is no longer employed or
 - iii. A youth who has actively been seeking full-time employment for at least 2 months, but remains unemployed, or working part-time. Includes a youth with no employment history.

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

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

Employed or unemployed Adults are considered for training services meeting the self-sufficiently criteria for six-month period prior to application as follows.

- Family unit size of 1 or 2 with household income less than 200% of the current program year 100% Lower Living Income Standard Level (LLSIL).
- Family unit size of 3 or more with family income less than 150% of the current program year Lower Living Income Standard Level (LLSIL) for the.

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

If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of “self-sufficiency” used for those programs as well. NOTE: if the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area’s self-sufficiency standard.

Dislocated workers who have become re-employed in "income maintenance" jobs, a job with a lower rate of pay than the job of dislocation, if they have been given a notice of lay-off or is laid off and at the time of eligibility determination has an income of 80% or less than the previous job of dislocation wage.

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

CSPBC coordinates WIOA and TANF activities for transportation, including public transportation and other supportive services, based upon program eligible job seeker needs and fund availability. Local policy requires that it must be determined that another resource is not available to provide such support services before using WIOA or TANF funding. As such, CSPBC partners with the Palm Beach County’s Community Services to help customers with emergency services, such as water

and electricity bill payment and reduced fare bus passes from Palm Tran. If a customer cannot take public transportation, such as an individual with a disability, CSPBC one-stop staff refers customers to the Palm Tran Connection program. Both the need and lack of resources must be documented.

CSPBC issues specific denomination VISA cards and “load fund” cards for support services. The Chief Financial Officer is the administrator. The Finance Department is responsible for maintaining an adequate supply of cards and cash from which to draw funds. Customers in need of childcare are referred to the Early Learning Coalition.

Support services are limited to \$1,500 a year, for up to two (2) years for support services, except childcare.

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

All CSPBC centers are American with Disabilities Act (ADA) compliant. Each center has a Disability Specialist assigned to assist these customers with using the assistive technology, or to schedule an interpreter as needed. CSPBC assistive tools include Zoom text, Jaws software, screen readers, screen magnifiers, Braille overlays for the keyboard, and aa BigKeys keyboard.

CSPBC has a contracted provider to conduct sign-language interpreter services for hearing impaired customers, as well as an in-demand provider for sign language interpreter services. These services can be scheduled or accessed on-demand.

CSPBC is a contracted provider with VR to provide Partnership Plus (employment follow-up) and Benefits Planning services.

CSPBC has a successful Ticket to Work (TTW) Program serving those customers with disabilities between 18 and retirement age who are receiving SSI or SSDI. If a customer with a disability is not eligible for the TTW Program, they are served like everyone else in our centers.

Through Ticket to Work, recipients of Social Security Disability Insurance and/or Supplemental Security Income receive priority assistance, such as job search, career planning and skill building to enhance their efforts to find and retain a job and work toward becoming self-sufficient.

CSPBC makes a visit to every training provider to ensure they are accessible for people with disabilities.

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

CSPBC provides accessibility to DEO Reemployments Assistance (RA) through our Resource Center and provides the following to applicants:

- Over 50 computers available between Central and West offices
- Cameras were installed on some computers for the purposes of utilizing the ID.me identification verification process for RA

- Telephones with DEO and other important numbers listed by phones, fax machines and photocopy machines to use at no cost
- Career Consultants are available to assist the clients through the Reemployment Assistance program process.
- Career consultants assist clients via telephone as well. During the pandemic, a main telephone line was offered with a call-in number, clients who were encouraged to leave their names and contact information. Staff assigned to answer messages do so within 24 hours of a call.
- Assistance was offered in-person and telephonically in English, Spanish and Creole.
- Emails to our center are also answered by Career Consultants.
- Staff monitor the changes the DEO make to the Reemployment webpage, providing up to date information to clients. In addition, step by step instructions are printed for staff in the three languages.
- Staff from 18 libraries are trained in Reemployment Assistance, thus becoming satellite locations for CareerSource. Staff at the libraires receive updates via email and support as needed.
- CSPBC website is continuously updated with the latest information for applying to RA, DEO instructions and job opportunities.
- PPE and sanitizer are provided to those clients who enter the center.
- CSPBC works with local political delegations, Board of County Commissioners, TV, radio and social media to share information on RA.

(9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB’s strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

CareerSource Palm Beach County implements priority of service to our veteran community in multiple programs and services. For the purposes of priority of service, CSPBC defines a veteran as stated in 38 U.S.C. 101(2) and an eligible spouse as stated in 38 U.S.C 4215(a). Under this definition, the term “veteran” means a person who has served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. “Active service” includes full-time Federal service in the National Guard or a Reserve component. This definition does not include full-time duty performed strictly for training purposes, nor does it include fulltime active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities. Whereas an “eligible spouse” is defined as the spouse of:

1. Any veteran who died of a service-connected disability.
2. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - a) Missing in action;
 - b) Captured in line of duty by a hostile force; or
 - c) Forcibly detained or interned in line of duty by a foreign government or power;

3. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
4. Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g., if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

The priority of services refers to those veterans and spouses who are eligible for priority of services as “covered persons” and refer to those not eligible for priority of services as “noncovered persons.”

Priority of services means that veterans and eligible spouses are given priority over noncovered persons for the receipt of employment, training, and placement services provided under a qualified job training program.

CareerSource Palm Beach County displays signage at its one-stop centers’ entrance lobbies that define eligibility for priority of service and inquire if the jobseeker or spouse of the jobseeker has ever served in the U.S. military. This is in addition to the front lobby greeter verbally inquiring “Have you or your spouse ever served in the United States military?” to all jobseekers that enter the lobby.

If a jobseeker enters CareerSource Palm Beach County’s one-stop centers and identifies as either a veteran or spouse of a veteran, they are immediately paired with a CSPBC representative to mutually engage in CareerSource Palm Beach County’s veteran-intake process. This process is designed to identify the services requested by the covered person, any barriers to employment they may have, as well as DVOP eligibility. The veteran intake is conducted in a one-on-one setting with CareerSource staff.

CareerSource Palm Beach County’s business service team is led by CSPBC LVERs. The purpose of this practice is to ensure that for any business engagement actions, job orders received, and job fairs and hiring events created through the LVERs, that priority of service to the local veteran and veteran spouse population is incorporated. All job orders received by LVERs are displayed to veterans and eligible spouses with significant barriers to employment prior to the rest of the population through their DVOP representatives. All job fairs allow for covered persons to enter the job fair 30min-60min prior to the rest of the population. Covered persons are allowed front-of-the-line access to interviewers during in-person hiring events.

All CSPBC WIOA training programs implement priority of service for covered persons. This means that all covered persons are moved to the front of the “line” when determining eligibility for WIOA funded programs or training. Statutory eligibility criteria is still mandated for all applicants regardless of veteran status.

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

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

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

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

The one-stop operator meets with the core partners on a regular basis to ensure we are all working together to meet the needs of Palm Beach County residents. As the core partners also share performance measures with CSPBC, another area of emphasis for the one-stop operator is to strategize with the core partners on how to assist each other in the delivery of the services and performance measures.

One of the strategies for the upcoming year is to create visuals on career pathways in our targeted industries and share them with our partners to emphasize that college is not the only outcome for our youth. This way it could open the door for more youth to enter post-secondary short-term credential programs, apprenticeships, and work-based learning opportunities.

Another strategy for the upcoming year is to cross train CSPBC staff that work with customers with disabilities and Vocational Rehabilitation counselors so that each partner knows what the other does resulting in a smooth referral process.

The Division of Blind Services, Vocational Rehabilitation and SCSCEP all have office space in our center(s) so that we can work together on placing their clients into unsubsidized employment. This also reduces the number of trips a customer has to make to see the staff working to help them succeed on their road to self-sufficiency.

The core partners all have seats on the CSPBC Board and sit on the Board’s committees. Because of the presence of our core partners on the Board and Board committees, they are a part of the decision-making process.

CSPBC has entered into a Memoranda of Understanding with our core partners

The President/CEO, as well as other CSPBC staff, sit on multiple Boards of our core partners and with our core partners in the community. This leads to a continuous exchange of ideas and information. Some of these committees are listed below:

- Business Development Board (BDB)
- BDB Academic Leaders Council (all college and university presidents, school district superintendent and CSPBC’s Present/CEO)
- Wounded Veterans Relief Fund
- Housing Leadership Council
- Employment Subcommittee of the Public Safety and Reentry Division PBC
- Criminal Justice Commission
- Treasure Coast Regional Planning Council Comprehensive Economic Development Strategy Committee
- League of Cities
- University and College Healthcare Advisory Boards
- Palm Beach County Community Action Program Advisory Board

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

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

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

CareerSource Palm Beach County works with a variety of local community partners to engage employers. This includes our local economic development board, School District of Palm Beach County, Small Business Development Center at Florida Atlantic University, local chamber of commerce's, industry organizations, municipalities, county government, colleges, universities, SBA, SCORE and businesses. We leverage our training programs such as on-the-job training, incumbent worker training program, customized training, sector strategies and career pathways to gain introductions to local employers. These programs are attractive to businesses and act as connection tools to work with employers as they hire, expand or retain jobs within our community. We are effective at engaging local businesses to encourage collaboration between workforce and economic development.

CareerSource Palm Beach County has an active business services team, to include business development representatives, LVERs, recruiting department, OJT engagement, and an internal Job Order Unit, with dedicated focus on employer contacts, services, assuring job orders are entered in accordance with federal, state, and local policies, and appropriate follow-up is completed. In order to facilitate engagement of local employers in in-demand industry sectors, CareerSource Palm Beach County's business representatives actively participate, and will continue to participate, in area business advisory councils and boards that bring together businesses and educational leaders in local in-demand occupational and industry sectors. CareerSource Palm Beach County's recruiting department provides no-cost recruiting services for both small and large local companies with a focus on presenting qualified Wagner-Peyser, WIOA, SNAP/TANF, WTP, TTW, and JVSG participants to local employers.

