



## Workforce Innovation and Opportunity Act Local Plan for Program Years 2017-2020

### Local Workforce Development Area 22

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## ACRONYM GUIDE

**AE** Adult Education

**BWDB** Broward Workforce Development Board

**CSBD** CareerSource Broward

**DBS** Division of Blind Services

**DEO** Department of Economic Opportunity

**DVOP** Disabled Veteran Outreach Program

**EFM** Employ Florida Marketplace

**EN** Employment Network

**DBS** Division of Blind Services

**FDOE** Florida Department of Education

**FETPIP** Florida Education and Training Placement Information Program

**HUD** Housing and Urban Development

**ITA** Individual Training Accounts

**IWT** Incumbent Worker Training

**LWDA** Local Workforce Development Area

**LWDB** Local Workforce Development Board

**MIS** Management Information System

**MSFW** Migrant & Seasonal Farmworkers

**NEG** National Emergency Grant

**O\*Net** Occupational Information Network

**OJT** On-the-Job Training

**PY** Program Year

**QRT** Quick Response Training

**RA** Reemployment Assistance

**RESEA** Reemployment Services and Eligibility Assessment

**RFP** Request for Proposal

**SCSEP** Senior Community Service Employment Program

**SNAP** Supplemental Nutrition Assistance Program

**SPNEG** Sector Partnership National Emergency Grant

**SSA** Social Security Administration

**TAA** Trade Adjustment Assistance

**TANF** Temporary Assistance for Needy Families

**TABE** Test of Adult Basic Education

**TTW** Ticket to Work

**UI** Unemployment Insurance

**USDOE** United States Department of Education

**USDOL** United States Department of Labor

**VETS** Veterans Employment and Training Service

**VR** Florida Division of Vocational Rehabilitation

**WIA** Workforce Investment Act

**WIPA** Work Incentives Planning and Assistance

**WIOA** Workforce Innovation and Opportunity Act

**WP** Wagner-Peyser

## INTRODUCTION

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 plan to the state. This document serves as the WIOA four-year plan for CareerSource Broward effective through June 30, 2020, for program years (PY) 2017-2020.

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 must make the plan available through electronic means and in open meetings in order 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 also addresses how we will coordinate service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education.

Our plan is based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers. The plan also identifies the education and skill needs of the workforce and employment needs of the local area and includes an analysis of the strengths and weaknesses of services to address these identified needs. The assessment include 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.

The plan addresses how CareerSource Broward will foster strategic alignment, 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 plan leads to greater efficiencies by reducing duplication and maximizing financial and human resources, and addresses future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan also aligns with the business- and market-driven principles of the CareerSource Florida network.

CareerSource Broward continues to be involved in many community and business projects and partnerships. Since workforce development is only one of the critical elements of building a prosperous local economy, we understand the necessity of being linked to local educational institutions, economic development agencies, industry associations, local municipalities and other community-based organizations. It is only through these collaborative efforts that we can work as a team to achieve our common goal: a place where people can live and prosper and where businesses can thrive. This plan demonstrates our commitment to do that by bringing the best possible service to our job seekers, our business customers, and our community partners in Broward County.

## CAREERSOURCE BROWARD'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

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

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

# ORGANIZATIONAL STRUCTURE

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

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

City of Fort Lauderdale Mayor John P. “Jack” Seiler, Chair of the CareerSource Broward (CSBD) Council of Elected Officials, Commission Office, City Hall, 8<sup>th</sup> Floor, 100 North Andrews Avenue, Fort Lauderdale, FL 33301, 954-828-5667, [jack.seiler@fortlauderdale.gov](mailto:jack.seiler@fortlauderdale.gov).

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

The elected officials entered into a Consortium Agreement which describes how they shall execute their duties and responsibilities. The Consortium Agreement was amended on January 28, 2016 at a publically noticed regularly scheduled combined elected officials and workforce board meeting to incorporate their WIOA responsibilities.

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

A copy of the agreement is attached as Exhibit A.



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

- i. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;
- ii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee;
- iii. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;
- iv. The use of technology, such as phone and Web-based meetings, that will be used to promote board member participation;
- v. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and, any other conditions governing appointments or membership on the local board.