CareerSource Palm Beach County's business service team are required to provide outreach to employers in the local area. This is accomplished through on-site visits, community presentations, and hosting of and participation in job fairs and hiring events. The CareerSource Palm Beach County business services team operates within the one-stop career centers and is integrated with the WIOA program, SNAP/TANF, WTP, TTW, and Wagner-Peyser. All job orders, job fairs, and recruiting events are accessible and communicated to all CareerSource Palm Beach County staff members.

Additionally, CareerSource Palm Beach County creates relevant programming that attract businesses to our services. We produce several job fairs throughout the year to meet the needs of local businesses. We have also incorporated a virtual component to our job fairs to allow easier access for both jobseekers and employers. The virtual job fairs have also allowed the service to

continue outside of traditional business hours. These job fairs directly address hiring needs of various industries.

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

CareerSource Palm Beach County works with several board members in industry to support local apprenticeships. These industry representatives include the Palm Beach Treasure Coast AFL/CIO and Amalgamated Transit Union that work with businesses to develop and implement registered apprenticeships. This process is done in collaboration with apprenticeship training representatives to support our local economy. Residents and interested parties are referred to these partners to pursue apprenticeship programs in the various industries where apprenticeship opportunities are available.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

The Workforce Innovation and Opportunity Act (WIOA) requires priority be given to “public benefits recipients, other low-income individuals, and individuals who are basic skills deficient” when providing career and training services. This system improves and strengthens the public workforce system and helps high-need youth and adults with significant barriers to employment, obtain skills, postsecondary credentials, and employment. Our service is also based upon the following premises:

- Meeting the demands of businesses and workers by driving workforce solutions.
- Supporting a workforce system that supports strong regional economies.
- Increasing access to education, training, and employment--particularly for people with barriers to employment.
- Creating a comprehensive, high-quality workforce development system by aligning workforce investment, education, and economic development.
- Increasing best practices including career pathways, sector partnerships, and credential attainment to increase employment for in-demand industries and occupations.
- Insuring “priority of service” for veterans, eligible spouses and persons with disabilities.

Listed below are the roles and resource contributions of the one-stop partners:

- 1) Adults, Dislocated Workers and Youth - are co-located in the one-stop centers and provide direct placement, ITA training, work-based learning opportunities and support services. WIOA pays their fair share of costs.
- 2) Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Employment and Training (SNAP) Programs – are integrated and co-located in our centers. TANF/SNAP pays their fair share of costs.
- 3) Wagner-Peyser (WP) – collocated in the one-stop centers. They are the core of the workforce delivery system. WP provide universal services, assists customers in the resource room, helps with registering for Employ Florida, accessing online assessments and refers to other partner programs as necessary. WP pays their fair share of costs.
- 4) Vocational Rehabilitation (VR) – VR is a referral source for CSPBC since we are a provider for VR in the areas of employment follow-up and benefits planning. If a customer needs additional assistance that CSPBC cannot provide all our one-stop centers have a process in place to refer customers. VR is represented on our Board, thus contributing to our planning. VR pays their fair share of costs.
- 5) Senior Community Service Employment Program (SCSEP) – All our one-stop centers have a process in place to refer customers to the SCSEP program, which provides older workers with work experience opportunities. SCSEP pays their fair share of costs.

- 6) Adult Education and Family Literacy Act Programs (AEFLA) – Is solely delivered by the Career Technical Adult and Community Education (CTACE) Division of the Palm Beach County School District. We have a strong referral system in place. AEFLA is represented on our Board, thus contributing to our planning. AEFLA pays their fair share of costs.
- 7) Career and Technical Education (CTE) – Is delivered through the Palm Beach County School District. We have a strong referral system in place. CTE is represented on our Board, thus contributing to our planning. SBPBC pays their fair share of costs.
- 8) Trade Adjustment Assistance Act (TAA) Program – collocated in the one-stop centers.
- 9) Jobs for Veterans Grant – collocated in the one-stop centers.
- 10) Community Service Block Grant (CSBG) – Services are delivered through Community Action Program. CSBG is technologically connected.
- 11) Department of Housing and Urban Development (HUD) – Do you have a local HUD employment and training program currently operating in our workforce development area. CareerSource Palm Beach County partners with HUD for referrals to employment.
- 12) Reemployment Assistance – Co-located in our center and pays their fair share of costs.
- 13) Second Chance Act –While not co-located, Second Chance is technologically connected (or is it referrals) through its grant recipient, Public Safety and Justice Department Palm Beach County.
- 14) Migrant and Seasonal Farmworker (MSFW) Program - Co-located in our western center location.
- 15) Job Corps – There is not a local Job Corps Program in Region 21. There are locations in Jacksonville, Miami and Pinellas County. We maintain a link to the Job Corps webpage in all our career center resource room computers and refer interested customers.
- 16) YouthBuild – There is not a local Job Corps Program in Region 21. There is a location in Fort Pierce at Indian River State College. We maintain a link to the YouthBuild webpage in all our career center resource room computers and refer interested customers.
- 17) Native American Programs – N/A

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

The new core partners required under the Workforce Innovation & Opportunity Act (WIOA) have an emphasis on serving persons with disabilities. WIOA mandates that priority of service be given to veterans, eligible spouses, persons with disabilities, and those who are basic skills deficient. The goal is to have improved, competitive integrated employment and economic self-sufficiency outcomes for individuals across the spectrum of disability. CareerSource Palm Beach County, Gulfstream Goodwill Industries, Adult Education, Vocational Rehabilitation, Blind

Services and Wounded Veterans Relief Fund, Inc. F/K/A Wounded Warriors of South Florida have come together to provide a seamless delivery system for persons with a disability with employment as a goal.

Gulfstream Goodwill Industries are not ITA providers licensed under the Florida Department of Education Commission for Independent Education, but they do provide industry recognized certificate courses where an individual obtains employment or advances within an occupation (including a recognized certificate of attendance or similar document for individuals with disabilities). Such programs are for training in occupations that are on CareerSource Palm Beach County's Targeted Occupation List, current at the time of training. SouthTech Academy provides occupational skills training that will lead to a formal nationally recognized credentials. The Division of Vocational Rehabilitation presently uses SouthTech Academy and Gulfstream Goodwill as approved training providers.

CareerSource Palm Beach County, Adult Education, Gulfstream Goodwill, Wounded Veterans Relief Fund, Inc. F/K/A Wounded Warriors of South Florida and the Division of Vocational Rehabilitation all work together to ensure persons with disabilities are helped to meet their needs, as well as, the needs of the employers and the local community. Since WIOA mandates that priority of service is given to persons with disabilities, CareerSource Palm Beach County, through a partnership with these organizations, sets aside program funds to assist in training individuals with disabilities in lieu of using an ITA process.

Additionally, Vocational Rehabilitation sets aside funds to provide occupational skills training at SouthTech for clients referred from any of the above-mentioned partners. The other partners mentioned will provide funding and services whenever possible. Fund raising is also a part of this initiative to serve this diverse population. Referrals, dual enrollments and sharing of information will be critical to assure we are providing a combination of services that will have the greatest impact for our clients. The ultimate goal is to have improved, competitive integrated employment and economic self-sufficiency outcomes for individuals across the spectrum of disability.

There is an added emphasis on ensuring persons with unique abilities are given preference when applying for a CareerSource Palm Beach County scholarship. For a complete list of those receiving priority of service, refer to internal policy #PO-112

Gulfstream Goodwill Industries, Inc. is a non-profit organization operating in Palm Beach County that assists in the rehabilitation of individuals with disabilities. Their mission is "to assist people with disabilities and other barriers to employment to become self-sufficient, working members of our community." They believe in "giving people a hand up rather than a handout results in self-esteem and independence."

A task team has been formed with CareerSource Palm Beach County and Gulfstream Goodwill Industries to help meet client needs, the needs of the employers and the local community. Non-duplication of services is the ultimate goal.

There is an added emphasis on ensuring persons with unique abilities are given preference when applying for a CareerSource Palm Beach County scholarship. For a complete list of those receiving priority of service, refer to internal policy #PO-112. On the Job Training (OJT) program will be given greater emphasis and resources, such as offering a specialized hospitality program for persons with unique abilities. Both parties have agreed to put an MOU in place to ensure CareerSource Palm Beach County offers this particular training in Palm Beach County.

Adult Education / School District of Palm Beach County

Adult Education/technical academies are credited with being an “A” rated school with a 92.8% graduation rate. Their mission “is to graduate students prepared for work, higher education, and productive citizenship.” They believe that every individual is entitled to the opportunity to achieve their maximum potential in life. They also believe that public education must play a central role in attaining that potential. To that end, they are “creating success stories...one student at a time.” They serve students throughout Palm Beach County and offer 13 different academies to choose from. SouthTech Academy maintains regional AdvancED/SACS (Southern Association of Colleges and Schools) accreditation as a secondary public or private school district.

Wounded Veterans Relief Fund, Inc. F/K/A Wounded Warriors of South Florida

Wounded Veterans Relief Fund, Inc. is an organization designed to helping veterans in need of immediate assistance.

Their mission is “to provide temporary, immediate, financial assistance to service-connected disabled veterans from conflicts and wars since 9/11.” This includes: Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF) and Operation New Dawn (OND). Wounded Veterans Relief Fund, Inc. assists wounded warriors returning from such combat areas, while maintaining a high respect for privacy for the veteran and their families

Urban League of Palm Beach County

Urban League of Palm Beach County is an organization that has programs and services designed to empower individuals and families to economic and social equality. Their mission is “to enable African Americans to secure economic self-reliance, parity, power and civil rights“. The Urban League empowers individuals to break down barriers and obtain economic equality through education, self-reliance and a greater understanding of financial tools and services. The goal is to break the cycle of poverty and level the economic playing field.

The Urban League of Palm Beach County and CareerSource Palm Beach County are partnering for the purpose of providing services and establishing a relationship conducive for referrals to their various programs.

Jupiter Vet Center & Greenacres Vet Center

Greenacres & Jupiter Vet Center provides services for returning veterans. This program is provided under the auspices of the U.S. Department of Veterans Affairs and is available to eligible veterans and their families.

The objectives of the outreach efforts of CareerSource Palm Beach County are to provide assessments, counseling and intervention services for eligible veterans who have readjustment problems related to their military service. CareerSource Palm Beach County has a number of veterans who require these services. Transition and employment services assist returning veterans to return to work and make an economic impact both individually and to the community at large. Assistance at the Vet Centers allows for earlier and effective intervention for problems.

The local workforce development board, with the agreement of the chief elected official, shall develop and enter into a Memorandum of Understanding (MOU) between the local board and the one-stop partners as identified in WIOA. This may include mandatory partners as defined in WIOA. If CareerSource Palm Beach County does not fill the role(s) as a mandatory partner within our one stop center, the partner that does enters into an Infrastructure Funding Agreement (IFA)

with CareerSource Palm Beach County defining shared costs. The sharing and allocation of infrastructure costs among one-stop partners are governed by WIOA law.

CareerSource Palm Beach County has the following executed MOU's and IFA's in place:

- AARP Foundation (MOU/IFA)
- AARP Foundation Senior Community Service Employment Agency Agreement
- Farmworker Coordinating Council of Palm Beach County Inc. (MOU)
- Community Services Block Grant – Community Action Program (MOU/IFA)
- Delray Beach Housing Authority (MOU/IFA)
- Florida Dept. Ed. Div. Blind Services (MOU/IFA)
- Greenacres Vet Center for Disabled Veterans Outreach Program (MOU)
- Gulfstream Goodwill Industries, Inc. (MOU)
- Hands Together of the Palm Beaches, Inc. (MOU)
- HUD Employment and Training Program – Palm Beach County Housing Authority (MOU)
- Interagency Agreement with Agency for Persons with Disabilities, FL. Dept. Children & Families, FL. Dept. Juvenile Justice, ChildNet, Inc., Early Learning Coalition, Florida Dept. of Juvenile Justice, School Board of Palm Beach County
- Jupiter Vet Center for Disabled Veterans Outreach Program (MOU)
- Palm Beach County Public Safety Dept. (MOU/IFA)
- Palm Beach State College REACH (MOU/IFA)
- School Board of Palm Beach County (MOU/IFA)
- The Lord's Place, Inc. Agreement
- US Department of Veteran Affairs (MOU)
- US Department of Veteran Affairs Palm Beach Medical Center (MOU)
- Florida Dept. Ed. Division of Vocational Rehabilitation (MOU/IFA)

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

CareerSource Palm Beach County promotes maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers. CareerSource Palm Beach County engages with local businesses through many efforts to include recruiting services, job fairs, hiring events, access to jobseeker resumes, provision of labor market information, REACT Service, as well as assistance posting open positions and navigating Employ Florida.

CareerSource Palm Beach County's business engagement team frequently performs outreach to local businesses to not only promote our Wagner Peyser Act services, programs, and grants, but also to advocate for and promote local jobseekers for employment opportunities.

- a) **Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers on compliance with Section 188 of WIOA (WIOA §108(b)(6)(C)).**

CareerSource Palm Beach County ensures that we are in compliance with all requirements of the Americans with Disabilities Act (ADA) through periodic internal audits of each facility. Those audits are verified by random onsite inspections by the Department of Economic Opportunity, Office of Civil Rights. To supplement the requirements of the ADA and ensure we are meeting both the letter and spirit of the law, CareerSource will be conducting refresher training for those staff in direct contact with job seekers on the proper use of all assistive devices.

CareerSource Palm Beach County also offers a successful and continually expanding Ticket-to-Work program that assists job seekers on SSI and/or SSDI to return to the workforce. Since the program's inception, we have helped between 300-350 job seekers with many of them able to re-enter the workforce and retain employment

CareerSource Palm Beach County engages with community partners who assist disabled job seekers to re-enter the workforce. Memorandums of Understanding (MOU) are in place with organizations such as Vocational Rehab, The Lord's Place, Gulfstream Goodwill Industries, Lighthouse for the Blind just to name a few.

CSPBC has not received any feedback from local Independent Living Centers, but if we did, we would incorporate their suggestions into our performance improvement plan in order to remain in compliance with Section 188 of WIOA (WIOA §108(b)(6)(C)).

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

Universal Design is a strategy for making products, environments, operational systems, and services welcoming and usable to the most diverse range of people possible. Its key principles are simplicity, flexibility, and efficiency. When applied to our one-stop delivery systems, Universal Design principles allow us to work together towards a world-class service environment to help all local residents get training, find jobs and careers. In planning, Universal Design is the key to how we at CareerSource Palm Beach County provide exemplary service in our Career Centers. Design thinking for innovation across our entire local workforce system benefits job seekers with a wide range of learning styles, intelligence, and physical mobility to help meet their needs more efficiently. A good example of this is the availability of our CareerSource Palm Beach County website, providing 24-hour access to information and job seeker services from any on-line location.

The CareerSource Palm Beach County brand provides standardized services in each of our career centers. Job seekers and employers receive a consistent customer experience from the signage to the delivery of services, to the application of our policies and practices. Below are the principles of universal design used in our one-stop delivery system.

Equitable Use - All customers that visit our career centers are welcomed and assisted with their needs. The career centers are set up so that when a customer enters there is a reception desk and a kiosk sign-in system for a customer to register into the center. If a customer is not able to use the kiosk, a staff member at the reception desk can assist them.

Flexibility in Use - The resource room is at the front of the career center, so all customers have access to the equipment without having to travel too far within the center. There is a computer in each center's resource room that has assistive/adaptive technology and designed to accommodate a wide range of individual preferences and abilities.

Simple and Intuitive Use - Information is provided to customers in an easy, understandable way. They are asked throughout the process if they understand the information provided to them. CSPBC has an on-demand interpreter service for those customers that either need foreign language interpretation or sign-language interpretation assistance.

Perceptible Information - Signs are posted throughout the center informing customers of various departments, disability equipment, and training/workshops rooms. These signs are both written and pictorial. If customers are not sure what they need to do or understand necessary information, staff is always there to guide the customers.

Tolerance for Error - The centers are designed to minimize hazards and provide warnings both visually and by sound if there is an emergency in the building. All traveled areas are kept clear so that customers with physical disabilities or wheelchair bound do not have any obstructions in their travels throughout the center.

Low Physical Effort and Size and Space for Approach and Use - All accessibility equipment is designed to ensure customers have easy access, are comfortable, are within reach, easy to manipulate and use, regardless of the customer's body size, posture, or mobility.

c) Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B)).

CareerSource Palm Beach County has capitalized on the use of technology with our web site which includes online workshops, streaming videos, and video mock interviews, development of a video resumes, professional websites and e-folios to create an online footprint for the job seeker.

We have also purchased an e-learning software authoring tool which transforms PowerPoint content into customized interactive online and mobile courses. This software will take our VCS to the next level by allowing us to create courses which will outline what learners will need to grasp and the simulations, screen recordings, quizzes and decision-making activities to measure transfer of learning.

In addition, our Information Technology department is creating electronic forms and automated databases to perform and process job seeker applications. This process automates various departmental forms, job seeker documents, and delivers reporting and document retention on a job seeker's trip through the system providing quicker service at reduced cost.

(3) Integration of Services: Describe how one-stop career centers implemented and transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop career center and career center partners (WIOA §108(b)(21)).

CareerSource Palm Beach County encourages the state to vigorously pursue the development of a case management system that integrates at a minimum, 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. This would enable career centers and our partner programs to ensure that businesses and job seekers with a shared client base across the multiple programs have access to information and services that lead to positive employment outcomes. Under WIOA, career centers and their partners:

- provide job seekers with skill tests to determine skill gaps
- provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- enable businesses and employers to easily identify and hire skilled workers and access other support, including education and training for their current workforce;
- participate in rigorous evaluations that support continuous improvement of career centers by identifying which strategies work better for different populations.

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

CareerSource Palm Beach County applies the procurement and expenditure procedures required by federal law and state law, the standards set forth in 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, the policies of the Department of Economic Opportunity and CareerSource Florida, Inc. for the expenditure of federal, state, and non-pass-through funds.

The IT Department is responsible for procurement functions relating to data processing equipment. The Facilities Supervisor is responsible for procurement functions relating to furniture, equipment and vehicles. All other purchases are made by the department needing the item on an as-needed basis. If the item is included in the budget and is \$10,000 or less, no additional approval is required. However, purchases of items not included in the budget, and budgeted items over \$10,000 require prior approval from the President/CEO.

Procurements are awarded as the result of an evaluation of the proposal submitted by the party together with other relevant factors such as ability to perform, prior experience with the party and past performance, technical and financial resources, reasonableness of cost, cost/price analysis, record of integrity, business ethics, and fiscal accountability, availability of services and other evaluation criteria included in the procurement documents. Evaluation of the proposals is reviewed at several levels:

- For completeness and compliance with the information and documentation required per the procurement document,
- by a committee,
- depending on the dollar value or type of procurement approval by the President/CEO and/or Board of Directors and if applicable Chief Elected Official may be required.