Please see attached Exhibit B, which is a copy of the written policy and procedure adopted by the Consortium of local elected officials at a publically noticed, regularly scheduled combined elected officials and workforce board meeting, including the minutes of that meeting.

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

Each year the CSBD Council of Elected Officials and the Broward Workforce Development Board, Inc. schedule a planning session, which is a publicly notice meeting to establish goals and objectives for the upcoming year. This year the Board and CEOs met in early November to begin development of the

local plan. They were provided with a copy of the State Board's Vision and Mission Statement. The State Board Chair was invited and addressed the board and elected officials. The board then broke into three groups, job seeker, youth, and employer services, to discuss the changes brought about as a result of the passage of WIOA. The groups each made recommendations regarding changes in services and performance to fulfil the objectives of the new legislation.

The recommendations were summarized and brought before the full board and Council of Elected Officials at their regularly scheduled joint meeting held December 10, 2015, for approval. The recommendations are both incorporated into this plan and in a matrix as applicable to each of the board's committees so that the members can work on the objectives throughout the year.

The meetings were held and the stakeholder input which is included elsewhere in the plan will be used to expand our services to meet the needs of the community. The work of the CEOs and the Board along with the input of the stakeholders form the foundation upon which the plan was constructed. The plan was then posted on the CSBD website and noticed for public comment on March 29, 2016.

## **(2) Local Workforce Development Board (LWDB)**

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

Frank Horkey, is the Board Chair. He is the President of Horkey & Associates, P.A., 7301 NW 4<sup>th</sup> Street, Fort Lauderdale, FL 33317. (954)742-3001. [fhorkey@horkeycpa.com](mailto:fhorkey@horkeycpa.com).

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

Each year the CSBD Council of Elected Officials and the Broward Workforce Development Board, Inc. schedule a planning session, which is a publicly notice meeting to establish goals and objectives for the upcoming year. Last year, the Board and CEOs met in early November to begin development of the local plan. They were provided with a copy of the State Board's Vision and Mission Statement. The State Board Chair was invited and addressed the board and elected officials. The board then broke into three groups, job seeker, youth, and employer services, to discuss the changes brought about as a result of the passage of WIOA. The groups each made recommendations regarding changes in services and performance to fulfil the objectives of the new legislation. The recommendations were summarized and brought before the full board and Council of Elected Officials at their regularly scheduled joint meeting in December 2015 for approval. The recommendations are both incorporated into this plan and also into a matrix as applicable to each of the board's committees so that the members can work on the objectives throughout the year.

Further, it was also recommended that the BWDB committees hold stakeholder meetings to obtain input to incorporate into CSBD's WIOA Local Plan. Such meetings were held and the stakeholder input, which is included throughout this plan, will be used to expand our services to meet the needs of the community. The work of the CEO and the Board, along with the input of the stakeholders, form the foundation upon which the plan was constructed. The plan was then posted on the CSBD website and noticed for public comment on March 29, 2016.

**(3) Local Grant Sub-recipient** (local fiscal agent or administrative entity)

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

CareerSource Broward (CSBD) is the fiscal agent and the administrative entity created in accordance with an Inter-local Agreement entered into by and between the Cities of Hollywood and Fort Lauderdale and Broward County pursuant to the Florida Statutes (FS) section 163.01, to provide oversight and policy guidance with respect to workforce and programs in the local workforce area. FS 163.01 which provides for the creation of an administrative entity to carry out the purposes of the Agreement, which entity is CSBD. CSBD serves as the grant recipient for all funds.

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

CSBD also serves as the administrative entity for the Broward Workforce Development Board, Inc. (BWDB) a private not for profit organization. The Council of Elected Officials and the BWDB hold regularly scheduled monthly meetings jointly. This results in unified planning and consistent coordinated implementation of the governing boards' policies. CSBD serves as the grant recipient and administrative entity, providing staff support to the BWDB and the CSBD Council of Elected Officials.

- C. If a single entity has been selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach the agreement

that describes how the entity will carry out its multiple responsibilities including how it will develop appropriate firewalls to guard against any conflict of interest.