Prior to a CareerSource Palm Beach County employee participating in any stage of the procurement process including, but not limited to, the development of specifications, scopes of work, answering procurement questions or evaluating bids/submittals/quotes/proposals (collectively referred to as “quote”) the CareerSource employee shall certify that a conflict of interest is not present. Vendor, contractor, subrecipient and consultant are collectively referred to as “vendor”. Beginning with issuance of the procurement, vendors may submit questions regarding the procurement via e-mail to CareerSource Palm Beach County. The vendor questions and CareerSource Palm Beach County answers to vendor questions are posted on the CareerSource website. Vendors with a federal or state contract for the same/similar goods or services may be utilized in lieu of publicly noticing the procurement and obtaining

quotes. Some form of cost or price analysis shall be made and documented in the procurement file in connection with every purchase action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

Prior written approval is required from the funding source for equipment purchases over \$5,000. Exceptions to the below procurement threshold are when purchases are made during an emergency or are sole sourced. Sole source documentation is required in accordance with 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Purchase thresholds and public notice requirements are as follows:

Purchase Threshold	Public Notice Requirement
A. Micro Purchases Of \$10,000 Or Less	No public notice requirements. May be awarded without soliciting competitive quotations if CareerSource considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers.
B. Small Competitive Purchases Of \$10,000.01 - \$24,999.99	No public notice requirements. Requires a minimum of two written quotes. Exceptions to this threshold are when purchases are made during an emergency or are sole sourced as outlined in E. below. Sole source documentation is required in accordance with 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and CareerSource's Procurement Policies & Procedures.
C. Small Competitive Purchases Of \$25,000 - \$150,000	No public notice requirement. Requires a minimum of three written quotes. Exceptions to this threshold are when purchases are made during an emergency or are sole sourced as outlined in F. below. Sole source documentation is required in accordance with 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and CareerSource's Procurement Policies & Procedures.
D. Purchases Of \$150,000.01 Or More	Publicly noticed on CareerSource website and Palm Beach County procurement channel. Formal request for bids, proposals, or quotes shall be issued.
E. Consultant Services	Contracts with consultants whose total compensation will exceed \$100,000 during any fiscal year shall be subject to the approval of the Finance Committee as soon as it is reasonably determined that the consultant's compensation will exceed \$100,000.
F. Noncompetitive Proposal/ Sole Source	Solicitation of a proposal from only one source may be used only when one or more of the following apply: <ul style="list-style-type: none"> • The item is available only from a single source • The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation • The Federal awarding agency (or pass-through entity) expressly authorizes this method in response to a written request from CareerSource • After solicitation of a number of sources, competition is determined inadequate

(5) Service Provider Continuous Improvement: Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

Any Local Workforce Development Board (LWDB) approved to be designated as a career center operator or approved to be a direct provider of workforce services must submit a performance report at the end of each program year that the service(s) has been provided. CareerSource Palm Beach County last submitted this report for PY 2020-2021 in November 2021.

The report demonstrates how CareerSource Palm Beach County continues to be recognized as a leader in performance, innovation and best practices by the Department of Economic Opportunity, the USDOL and CareerSource Florida. Examples of how systems and business practices implemented at CareerSource Palm Beach County have set the pace for other LWDBs across

Florida in serving career seekers and employers are provided in this report. Many of these initiatives are above and beyond required services.

- The following is an analysis of the actual cost savings realized as a result of the LWDB providing workforce services:

Effective November 1, 2007, CareerSource established a multi-jurisdictional consortium called the Palm Beach Workforce Development Consortium. The consortium consists of five members: the Mayor of the Palm Beach County Board of Commissioners, the mayors of the municipalities of Delray Beach, Palm Beach Gardens, South Bay and West Palm Beach. This consortium allows for the establishment of an Independent Special District and is the employer of record for all workforce services and assigns its staff to CareerSource Palm Beach County locations. The consortium contracts the duties and responsibilities to run career centers and deliver services to CareerSource Palm Beach County who also acts as the fiscal agent and recipient of all workforce funding in the Local Workforce Development Area 21 (LWDB21). Additionally, CareerSource Palm Beach County is the administrative entity for the consortium and assumes the oversight and administrative systems for all workforce program operations. The CareerSource Palm Beach County Board of Directors, based on staff recommendations, identifies local area needs and informs the consortium of such. The consortium, together with CareerSource Palm Beach County, approves the Workforce Development Plan for LWDB21 and any modifications hereto.

As LWDB, one-stop operator and direct service provider of workforce services, CareerSource Palm Beach County is responsible for constantly improving the organizational structure to efficiently and effectively manage the day-to-day operations to ensure CareerSource Palm Beach County's Local Workforce Services Plan is carried out and provides excellent customer service, achieving state required performance measures, completing all reports and meeting all deadlines.

The original application under the Bennett Bill anticipated a realized reduction in costs and a savings of approximately \$960,000. We continue to revise the organizational structure of CareerSource to provide services in an effective and efficient manner. By providing direct services several positions were eliminated that were duplicated by the contracted service provider. The actual indirect cost rate for the year just ended was 15.47%.

If we were to return to utilizing a contracted direct service provider, the financial impact would be detrimentally significant. An analysis of the estimated costs that would have been incurred for the year ended June 30, 2022 has been performed. This cost analysis considered the additional staff, reimbursement of indirect expenses (15.47%) incurred by the contractor and the payment of profit (8%). The savings realized as a result of LWDB 21 directly providing services was \$1,769,600.

- Following is a description of realized improvement to the local service delivery system and realized improvement in performance outcomes:

CareerSource Palm Beach County's vision is to be recognized by business as the primary source of talent in Palm Beach County. To accomplish this, we operate as a competitive business, rather than a nonprofit or governmental organization. This corporate, entrepreneurial approach is unprecedented (most workforce investment boards look, feel, and act like government agencies) and is the driving force behind the organization-wide culture of innovation and high-performance. Accordingly, CareerSource Palm Beach County is:

1. Leveraging technology to improve efficiency and effectiveness while reducing costs.
2. Convening business and educational partnerships to better understand industry needs, work with educational institutions to develop the skills and talent required, and to facilitate the transition from college/school to job.

3. Cultivating business-to-business focus processes and tools to continue increasing our business penetration and retention rate.
4. Serving a broader range of career seekers from entry level to C-suite as the economy improves and businesses run out of easily obtainable talent.

F. COORDINATION OF SERVICES

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

Traditionally, economic development agencies recruit businesses to the area, generate financing options for large-scale opportunities or assist existing firms in expansion. Communities in Palm Beach County exhibit such a strong pull on employers that local municipalities have leveraged to dictate terms and conditions for local businesses setting up shop terms and conditions that link economic development with employment and improved career opportunities for local residents.

CareerSource Palm Beach County works with its economic development partners and industry organizations to keep current with the workforce needs of Palm Beach County. Some examples of what we do include:

- a. Conduct “corporation visits” with the Business Development Board as they recruit new businesses to the county. One of the top issues during these visits is a well-prepared workforce. Use our powerful “real-time” data to leverage CareerSource as the expert in providing critical workforce intelligence.
- b. Engage BioFlorida, the South Florida Manufacturers Association, the Palm Beach County Hotel and Lodging Association, Marine Industry Association of Palm Beach County, Gold Coast Builders Association, Internet Coast and the South Florida Tech Hub, South Florida Business Council and other to help tackle the workforce challenges and opportunities within these clusters.
- d. Encourage constant input of business using methods such as industry surveys with cluster and economic development organizations.
- e. Site Selector visits from commercial real estate brokers who generally assist businesses when they are seeking to relocate to another area.
- f. Encourage partners to make special data requests of us in order to position ourselves as the one to turn to in Palm Beach County for current business and labor market conditions and forecasts.
- g. Work with training providers to develop customized training programs for new or expanding businesses.
- h. Target specific clusters requiring specific attention to skill needs:
 - Aviation/Aerospace/Engineering
 - Professional Business Services (Finance, Insurance)
 - Creative Industries (includes Hospitality)
 - Healthcare
 - IT/Telecommunications
 - Life Sciences
 - Manufacturing
 - Marine

One of the top issues in choosing one area over another for business relocation is a well-prepared workforce. Having access to powerful “real-time” data leverages CareerSource as the expert in providing this critical information. Accordingly, CareerSource is very engaged with key industry cluster associations such as BioFlorida, the South Florida Manufacturers Association, Marine Industry Association of Palm Beach County, the Palm Beach County Hotel and Lodging Association and Gold Coast Builders Association, South Florida Tech Hub, Palm Beach Hedge Fund Association feeling the pulse of workforce challenges and opportunities within these clusters. Working with

industry and economic development organizations, CareerSource Palm Beach County encourages constant input of business and labor market intelligence. We also encourage partners to make special data requests as we want to be the one to turn to in Palm Beach County for current labor conditions and forecasts. Partnering with organizations such as Business Development Board, BioFlorida, South Florida Manufacturers Association, the Life Sciences Banner Center and BioFlorida Institute, we have worked on joint survey efforts to gauge regional hiring and skill needs. All survey information and business/labor market intelligence gathered in the field is routed to our Performance Analysis team.

The complete list of CareerSource Palm Beach County targeted industry clusters include:

- Aviation/Aerospace/Engineering
- Agriculture
- Financial/Professional Services
- Communications/IT
- Construction/Marine
- Education
- Emerging Technologies
- Government/Non-Profit/Utilities
- Homeland Security/Defense
- Life Sciences/Healthcare
- Logistics/Distribution/Transportation
- Advanced Manufacturing
- Marine
- Retail/Wholesale
- Tourism/Recreation/Entertainment/Hospitality

In supporting these clusters, CareerSource Palm Beach County will:

1. Assist local businesses with human resource and training needs so they remain and thrive in Palm Beach County.
2. Develop skilled human capital with the intent of attracting new businesses to our region.

Labor market information (LMI) and Business Intelligence (BI) are valuable tools for preparing short term, immediate employment and training needs as well as preparing tomorrow's workforce. CareerSource Palm Beach County uses an industry cluster approach to help identify workforce growth opportunities (bright outlook occupations). Clusters make up the cornerstone of our local LMI/BI process; along with partners CareerSource Palm Beach County employs the following tools to identify workforce opportunities within our local industry clusters.

- Targeted Occupation List - Department of Economic Opportunity Employment (DEO)
- Projections (EP) – Department of Economic Opportunity
- Occupational Employment Statistics and Wages (OES) - DEO
- Current Employment Statistics (CES) – DEO
- Local Area Unemployment Statistics (LAUS) – DEO
- Analyst for Workforce Professionals (EMSI) - Economics Modeling Specialists, International
- Help Wanted On-Line (HWOL) - Wanted Analytics, Inc.