CSBD is not the One Stop Operator or career services provider, nor does CSBD provide training. As described above the CareerSource Broward Council of Elected Officials which appoints members of the Broward Workforce Development Board, Inc., have one administrative entity / fiscal agent. This organizational structure has existed since 1982. The board and elected officials have approved a chart of responsibilities as well as an agreement which delineates the responsibilities of the parties. The responsibilities follow the assignment of responsibilities as described in WIOA § 107. The two entities meet together on a regular basis, approximately ten times a year and vote on all matters together except as concerns the appointment of the board which is reserved for the Council of Elected Officials. One of their key responsibilities is a review and approval of the budget, which is also reported on a quarterly basis throughout the year.

The joint manner in which the Council and Board conduct their business and govern the system is considered a best practice. There is one Agenda for meetings that is prepared by the CSBD staff based upon the Agreement between the Consortium of chief local elected officials and the local workforce development board.

The Board and Council have adopted a code of conduct in accordance with the Uniform Code 2 CFR 200 et seq., a conflict of interest policy in accordance with WIOA and the State of Florida's conflict policy as it applies to regional workforce boards. They follow all these policies.

#### **(4) One-Stop System**

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

CareerSource Broward (CSBD) has three (3) full-service Career Centers conveniently located in the north, central and south parts of the workforce area, easily accessible by public transportation. The One-Stop system provides access to the career services, as required by WIOA section 134, such as, but not limited to, the following:

- Eligibility determination
- Outreach, and intake
- Orientation to the information and other services available
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Provision of information on nontraditional employment
- 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 per WIOA section 122
- Provision of all information, in formats usable by and understandable by career center customers
- Provision of information and assistance regarding filing claims for unemployment compensation
- Assistance in applying for WIOA and other federal and state in financial aid assistance for training and education programs
- Development of an individual employment plan, to identify and achieve the employment goals
- Individual counseling
- Workshops

- Career planning
- Employability skills
- Internships and work experiences that are linked to careers
- Financial literacy services
- Referral to English language acquisition and integrated education and training programs; and
- Follow-up services.

The one-stop system integrates the following funding streams and programs offering customers' services as needed through: Wagner-Peyser, Veterans programs, RA and RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act programs. Identify the days and times when service delivery offices are open to customers. Customers must have access to programs, services and activities during regular business days at a comprehensive career center.

Further, CSBD integrates a number of discretionary grant programs as awarded by the state and/or federal government such as entrepreneurial programs awarded by the Department of Commerce, disability programs awarded through the Social Security Administration as well as a variety of grants awarded by the US DOL. All these initiatives expand the universe of options available to our business and job seeker customers.

Hours of Operation are as follows:

Monday – Thursday 8 a.m. to 7 p.m.

Friday, 8 a.m. to 5 p.m., and during non-holiday weeks.

During holiday weeks, the centers are closed the day(s) of the holiday and all other days the center is open 8 a.m. to 5 p.m.

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

EmpHire Staffing is the entity selected to operate the local one-stop centers.

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

The one-stop operator EmpHire Staffing also delivers the career services.

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

The CSBD contracted one-stop operator coordinates services among the partners. They also provide the following career services to the one-stop customers:

- Information and eligibility determination for all available programs
- Outreach, orientation and intake to available services
- Skills and aptitude assessment
- Job search and job placement assistance, which might include: résumé development, use of computers, telephones, copy and fax machines; and, a resource room and career counseling (if needed)
- Job vacancy listings and labor market information
- Information on local occupations in demand, related earnings potential, and required job skills for these jobs
- Training program performance and cost information, and local performance measures funded under WIOA are available in the workforce area
- Information regarding filing claims for unemployment compensation
- Comprehensive assessments of clients, including diagnostic testing, in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan
- Workshops to assist job seekers with the skills needed to acquire a new or better job
- Individual Counseling



- Case management for participants seeking training services
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, soft skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training
- Appropriate referral to qualified training providers who meet the qualification criteria
- Monitoring of the Individual Training Accounts (ITA) for customers
- Support services; and
- Follow-up services.