Presently, Palm Beach County is poised to move toward increased alignment between its economic and workforce development activities. Our best strategy is to rely on synergies that advance out of well-coordinated public/private ventures bridging economic and workforce development initiatives. Such coordinated initiatives will require the active support and involvement of Palm Beach's business community. To secure this, community leaders and public sector agencies are

demonstrating clear evidence initiating a long-term commitment to meeting their labor and skill needs of local businesses.

The county is actively seeking out the best strategies for maximizing the employment and economic growth benefits that can result from leveraging a wide range of public employment and training funds. More closely aligning the functions of workforce and economic development activities generates multiple “wins” for employers, public-sector agencies, and workers by linking public workforce education and training with the skill needs of employers seeking to relocate expand to grow operations in a local municipality. In these communities, employers’ on-the-ground knowledge of the county’s workforce capacity informs economic development decisions, and the needs of employer’s drive workforce development decisions. To the extent that these cities have linked workforce development activities with high-wage, high-growth sectors of the economy, closer coordination has led to reductions in poverty and unemployment, as well as to increased employment retention.

To coordinate individualized career services across our partners and prevent duplication of efforts and improve services to our customers, CareerSource Palm Beach County takes the following measures:

- Convene meetings with partners from Vocational Rehabilitation, Gulfstream Goodwill, Adult Education, South Tech and Blind Services.
- Task teams identify the services, resources tools, and assessments each partner provides, and the level of disability served.
- Services and resources are continually analyzed to determine best practices which coordinate the referral process based on client’s needs.
- Establish Advisory Boards for all programs and partners to continue improvement and ensure successful outcomes.
- Part of this process could include all partners having access to the Employ Florida state jobs database.

Career Services

Basic career services are available to all individuals seeking services in the one-stop delivery system, and include:

- Determine whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Conduct outreach, intake including identification through the state’s Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits, and orientation to information and other services available through the one-stop delivery system.

- Provide an initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities skills gaps, and supportive service needed.
- Initiate job search and placement assistance, and, when needed by an individual, career counseling by providing in-demand industry sector occupations.
- Provide 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.
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas to include job vacancy listings, information on job skills necessary to obtain the vacant jobs and local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.
- Create performance information and program cost information on eligible providers of training services by program and type of providers.
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing 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), and other supportive services and transportation provided through that program;
- Provide assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- Provision information and assistance regarding filing claims under UI programs.
- Ensure that staff is properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim through phone or website.

Employment for Individuals with Disabilities: We operate the third most successful program in Florida for placing career seekers with disabilities in jobs, according to the U.S. Department of Labor. We partner with Florida Atlantic University's CARD (Center for Autism and Related Disorders) program, The Palm Beach School of Autism, Vocational Rehabilitation, and the Florida Division of Blind Services in conducting various collaborative programs. CareerSource and the CARD center also received the state's Barbara Griffin Award for providing services to individuals with disabilities. Vocational Rehabilitation counselors placed in two of our career centers assist clients in meeting their goals of independence, self-sufficiency, and job retention.

Individualized Career Services

An intake form is created for every individual that enters the one-stop center and staff will determine which individualized career services are appropriate for an individual to obtain or retain employment.

- Priority of service will be given to veterans and persons with disabilities. These services must be available in all one-stop centers.
- One-stop center staff will use recent and previous assessments by partner programs to determine if individualized career services would be appropriate.

- Develop comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers which include diagnostic testing and use of other assessment tools; in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers.
- Group and/or individual counseling and mentoring.
- Career planning
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Creation of internships and work experiences that are linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment.
- Financial literacy services.
- Develop a plan for out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

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

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- b. Engage BioFlorida, the South Florida Manufacturers Association, the Palm Beach County Hotel and Lodging Association, Marine Industry Association of Palm Beach County, Gold Coast

Builders Association, Internet Coast and the South Florida Technology Alliance to help tackle the workforce challenges and opportunities within these clusters.

- c. Encourage constant input of business using methods such as industry surveys with cluster and economic development organizations.
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(3) Coordination with Rapid Response: Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7). The description must include how the LWDB implements the requirements in CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System and CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration.

CareerSource Palm Beach County's Rapid Response team consists of the Rapid Response Coordinator, LVERs, business services team, WIOA consultants, SNAP & TANF representatives, TAA coordinators, DCF case managers, and Vocational Rehabilitation outreach specialists. The CSPBC Rapid Response team is tailored to the needs of the employer/employees affected by the

necessity of a Rapid Response and may not include all members listed if their specific services are not needed.

CareerSource Palm Beach County recognizes four (4) types of Rapid Response, as indicated in Florida Administrative Policy 114:

1. Worker Adjustment and Retraining Notification (WARN) event: Any employer that provides written notice of a mass layoff or closure with intent to meet the federal WARN requirements.
2. Non-WARN event: Any employer experiencing a mass layoff or closure, even if it is not subject to the federal WARN requirements.
3. Trade Adjustment Assistance (TAA) event: Any employer for which a TAA petition has been filed with the U.S. Department of Labor (USDOL); and
4. Natural disasters: Any employer experiencing a mass layoff or closure due to natural or force majeure disasters.

To serve businesses that are not covered by the WARN Act or a TAA petition, CSPBC business services team and the CSPBC Rapid Response Coordinator will utilize local economic development resources, Palm Beach County's Small Business Development Center, and other resources and technology to identify potential Rapid Response events.

Once the Rapid Response event has been identified, the CSPBC Rapid Response Coordinator will establish contact with the employer and act as the single point of contact for arranging and scheduling all Rapid Response activities. Upon determination of a Rapid Response event, the CSPBC Rapid Response Coordinator must contact the affected employer within two (2) business days to discuss the following:

1. The employer's schedule for the layoff.
2. The types of services the employer would be interested in hosting on-site or remotely.
3. General information on the skills and abilities of the affected workers.
4. The spaces where employee meetings or other services may take place, including virtual accommodations and other accommodations for disabilities.
5. The spaces where employees may safely meet to receive services following a natural disaster; and,
6. The duration of Rapid Response assistance to workers, and the ability for workers to receive services during regular work hours.

As part of CSPBC's Rapid Response service delivery system and pursuant to 20 C.F.R. 682.330, the following services are made available, as needed, to affected employers and workers:

1. Immediate and on-site contact with the employer, representatives of the affected workers which includes an assessment of and a plan to address:
 - a. Layoff plans and schedules of the employer

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

The above list represents the minimum services that are made readily available with the end goal of rapid reemployment. CSPBC conducts layoff aversion activities, however, it is left to the discretion of CSPBC's Rapid Response Coordinator and CSPBC leadership to determine which layoff aversion strategies and activities are applicable in each potential layoff situation. Pursuant to 20 C.F.R. 682.340, CSPBC's Rapid Response Coordinator devises Rapid Response strategies and conducts activities that are intended to minimize the negative impacts of dislocation on workers, businesses, and communities, to ensure rapid reemployment for workers affected by Rapid Response events.

CSPBC determines which strategies and activities are applicable in each situation. The CSPBC Rapid Response Coordinator has the flexibility to ensure that the program design responds to our local workforce challenges and that layoff aversion strategies are customizable to evolving and unique economic environments.

Layoff aversion strategies include, but are not limited to:

1. Ongoing engagement, partnership, and relationship-building activities with businesses in the community, in order to create an environment for successful layoff aversion efforts and to enable the provision of assistance to the affected workers in obtaining reemployment as soon as possible.
2. Assisting employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs.
3. Funding feasibility studies to determine if a company's operations may be sustained through a buyout or other means to avoid or minimize layoffs.

4. Developing, funding, and managing incumbent worker training programs or other worker upskilling approaches as part of a layoff aversion strategy or activity.
5. Connecting companies to state Short-Time Compensation or other programs designed to prevent layoffs or to quickly reemploy dislocated workers, employer loan programs for employee skill upgrading; and other Federal, state and local resources as necessary to address other business needs.
6. Establishing linkages with economic development activities at the Federal, State and local levels, including Federal Department of Commerce programs and available State and local business retention and expansion activities.
7. Partnering or contracting with business-focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered.
8. Conducting analyses of the suppliers of an affected company to assess their risks and vulnerabilities from a potential closing or shift in production of their major customer.
9. Engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses.
10. Coordinate with local government divisions and organization, and local nonprofit organizations, to plan for and respond to natural and other disasters.
11. Connecting businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff to help facilitate rapid reemployment.

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

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

CareerSource Palm Beach County has a Labor Market Information team that leads our industry sector evaluations. We focus our efforts on not only investigating an industry but researching the entire supply chain associated with this industry or sector. We call this comprehensive sector review examining the industry sector's eco-system; what makes this approach successful is that it reveals the broader symbiotic business relationships within an industry sector. We use tools such as "Analyst" and "Developer" under license from Lightcast, formerly Economic Modeling Specialist International (EMSI) to understand these relationships and then identify regional industry sectors that meet our established requirements.