In addition to the jobseeker customer, WIOA recognizes the employer as a customer. CSBD serves as a key resource in the community to businesses seeking qualified workers, training for their new and incumbent workers, interns and other work based learning activities. The one-stop career center connects employers with participants and job seeker customers by recruiting, training and helping to retain workers. There is an established dedicated business services teams that works to partner closely with Florida's VR business relations teams. CSBD business service staff together with Wagner-Peyser staff and one-stop career center employment relations staff conduct on-site recruitments for employers and provides mobile support during these events.

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

CSBD has three comprehensive centers that meet the certification requirements that ensure the physical and programmatic accessibility of all one-stop centers with the Americans with Disabilities Act (ADA) of 1990. This includes assistive technology along with physical accommodations.

## ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

The below represents existing in-demand industry sectors in LWDA 22:

### **Mining, Logging, and Construction**

This division does not have employment in mining and logging. However, there is employment in construction. In September 2015, the employment was 42,800. The over the year change in September 2015 (+4,900 jobs, +12.9 percent) was 1,800 more when compared to September 2014 (+3,100 jobs, +8.9 percent). The number of jobs in this sector has been trending upward over the past four years.

### **Manufacturing**

In September 2015, the employment was 26,600. The over the year change in September 2015 (-400 jobs, -1.5 percent) was 1,500 less when compared to September 2014 (+1,100 jobs, +4.2 percent). The number of jobs in this sector has remained fairly constant for over a year.

### **Trade, Transportation, and Utilities**

In September 2015, the employment was 178,600. The over the year change in September 2015 (+3,700 jobs, +2.1 percent) was 700 more when compared to September 2014 (+3,000 jobs, +1.7 percent). The number of jobs in this sector has been trending upward over the past six years.

### **Information**

In September 2015, the employment was 18,900. The over the year change in September 2015 (+100 jobs, +0.5 percent) was 300 less when compared to

September 2014 (+400 jobs, +2.2 percent). The number of jobs in this sector has been fairly constant for over a year.

### **Financial Activities**

In September 2015, the employment was 56,800. The over the year change in September 2015 (+2,200 jobs, +4 percent) was 1,900 more when compared to September 2014 (+300 jobs, +0.6 percent). The number of jobs in this sector has been trending upward for over a year.

### **Professional and Business Services**

In September 2015, the employment was 143,100. The over the year change in September 2015 (+6,700 jobs, +4.9 percent) was 1,100 less when compared to September 2014 (+7,800 jobs, +6.1 percent). The number of jobs in this sector has been trending upward for over six years.

### **Education and Health Services**

In September 2015, the employment was 102,600. The over the year change in September 2015 (+1,600 jobs, +1.6 percent) was 1,700 less when compared to September 2014 (+3,300 jobs, +3.4 percent). The number of jobs in this sector has been trending upward for over two decades.

### **Leisure and Hospitality**

In September 2015, the employment was 90,800. The over the year change in September 2015 (+2,900 jobs, +3.3 percent) was 400 less when compared to September 2014 (+3,300 jobs, +3.9 percent). The number of jobs in this sector has been trending upward over the past six years.

### **Other Services**

In September 2015, the employment was 37,700. The over the year change in September 2015 (+200 jobs, +0.5 percent) was 1,800 less when compared to September 2014 (+2,000 jobs, +5.6 percent). The number of jobs in this sector has been trending upward over the past four years.

## Government

In September 2015, the employment was 101,600. The over the year change in September 2015 (+900 jobs, +0.9 percent) was 400 more when compared to September 2014 (+500 jobs, +0.5 percent). The number of jobs in this sector has been trending upward over the past four years.

The below are emerging industries in LWDA 22:

## Emerging Industries

Health care, professional and personal services industries top the lists of emerging industries. Emerging industries tend to employ a higher percentage in professional occupations.