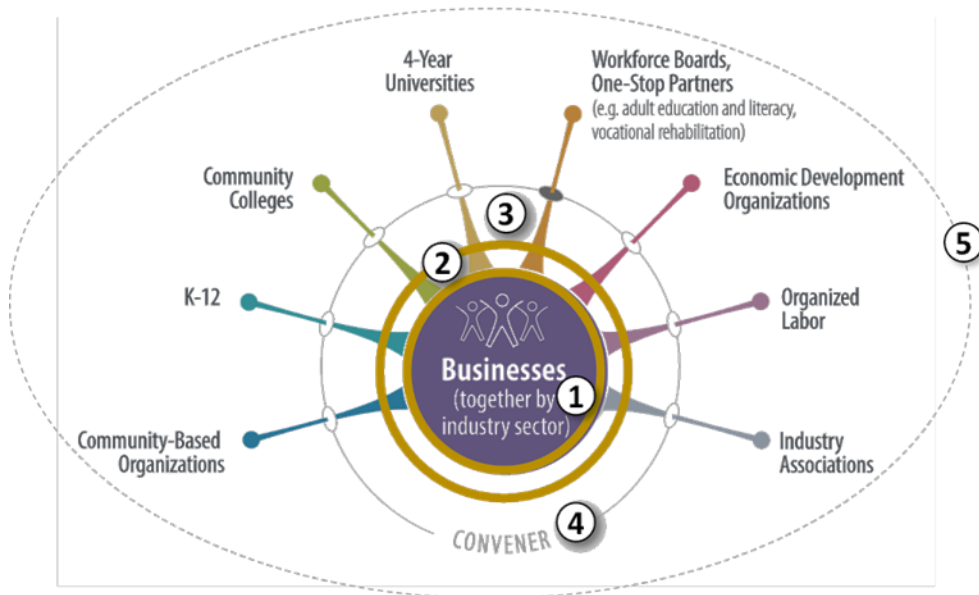
Just as data is the key to determining the correct industry sectors upon which to build a sector strategy, it also is vital in understanding our regional talent supply, the skills and occupations that are most aligned with the needs of our targeted industries. This is the supply side of the equation and understanding this data is crucial to being able to provide businesses with the talent they are

seeking. It is also important for understanding the skill gaps that may exist broadly within our local labor force so our organization can take actions to address that shortfall.

b) Describe how sector strategies are founded on a shared/regional vision;

Successfully engaging with industry leaders and identifying industry champions are critical to the success of our sector strategy. Businesses demand for specific talent, degrees or certifications, and skill sets will determine the subsequent steps that CareerSource Palm Beach County may take in terms of building education and training programs, building Career Pathways, and implementing any number of programs to create the talent pipeline necessary for these businesses to thrive.

1. Put businesses at the middle of the conversation, brought together at scale by industry. At this level, partners discover pressing and often broader workforce challenges from businesses, which are driving the conversation.
2. Treat businesses as partners, no longer just the end customer. In this model, community partners work with businesses to build customized solutions, rather than provide off-the-shelf program-based solutions.
3. Align partners. Sector partnerships are driven by solutions; solutions that, more often than not, require multiple partners collaborating and leveraging programs and funding.
4. Require a credible third party “convener.” This entity could be CareerSource Palm Beach County (LWDB21) or another organization, in our case such as the Business Development Board of Palm Beach County. The convener acts as a neutral body, ready to guide the partnership and align partners.
5. Are convened on a regional scale. Because labor markets and industry clusters cross county and service area lines, so too must sector partnerships.



c) Describe how the local area ensures that the sector strategies are driven by industry;

CareerSource Palm Beach County has built a successful network of regional sectors partnerships that have laid the foundation to launch additional sector partnerships, which will utilize career pathways to meet industry needs for a skilled workforce. Each industry partnership is unique and designed to meet its respective economic and workforce development needs of that industry sector. Employers, workers, and jobseekers benefit from workforce partnerships in their communities. Employers of any size can work with a regional collaborative to develop talent supply chains to increase their competitiveness while workers and job seekers can obtain careers paying family-supporting wages.

Examples of our regional Industry partnerships include:

- South Florida Manufacturers Association
- Marine Industry Association of Palm Beach County
- Gold Coast Builders Association
- BioFlorida
- South Florida Technology Alliance
- Life Science and Technology HUB
- Florida Economic Development Corporation
- Palm Beach County Medical Society
- South Florida's Internet Coast
- Manufacturing Association of Florida
- South Florida Hotel & Beverage Association
- Palm Beach County Bar Association
- Manufacturing Extension Partnership
- Human Resource Association of Palm Beach County

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

Our business development team touches a variety of organizations in Palm Beach County. We regularly work with our local economic development organization the Business Development Board of Palm Beach County to attract, retain and help local businesses expand. We are at the table with all recruitment or expansion projects, assisting with job candidate sourcing, training opportunities and/or placement support.

CareerSource Palm Beach County currently targets these industry sectors: Healthcare, Construction, Advanced Manufacturing, Leisure & Hospitality. As an example of strategic alignment of service delivery systems look at to our construction industry sector: In November 2016, the voters of Palm Beach County passed an additional one cent sales tax to be utilized for infrastructure repairs. Intense demand in rewarding construction/building trade jobs in Palm Beach County is being fueled by \$2.7 billion in infrastructure improvement projects over the next decade. The Palm Beach County Administrator asked CareerSource Palm Beach County to assist with training and employment needs of county employers and career seekers for thousands of construction/building trade jobs needed to complete major infrastructure improvement projects. Some of the anticipated projects will consist of improving district-owned school buildings, construct and repair roads, bridges, signals, streetlights, sidewalks, parks drainage, shoreline and wastewater infrastructure, recreation and governmental facilities.

Working in conjunction with our partner at Palm Beach State College (PBSC), Corporate & Continuing Education department, accelerated training programs for the construction Industry trades (electrical, HVAC, plumbing, carpentry, and welding) have now been developed. Training is provided to suitable Palm Beach County career seekers such as but not limited to veterans, women, unskilled job seekers and ex-offenders who are interested in training that provides nationally recognized NCCR Core and Level 1 certifications. PBSC has scheduled classes in the evenings to provide the career seeker the ability to enter employment or maintain employment while mastering a trade. The sales tax initiative does not provide for any training dollars, CareerSource Palm Beach County applied and received a grant from CareerSource Florida for \$269,000 to assist with training costs. In addition, CareerSource Palm Beach County received \$100,000/yr. over three years from Community Action Programs to place those most disadvantaged citizens into the customized trades training.

Sector Strategies - Trades (Special Projects) Programmatic Goals

Strengthen relationships with training grant provider staff and management

Visit with each member of staff (3) and management (2) on a regular basis to foster open communication and attend all vocational training program orientation sessions

Encourage participation from all staff and management to work together as a team ensuring a timely enrollment of clients into their desired training

Increase timeliness of client eligibility letters by weekly contact with provider

Promote the NCCER prerequisite for intensive trade training, OJT's, and/or apprenticeships in the field of NCCER certifications

Work with communications on creating social media and marketing materials

Schedule mandatory monthly information sessions at CSPBC for grant approved clients to educate them on training pathways

Promote and engage educational partners and grant provider on tactic in quarterly meetings

Promote CDL and Forklift training for automation and artificial intelligence (A.I.) integration

Meet quarterly with CDL and Forklift training providers directly to discuss future vision of CDL and Forklift jobs

Work with communications on creating the appropriate verbiage for social media and marketing materials

Increase client awareness by 10% on transferable skills to improve future outlook with automation and A.I.

Ensure clients have additional training available that is in line with regional occupational demands

e) Describe how the local area transforms services delivered to job seekers/workers and employers through sector strategies: and

CareerSource Palm Beach County is an active member of the Palm Beach County League of Cities and participates in their programs, activities, and committees. The partnership with the Palm Beach County League of Cities promotes and advances the collective interest of the municipalities of the

county, better allows us to study municipal issues and seek desired results through cooperative efforts, to enhance the quality of life of the citizens of the community and to engage residents. The League consists of all 39 municipalities of the county and includes over 75 associate members including CareerSource Palm Beach County. We regularly interface with the local elected officials of the League and staff of municipalities to drive awareness of our workforce programs and services. Our objective is to assist local municipalities in leveraging CareerSource Palm Beach County for recruiting, hiring and training needs.

We are involved with many chambers of commerce organizations in Palm Beach County, serving on committees, advisory boards and councils. By participating with these organizations, we have direct contact with multiple businesses in each community, assisting with workforce development and cultivating new partnerships.

CareerSource Palm Beach County is also involved with local industry associations including the South Florida Manufacturers Association, Marine Industry Association of Palm Beach County, Hotel and Lodging Association, Gold Coast Builders Association, Treasure Coast Regional Planning Council, Palm Healthcare and others.

CareerSource Palm Beach County serves on the Comprehensive Economic Development Strategies (CEDS). The CEDS Plan highlights the Region's strengths, weaknesses, opportunities and challenges and provides a set of guiding principles for community leaders to set common economic development goals and priorities for action. The development of this CEDS plan was guided, supported, and coordinated in parallel with the development of the State of Florida's 2012-2017 Statewide Strategic Plan for Economic Development.

More closely aligning the functions of workforce and economic development activities generates multiple "wins" for employers, public-sector agencies, and workers by linking public workforce education and training with the skill needs of employers seeking to relocate, expand or grow operations in a local municipality. In these communities, employers' on-the-ground knowledge of the county's workforce capacity informs economic development decisions, and the needs of employers' drive workforce development decisions. To the extent that these cities have linked workforce development activities with high-wage, high-growth sectors of the economy, closer coordination has led to reductions in poverty and unemployment, as well as to increased employment retention.

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

We are very conscious of the need to measure our sector strategy/partnership outcomes apart from our program performance measures. To that end we are developing an evidence-based system in which sector strategy outcomes are measured and reported, adjusted, as needed, and sector work is sustained overtime. Our regional sector strategy partner organizations such as workforce development, economic development, and higher education are developing a new process to systematically act on these performance findings. All partners are contributing resources, financial and otherwise to support and sustain the work of our sector partnerships. We are actively pursuing new resources through grants aimed at sustaining the activities required for successful sector partnerships.

We are empowering our local system to use Sector Partnerships to move beyond development of training programs to include the development of career pathways.

CareerSource PBC received a 2017 Florida Career Pathways Best Practice Award for outstanding dedication and leadership support demonstrated through "multi-dimensional partnerships" with Palm Beach State College. Six staff members are National Career Pathways Certified Professionals. Staff

members serve on Business Advisory Boards at Palm Beach State College in the bachelor's degree Program and Post-Secondary Adult Vocational Program (welding, HVAC, machining/electrical, insurance). We also implemented a pilot program in Low Voltage Security Systems with combined internship and On-The-Job training components for WIOA eligible students.

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

The partnership between CareerSource Palm Beach County and the School District of Palm Beach County, Department of Adult and Community Education, is one of the organization's longest and most effective collaborations. We meet regularly with the school district to evaluate current and proposed CTE programs, sharing relevant industry feedback, labor market trends and client needs.

We work with PBC School District on many initiatives including Adult Education, Career & Technical Education and Choice Programs. We continue to focus on helping local students obtain internships and employment opportunities.