## Top Emerging Industries

Workforce Development Area 22 - Broward County

Industry		Employment		2015 - 2023 Change	
Code	Title	2015	2023	Total	Percent
6219	Other Ambulatory Health Care Services	1,461	1,941	480	32.9
6117	Educational Support Services	341	451	110	32.3
6213	Offices of Other Health Practitioners	5,039	6,537	1,498	29.7
5416	Management, Scientific, and Technical Consulting Services	9,763	12,641	2,878	29.5
6214	Outpatient Care Centers	3,940	5,049	1,109	28.1
6113	Private Universities	8,466	10,699	2,233	26.4
8129	Other Personal Services	6,537	8,215	1,678	25.7
5414	Specialized Design Services	1,156	1,428	272	23.5
6112	Private Junior Colleges	659	810	151	22.9
5112	Software Publishers	3,280	3,970	690	21.0
5239	Other Financial Investment Activities	1,493	1,784	291	19.5
6111	Private Elementary and Secondary Schools	8,186	9,657	1,471	18.0
5417	Scientific Research and Development Services	610	714	104	17.0
5191	Other Information Services	884	1,032	148	16.7
5413	Architectural, Engineering, and Related Services	4,975	5,786	811	16.3
5415	Computer Systems Design and Related Services	6,600	7,575	975	14.8
6114	Business Schools and Computer and Management Training	582	658	76	13.1
6215	Medical and Diagnostic Laboratories	3,336	3,751	415	12.4
4889	Other Support Activities for Transport	170	191	21	12.4
5419	Other Professional, Scientific, and Technical Services	4,726	5,160	434	9.2
4452	Specialty Food Stores	1,561	1,650	89	5.7

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

The below are the existing demand occupations in LWDA 22:

**Existing Demand Occupations**

The majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rate of worker turnover.

The top five existing demand occupations are related to customer service and hospitality.

Retail salesperson is the top existing demand occupation with 13,823 projected total job openings between 2015 and 2023.

Only two of the top 15 existing demand occupations require significant technical training: registered nurses and accountants and auditors.

The healthcare occupation registered nurses has a relatively high turnover rate and will continue to experience employment growth as a result of the increasing demand for healthcare services, driven by population growth and aging, expanding insurance coverage, and technological change.

**TOP 15 EXISTING DEMAND OCCUPATIONS**  
(ranked by total job openings)

Workforce Development Area 22 - Broward County

Rank	Occupation		2015 - 2023			2015 Hourly Wage (\$)					
	Code	Title	2015 Employment	2023 Employment	Change	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	412031	Retail Salespersons	34,232	38,510	4,278	12.5	13.3	13,823	10.16	8.84	14.33
2	353021	Combined Food Preparation and Serving Workers, Including Fast Food	23,495	26,280	2,785	11.9	13.3	10,419	9.04	8.78	10.07
3	434051	Customer Service Representatives	27,019	30,606	3,587	13.3	13.3	9,416	13.87	10.07	17.57
4	353031	Waiters and Waitresses	18,722	19,502	780	4.2	4.2	8,125	9.33	8.79	12.83
5	412011	Cashiers	19,377	20,119	742	3.8	3.8	7,851	9.30	8.83	10.55
6	537062	Laborers and Freight, Stock, and Material Movers, Hand	17,855	19,666	1,811	10.1	10.1	6,266	10.48	8.90	14.10
7	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	18,514	21,224	2,710	14.6	14.6	4,487	15.11	11.21	18.10
8	291141	Registered Nurses	15,047	16,937	1,890	12.6	12.6	4,151	33.80	26.13	38.11
9	439061	Office Clerks, General	16,488	17,816	1,328	8.1	8.1	4,085	12.47	9.12	15.98
10	372011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	12,597	14,350	1,753	13.9	13.9	3,601	9.40	8.76	11.66
11	435081	Stock Clerks and Order Fillers	12,031	12,301	270	2.2	2.2	3,218	11.21	9.13	13.62
12	536021	Parking Lot Attendants	5,074	6,253	1,179	23.2	23.2	3,167	9.45	8.94	10.36
13	132011	Accountants and Auditors	8,426	9,529	1,103	13.1	13.1	3,087	29.91	21.55	40.32
14	414012	Sales Representatives, Wholesale and Manufacturing, Nontechnical	13,261	14,161	900	6.8	6.8	2,966	23.14	13.45	36.57
15	434171	Receptionists and Information Clerks	8,198	9,194	996	12.2	12.2	2,783	12.76	10.12	15.00

\* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.