We continue to work with Palm Beach State College on various initiatives that help local students enter training programs that lead to credentials and degrees. These degrees and credentials will assist individuals to gain employment and establish a career path that hopefully leads to sustainability and self-sufficiency.

As a result of this on-going collaboration, the Department of Adult and Community Education provides on-site GED preparation at the organization's career centers and plans have commenced to provide on-site workforce services at an Adult and Community Education site. In addition, the two organizations collaborate on career pathway programs designed to prepare low-skilled workers for family-supporting careers via the implementation of evidence-based and promising practices (e.g., contextualized, and accelerated GED/ABE programs, cross referrals, co-enrollment, and others). These collaborative activities, and the provision to review local applications submitted under Title II WIOA §108(b) (10), will be codified in jointly signed Memorandum of Understanding.

To ensure alignment across local partners, to achieve the intention of the REACH Act and to build shared accountability for building a talent pipeline that supports the regional economy, additions to the Credentials of Value list is a joint effort for the purposes of incorporating local demand. See attachment Demand Thresholds "Local Demand Criteria"

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

CareerSource Palm Beach County coordinates workforce investment activities for transportation, including public transportation, and other appropriate supportive services based on program eligible job seeker needs and funds available under title 1. We utilize route connections through Palm Tran, (local transportation authority) for persons with disabilities, attending transportation advisory board meetings monthly for persons with disabilities and the elderly.

Our career consultants in the Client Services department determine eligibility for transportation and other support services. Client Services is responsible for adequately documenting the participant's eligibility and need.

Vouchers and check requests are issued using the Gazelle system, which tracks support services by individual. If a voucher is issued, the participant takes it to the vendor who provides the merchandise or service and submits an invoice to CareerSource Palm Beach County for payment. If a check request is prepared, it is given to the Finance department to prepare a direct payment to the vendor.

CareerSource Palm Beach County is using Global Cash Card to issue VISA cards. These VISA cards have no value until the Finance department loads funds onto the individual cards. Once loaded, the funds belong to the cardholder and are considered spent by CareerSource Palm Beach County. There are a variety of circumstances in which a debit card is used:

1. To make payments to participants for reimbursements in lieu of checks. Reimbursements are determined by case managers who utilize Gazelle to track the participants' support services. The supporting documentation is maintained in the participants' files.
2. To be used in lieu of prepaid gas cards, bus passes, uniform and all other work or training related support services. These payments are determined by case managers who utilize Gazelle to track the participants' support services. The supporting documentation is maintained in the participants' files.

CareerSource Palm Beach County staff establishes participant Global Cash Card accounts and creates a check request in Gazelle for Global Cash (to upload funds on the participant's card) or to the vendor if they are to be directly paid.

The Chief Financial Officer is the administrator for the Global Cash Cards and assigns rights to Client Services department staff. The Finance department is responsible for maintaining an adequate supply of cards, maintaining available cash from which to draw funds, and loading the funds on the cards.

The partnership between CareerSource Palm Beach County and the School District of Palm Beach County, Department of Adult and Community Education, is one of the organization's longest and most effective collaborations.

As a result of this on-going collaboration, the Department of Adult and Community Education provides on-site GED preparation at the organization's career centers and plans have commenced providing on-site workforce services at an Adult and Community Education site. In addition, the two organizations collaborate on career pathway programs designed to prepare low-skilled workers for family-supporting careers via the implementation of evidence-based and promising practices (e.g., contextualized, and accelerated GED/ABE programs, cross referrals, co-enrollment, and others). These collaborative activities, and the provision to review local applications submitted under Title II WIOA §108(b) (10), will be codified in jointly signed Memorandum of Understanding.

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

A core mission of CSPBC is to offer universally accessible services to all job seekers and assuring veterans receive priority of service. CSPBC maximizes the coordination of services provided to job seekers and employers, while avoiding duplication of services, through the co-location of Wagner-Peyser Employment Services and other partner agencies in the one-stop career centers. Co-location improves efficiency and allows for functional alignment where appropriate to make service delivery as seamless as possible within each one-stop center.

Each one-stop career center includes Sr. Management staff who ensures the workforce centers are universally accessible, customer centered, and training is career-driven. This includes providing easy access to and assistance with workforce related activities, such as career exploration, job search, job preparation and career development services, as well as referral to WIOA Title I career services.

In addition, the required partners and CBOs sit on our CSPBC Board of Directors, which ensures there is no duplication of services, rather complimentary and collaborative services in the area.

We initiated with the Children's Services Council and Early Learning Coalition a two-generation package of workforce and childcare benefits for low-income families. Programs encourage education, skill development and career pathways to help move families toward long-term economic stability to increase the likelihood of positive outcomes and, ultimately, financial well-being.

In times of low unemployment it becomes even more challenging to place the "hard to serve" clients so we have made a shift in our focus to vocational training to increase wages at placement. It should also be noted that our results indicate overall program success in reducing welfare dependency in Palm Beach County.

CareerSource Palm Beach County became the local administrator for SNAP Education & Training in January 2016. Approximately 100,000 people in Palm Beach County are eligible for SNAP, or more commonly known as food stamps. Our mandate is to assist only a portion of the population known as Able-Bodied Adults without Dependents (ABAWD). Approximately 18,000 local residents fall into this category.

We will continue to deliver:

- Excellent partnerships and financial agreements with the Palm Beach County Community Action Program to implement a Microsoft Certification program
- ABAWD placements with an average hourly wage
- Cross-training to center staff for continued service
- Refer 123 clients to CareerSource Palm Beach County internal programs.

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

Palm Beach County is a one school system district. The School District of Palm Beach County is also the single provider of Adult Education and Literacy in the workforce area; as a result, there are no applications to review.

Adult Literacy and Vocational Technical schools is represented on our Board, which has enabled us to realize a shared vision and partner on grant applications and initiatives.

CSPBC also refers adults and dislocated workers who need to work on their literacy levels or English language skills to the Adult Literacy System before they receive an ITA. In this way, the two organizations collaborate on career pathway programs designed to help prepare low-skilled workers for jobs that support an economically self-sufficient wage (e.g., cross referrals, co-enrollment, etc.).

CareerSource Palm Beach County continues to work with one-stop career center partners for the determination of infrastructure cost contributions. Florida Department of Education Divisions of Blind Services and Vocational Rehabilitation infrastructure cost sharing will be determined by the Department of Education at the state level pursuant to WIOA requirements. There will be a delay in infrastructure cost sharing for Perkins Act funding as a result of federal reauthorization of the program.

CareerSource Palm Beach County has acted as the convener of community partners and their resources. We have entered Memorandums of Understanding (MOUs) with each partner that may be financial or service oriented (referral) in nature. WIOA requires the MOUs be renewed every 3 years, while CareerSource Palm Beach County reviews and monitors them more frequently. CareerSource Palm Beach County has many partnership MOUs which create relationships that provide a seamless continuum of services for the job seeker and reduce unnecessary redundant providers.

There are 14 required partners in the WIOA service delivery process of which CareerSource already has nine in place (Community Services Block Grant, Job Corps, Veterans, Farmworkers, Senior Community Service Employment, TANF, SNAP Employment and Training, Trade Adjustment Assistance, Unemployment Compensation); the other three (HUD Employment and Training, Perkins Act, Second Chance Act 2007) are in the process of being established and the remaining two (Indian and Native American, YouthBuild) are not located within Palm Beach County and therefore are neither required nor applicable.

Job seekers that have been identified through our career center orientation process as having barriers to employment that require more focused attention are referred to the appropriate partner to deliver services and activities that may not be available at CareerSource Palm Beach County.

Partner services are made available to the job seeker via a link on the CareerSource website, by referral. Services are provided by cross-referral through the one-stop system for those that are not offered directly by CareerSource Palm Beach County. Examples of these services include, but are not limited to, adult education, ESOL, housing, drug counseling, emergency assistance for family housing, and food. The process begins by identifying the targeted population and their specific needs. If these needs cannot be effectively met within our career centers, a Request for Proposal (RFP) is published. Community organizations are required to respond in accordance with established procurement policy. Bids are reviewed by both staff and our board of directors. The organization that can best service the targeted population is selected, and an MOU is developed.

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

delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620

Both TANF/Welfare Transition and SNAP E&T are integrated and co-located in our centers. Our resource room, workshops, computers, and fax equipment are available during the hours the centers are open. CSPBC has dedicated staff who provide employment-related coaching and customer-specific job development, and job fair & recruitment activities and events. CSPBC also provides support services, such as assistance with transportation, referrals for subsidized childcare, and interview and work attire.

If a customer is a domestic violence victim, they are referred to our local expert in domestic violence, AVDA (Aid to Victims of Domestic Abuse, Inc.). AVDA works with the customer to develop a safety plan, which is kept confidential for the protection of the customer and informs CSPBC that a plan is in place.

In alignment with CareerSource Florida's goal to reduce welfare dependence, once customers find employment, follow-up and transitional services are offered to stabilize and support continued employment and to reduce recidivism.

The one-stop system integrates TANF/WT, SNAP E&T, Vocational Rehabilitation, Adult Education and Family Literacy Act, Wagner-Peyser, and WIOA programs. TANF/WT & SNAP E&T clients are assessed and co-enrolled into other workforce development programs, if eligible and suitable. A referral process is in place for co-enrollment to happen efficiently and effectively.

Further, CSPBC integrates a number of discretionary grant programs as awarded by the state and/or federal government, such as disability programs awarded through the Social Security Administration, as well as a variety of grants awarded by the USDOL. All these initiatives expand the universe of options available to our TANF and SNAP E&T job-seeking customers.

G. PERFORMANCE AND EFFECTIVENESS

The local workforce plan must include:

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

LWDB 21 CareerSource Palm Beach County WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	70.0%	74.0%
Employed 4th Qtr. After Exit	68.0%	76.0%
Median Wage 2nd Quarter After Exit	\$7,000	\$7,200
Credential Attainment Rate	85.0%	87.0%
Measurable Skill Gains	82.6%	84.6%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	74.0%	76.0%
Employed 4th Qtr. After Exit	77.0%	78.0%
Median Wage 2nd Quarter After Exit	\$10,500	\$10,800
Credential Attainment Rate	89.3%	91.0%
Measurable Skill Gains	73.5%	75.0%
Youth:		
Employed 2nd Qtr. After Exit	72.0%	76.0%
Employed 4th Qtr. After Exit	70.0%	73.0%
Median Wage 2nd Quarter After Exit	\$3,541	\$3,650
Credential Attainment Rate	89.0%	80.0%
Measurable Skill Gains	72.0%	74.0%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	65.0%	66.4%
Employed 4th Qtr. After Exit	60.5%	65.0%
Median Wage 2nd Quarter After Exit	\$5,800	\$6,501

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

CSPBC is committed to remaining a high-performing board, utilizing funds under its direction in the most efficient and transparent fashion possible while assuring a sound return on investment for Palm Beach County career seekers and businesses. Sound investments in

our community means facilitating a trained, competitive workforce that contributes to business growth, economic mobility, and a diverse local economy.

To this end, CSPBC implements workforce programs that are designed to deliver high-quality career services focused on meeting employer needs, which result in sustainable employment and economic self-sufficiency. CSPBC will take the following actions to sustain a high level of performance:

Adaptability and Resiliency: The importance of adaptability and resiliency has become extremely evident during the past several years. CSPBC responded to the challenges of 2020 through the expansion of remote service delivery, which enabled minimal interruption of our services. CSPBC plans to continue expanding remote service delivery as a strategy to connect with new customers and to reduce barriers to receiving our services. In addition to remote services, CSPBC will keep adaptability and resiliency in the forefront of operational discussions moving forward. Operational adaptability and resiliency will center on the ever-changing needs of workforce customers including employers, career seekers, workers, and local partners.

Compliance: CSPBC will ensure compliance with all federal, state, and local laws by anchoring our programs with four (4) foundational pillars:

- **Policy** CSPBC will ensure staff and providers are empowered through detailed policies that provide clear direction and intent. CSPBC will develop policies with input from front-line staff and key stakeholders to empower implementation through early buy-in. Policies will be reviewed semi-annually by management to ensure relevancy and identify required revisions.
- **Training.** CSPBC will empower staff through comprehensive in-person training and discussion to facilitate understanding of organizational policy and direction. Staff will receive training on any new or updated policy within 30 days of implementation.
- **Monitoring.** CSPBC directs periodic program and financial monitoring of operations through an outside accounting firm. This helps ensure that we are not only in strict compliance with laws and regulations regarding workforce operations, but also that we are meeting both the spirit and intent of all state and federal programs. Programmatic and fiscal monitoring is conducted twice per year, and results reported directly to the board. All findings are documented in the report and a time-phased corrective action plan is required for deficiencies that are determined to be frequent, recurrent, pervasive, fraudulent, or that pose substantial risk to the board.
- **Ethics.** CSPBC approaches operational and strategic planning by first ensuring that the measures entailed demonstrate integrity, bring value to our stakeholders, and are in alignment with our core values. Management, board members, and staff alike are provided training and guidance on how to report circumstances that may impact the integrity of our organization.

Continuous Improvement: CSPBC is committed to continuously enhancing our workforce service delivery for employers, career seekers, and partner organizations. An emphasis on seeking out and utilizing customer feedback ensures we are hearing the voice of our customers and considering their input at the forefront of our service-delivery design. CSPBC will seek to identify and implement the most promising practices in workforce from across the nation through annual attendance of workforce conferences held by the Southeastern Employment and Training Association (SETA), the National Association of Workforce Boards (NAWB), National Association of Workforce Professionals (NAWDP), and the National Association of State Workforce Agencies (NASWA).

Staff Development: CSPBC places a priority on staff development. For our employees, it means giving them the tools, education, and training to thrive and prosper. The development of staff is vital to our organization's long-term success and helps build highly engaged teams who are well prepared to tackle the difficult assignments they receive daily. To that end, each staff member is assigned an individualized developmental goal to facilitate their growth and development as a workforce professional.

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

While assessing customer feedback is not a formalized process, we utilize the following:

- Client experience comments, notes, and suggestions
- Facebook, Twitter, and Google reviews
- Success stories from clients
- Complaints received by clients and their resolution

H. ACRONYM GUIDE

ABAWDs	Able Bodied Adults without Dependents
ABE	Adult Basic Education
ADA	Americans with Disabilities Act
CES	Current Employment Statistics
CEU	Continuing Education Units
CFR	Code of Federal Regulations
CRM	Customer Relationship Manager
CSF	CareerSource Florida
CSPBC	CareerSource Palm Beach County
CTC	Career Training Concepts
CWEP	Community Work Experience Program
DEO	Department of Economic Opportunity
DBS	Division of Blind Services
DCF	Department of Children and Families
DJJ	Department of Juvenile Justice
DOE	Department of Education
DVOPS	Disabled Veteran Outreach Program Specialist
EF	Employ Florida
EMSI	Economic Modeling Specialist International
EN	Employment Networks
EP	Employment Projections
ESOL	English for Speakers of Other Languages
ETA	Employment and Training Administration
ETP	Eligible Training Providers
ETPL	Eligible Training Provider List
EWT	Employed Worker Training
FDBS	Florida Division of Blind Services
FDOE	Florida Department of Education
FETPIP	Florida Education and Training Placement Information Program

FFY	Federal Fiscal Year
FSS	Family Self-Sufficiency
FWIA	Florida Workforce Investment Act
HUD	U.S. Department of Housing and Urban Development
HWOL	Help Wanted On-Line by Wanted Analytics, Inc.
IEP	Individualized Education Plan
IFA	Infrastructure Funding Agreement
IPE	Individualized Plan for Employment
ITA	Individual Training Accounts
IWT	Incumbent Worker Training
JVA	Jobs for Veterans Act
JVSG	Jobs for Veterans State Grant
LAUS	Local Area Unemployment Statistics
LTOL	Local Targeted Occupations List
LVER	Local Veterans Employment Representative
LWDB	Local Workforce Development Board
MSFW	Migrant & Seasonal Farmworkers
NEG	National Emergency Grant
NFJP	National Farmworker Jobs Program
O*Net	Occupational Information Network
OES	Occupational Employment Statistics
OJT	On-the-Job Training
POLI-DOCS	Documentation System for CareerSource Palm Beach County
PREPARE	Pre-Release Employment Preparation and Reentry Engagement
PRWOR	Personal Responsibility and Work Opportunity Reconciliation
PY	Program Year
QRT	Quick Response Training/Florida Flex
RA	Reemployment Assistance
REACT	Reemployment and Emergency Assistance Coordination Team
RESEA	Reemployment Services and Eligibility Assessment
RESTORE	Regional and State Transitional Offender Re-entry

RFP	Request for Proposal
SCORE	Service Corps of Retired Executives
SNAP	Supplemental Nutrition Assistance Program
SDPBC	School District of Palm Beach County
SUNBIZ	Florida Department of State Division of Corporations
TAA	Trade Adjustment Assistance
TAACCT	Trade Adjustment Assistance Community College and Career Training
TANF	Temporary Assistance for Needy Families
TCA	Temporary Cash Assistance
TEGL	Training and Employment Guidance Letter
TOL	Targeted Occupations List
TTW	Ticket to Work
USDOE	United States Department of Education
USDOL	United States Department of Labor
UYEP WORKS	Urban Youth Empowerment Program WORKS
VETS	Veterans Employment and Training Service
VCC	Virtual Career Center
VR	Florida Division of Vocational Rehabilitation
WIA	Workforce Investment Act
WIOA	Workforce Innovation and Opportunity Act
WOTC	Work Opportunity Tax Credit

I. SIGNATURE PAGE

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

- Palm Beach County

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

Workforce Development Board Chair

Signature

Mr. David Talley
Board Chair

Date

Chief Elected Official

Signature

Commissioner Dave Kerner
Chief Elected Official

Date

ATTEST: _____

ATTACHMENTS

Upload Signature Pages [Signature Page Final.pdf](#)

Executed Interlocal Agreements Website Link

Link Executed Interlocal Agreements Provide the URL link to https://cspbc-my.sharepoint.com/:f:/g/personal/nuddin_careersourcepbc_com1/EnK8knAtKnNEhD79UXZgLqIBAbxPmlJjxefcjDE-WBWLJg?e=5%3a4rDGtZ&at=9 the search pdf file(s) :

Roles and Responsibilities of Chief Elected Officials Website Link

Link Roles and Responsibilities Provide the URL link to https://cspbc-my.sharepoint.com/:f:/g/personal/nuddin_careersourcepbc_com1/EnK8knAtKnNEhD79UXZgLqIBAbxPmlJjxefcjDE-WBWLJg?e=5%3a4rDGtZ&at=9 the search pdf file(s) :

Evidence of Website Link

Designation of the Fiscal Agent

Bylaws Website Link

Link Bylaws Provide the URL link to https://cspbc-my.sharepoint.com/:f/g/personal/nuddin_careersourcepbc_com1/EnK8knAtKnsearch/NEhD79UXZgLqIBAbxPmlJxefcjDE-WBWLJg?e=5%3a4rDGtZ&at=9 pdf file(s) . :

Meeting Materials Website Link

Link Meeting Materials Provide the URL link to https://cspbc-my.sharepoint.com/:f/g/personal/nuddin_careersourcepbc_com1/EnK8knAtKnsearch/NEhD79UXZgLqIBAbxPmlJxefcjDE-WBWLJg?e=5%3a4rDGtZ&at=9 pdf file(s) . :

Local Agreements Website Link

Link Local Agreements Provide the URL link to https://cspbc-my.sharepoint.com/:f/g/personal/nuddin_careersourcepbc_com1/EnK8knAtKnsearch/NEhD79UXZgLqIBAbxPmlJxefcjDE-WBWLJg?e=5%3a4rDGtZ&at=9

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