\*\* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

\*\*\* Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

The below is the top emerging occupations for LWDA 22:

### **Emerging Occupations**

The majority of top emerging occupations occur in the professional services industry sector (eight of top 15).

One of the top emerging occupations in the professional services industry sector is surveyors. Growth in that occupation reflects increased demand for geodetic surveying, the measurement of large areas of the planet's surface using satellite observations, global navigation satellite systems (GNSS), light detection and ranging (LIDAR), or related sources.

The top emerging occupation in the healthcare industry sector is physician assistants. The demand for physician assistants is projected to grow due to the continuing shortage of primary care physicians.

The growth in the construction industry sector of the emerging occupation first-line supervisors of construction and extraction workers is due in part to activities related to solar energy installation.

Distance learning coordinator is the top emerging occupation in the education industry sector. Distance learning coordinators manage day-to-day operations of distance learning programs and schedule courses.

Energy-related sales representatives and solar thermal and weatherization installers and technicians are the top two emerging occupations in the clean tech industry sector. Energy sales representatives buy or sell energy products on behalf of residential or commercial customers or utilities and negotiate and oversee contracts for energy sales. Solar thermal and weatherization installers and technicians install or repair thermal energy systems designed to collect, store, and circulate solar-heated water for residential, commercial, or industrial use.

## Top 15 Emerging Occupations (ranked by percent growth)

Workforce Development Area 22 - Broward County

Rank	SOC Code	Title	Employment		2015 - 2023		Industry Sector Linkage	2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change		Median	Entry*	Exp**
1	291071	Physician Assistants	507	664	157	31.0	Healthcare	46.98	37.86	56.71
2	152041	Statisticians	55	72	17	30.9	Professional Services	39.82	26.11	42.30
3	471011	First-Line Superv. of Construction and Extraction Workers	3,635	4,596	961	26.4	Construction	28.57	20.95	36.41
4	131081	Logisticians	218	272	54	24.8	Professional Services	32.96	20.57	39.49
5	112011	Advertising and Promotions Managers	121	145	24	19.8	Professional Services	45.41	33.54	61.69
6	291122	Occupational Therapists	583	695	112	19.2	Healthcare	45.76	38.99	52.75
7	172051	Civil Engineers	1,169	1,393	224	19.2	Professional Services	36.12	25.07	45.71
8	193039	Clinical Neuropsychologists	389	463	74	19.0	Healthcare	31.76	18.90	40.28
9	151121	Computer Systems Analysts	2,112	2,512	400	18.9	Professional Services	36.03	24.44	45.28
10	119041	Engineering Managers	611	724	113	18.5	Professional Services	50.64	36.71	62.94
11	119039	Distance Learning Coordinators, Fitness and Wellness Coordinators	114	135	21	18.4	Education	50.02	39.18	58.58
12	171022	Surveyors	172	203	31	18.0	Professional Services	25.31	17.44	32.72
13	192099	Remote Sensing Scientists and Technologists	47	55	8	17.0	Professional Services	35.62	29.35	39.07
14	291069	Hospitalists, Nuclear and Preventive Medicine Physicians	1,538	1,790	252	16.4	Healthcare	93.83	46.29	125.93
15	413099	Sales Representatives, Energy-Related	8,471	9,818	1,347	15.9	Clean Tech	25.40	15.40	37.33

\* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

\*\* Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

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

LWDA 22 In-Demand Industries' Employment Needs	
Industry	Employment Needs (Openings)
1. Construction	197
2. Manufacturing	390
3. Wholesale Trade	484
4. Retail Trade	1,029
5. Utilities	9
6. Information	856
7. Financial Activities	740
8. Professional and Business Services	847
9. Education	330
10. Healthcare	1,306
11. Leisure and Hospitality (Accommodation and Food Services)	771
12. Government	86

**HWOL as of 1/16/2016**

<b>LWDA 22 Top Emerging Industries' Employment Needs</b>	
<b>Industry</b>	<b>Employment Needs (Openings)</b>
1. Other Ambulatory Health Care Services	261
2. Educational Support Services	2
3. Offices of Other Health Practitioners	14
4. Management, Scientific, and Technical Consulting Services	269
5. Outpatient Care Centers	82
6. Private Universities (Colleges, Universities, and Professional Schools, removed public institutions)	76
7. Other Personal Services	38
8. Specialized Design Services	0
9. Private Junior Colleges (Junior Colleges, removed public institutions)	4
10. Software Publishers	613
11. Other Financial Investment Activities	48
12. Private Elementary and Secondary Schools (Elementary and Secondary Schools, excluding public institutions)	27
13. Scientific Research and Development Services	11
14. Other Information Services	11
15. Architectural, Engineering, and Related Services	94
16. Computer Systems Design and Related Services	240
17. Business Schools and Computer and Management Training	3
18. Medical and Diagnostic Laboratories	44
19. Other Support Activities for Transportation	4
20. Other Professional, Scientific, and Technical Services	72
21. Specialty Food Stores	9

**HWOL as of 1/16/2016**

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



<b>LWDA 22 Top 15 Existing In-Demand Occupations' Employment Needs</b>		
<b>Occupation</b>	<b>Employment Needs</b>	<b>Knowledge/Skills Needed According to O*NET Online</b>
1. Retail Salespersons	434	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• Sales and Marketing (K)</li> <li>• English Language (K)</li> <li>• Mathematics (K)</li> <li>• Active Listening (S)</li> <li>• Persuasion (S)</li> <li>• Speaking (S)</li> <li>• Service Orientation (S)</li> <li>• Negotiation (S)</li> </ul>
2. Combined Food Preparation and Serving Workers, Including Fast Food	151	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Food Production (K)</li> <li>• Mathematics (K)</li> <li>• Active Listening (S)</li> <li>• Service Orientation (S)</li> <li>• Speaking (S)</li> <li>• Coordination (S)</li> <li>• Monitoring (S)</li> </ul>
3. Customer Service Representatives	362	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Clerical (K)</li> <li>• Computers and Electronics (K)</li> <li>• Active Listening (S)</li> <li>• Speaking (S)</li> <li>• Service Orientation (S)</li> <li>• Reading Comprehension (S)</li> <li>• Critical Thinking (S)</li> </ul>
4. Waiters and Waitresses	114	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• Food Production (K)</li> <li>• English Language (K)</li> <li>• Active Listening (S)</li> <li>• Service Orientation (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Speaking (S)</li> <li>• Coordination(S)</li> </ul>

<b>LWDA 22 Top 15 Existing In-Demand Occupations' Employment Needs</b>		
<b>Occupation</b>	<b>Employment Needs</b>	<b>Knowledge/Skills Needed According to O*NET Online</b>
5. Cashiers	77	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• Mathematics (K)</li> <li>• English Language (K)</li> <li>• Active Listening (S)</li> <li>• Service Orientation (S)</li> <li>• Speaking (S)</li> <li>• Mathematics (S)</li> <li>• Social Perceptiveness (S)</li> </ul>
6. Laborers and Freight, Stock, and Material Movers, Hand	53	N/A
7. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	74	<ul style="list-style-type: none"> <li>• Clerical (K)</li> <li>• English Language (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Computers and Electronics (K)</li> <li>• Administration and Management (K)</li> <li>• Writing (S)</li> <li>• Active Listening (S)</li> <li>• Reading Comprehension (S)</li> <li>• Speaking (S)</li> <li>• Time Management (S)</li> </ul>
8. Registered Nurses	1,027	<ul style="list-style-type: none"> <li>• Medicine and Dentistry (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Psychology (K)</li> <li>• English Language (K)</li> <li>• Education and Training (K)</li> <li>• Active Listening (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Service Orientation (S)</li> <li>• Speaking (S)</li> <li>• Coordination (S)</li> </ul>

<b>LWDA 22 Top 15 Existing In-Demand Occupations' Employment Needs</b>		
<b>Occupation</b>	<b>Employment Needs</b>	<b>Knowledge/Skills Needed According to O*NET Online</b>
9. Office Clerks, General	68	<ul style="list-style-type: none"> <li>• Clerical (K)</li> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Active Listening (S)</li> <li>• Reading Comprehension (S)</li> <li>• Speaking (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Time Management (S)</li> </ul>
10. Janitors and Cleaners, Except Maids and Housekeeping Cleaners	64	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Active Listening (S)</li> </ul>
11. Stock Clerks and Order Fillers	132	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Mathematics (K)</li> <li>• Speaking (S)</li> <li>• Active Listening (S)</li> <li>• Service Orientation (S)</li> <li>• Coordination (S)</li> <li>• Time Management (S)</li> <li>• Reading Comprehension (S)</li> </ul>
12. Parking Lot Attendants	11	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Transportation (K)</li> <li>• Speaking (S)</li> <li>• Service Orientation (S)</li> <li>• Active Listening (S)</li> <li>• Social Perceptiveness (S)</li> </ul>

<b>LWDA 22 Top 15 Existing In-Demand Occupations' Employment Needs</b>		
<b>Occupation</b>	<b>Employment Needs</b>	<b>Knowledge/Skills Needed According to O*NET Online</b>
13. Accountants and Auditors	315	<ul style="list-style-type: none"> <li>• Economics and Accounting (K)</li> <li>• Mathematics (K)</li> <li>• English Language (K)</li> <li>• Clerical (K)</li> <li>• Computers and Electronics (K)</li> <li>• Administration and Management (K)</li> <li>• Active Listening (S)</li> <li>• Mathematics (S)</li> <li>• Reading Comprehension (S)</li> <li>• Writing (S)</li> <li>• Critical Thinking (S)</li> <li>• Speaking (S)</li> <li>• Active Learning (S)</li> </ul>
14. Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	264	<ul style="list-style-type: none"> <li>• Sales and Marketing (K)</li> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Administration and Management (K)</li> <li>• Active Listening (S)</li> <li>• Speaking (S)</li> <li>• Persuasion (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Critical Thinking (S)</li> </ul>
15. Receptionists and Information Clerks	67	<ul style="list-style-type: none"> <li>• Clerical (K)</li> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Computers and Electronics (K)</li> <li>• Active Listening (S)</li> <li>• Speaking (S)</li> <li>• Service Orientation (S)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> </ul>

LWDA 22 Top Emerging Occupations' Employment Needs		
Occupation	Employment Needs	Knowledge/Skills Needed According to O*NET Online
1. Physician Assistants	26	<ul style="list-style-type: none"> <li>• Medicine and Dentistry (K)</li> <li>• Biology (K)</li> <li>• Psychology (K)</li> <li>• English Language (K)</li> <li>• Therapy and Counseling (K)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Speaking (S)</li> <li>• Service Orientation (S)</li> </ul>
2. Statisticians	2	<ul style="list-style-type: none"> <li>• Mathematics (K)</li> <li>• Computers and Electronics (K)</li> <li>• English Language (K)</li> <li>• Mathematics (S)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Active Listening (S)</li> <li>• Active Learning (S)</li> </ul>
3. First-Line Supervisors of Construction Trades and Extraction Workers	61	<ul style="list-style-type: none"> <li>• Production and Processing (K)</li> <li>• Building and Construction (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Administration and Management (K)</li> <li>• Mechanical (K)</li> <li>• Active Listening (S)</li> <li>• Coordination (S)</li> <li>• Critical Thinking (S)</li> <li>• Speaking (S)</li> <li>• Management of Personnel Resources (S)</li> </ul>

<b>LWDA 22 Top Emerging Occupations' Employment Needs</b>		
<b>Occupation</b>	<b>Employment Needs</b>	<b>Knowledge/Skills Needed According to O*NET Online</b>
4. Logisticians	16	<ul style="list-style-type: none"> <li>• English Language (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Computers and Electronics (K)</li> <li>• Administration and Management (K)</li> <li>• Transportation (K)</li> <li>• Critical Thinking (S)</li> <li>• Active Listening (S)</li> <li>• Complex Problem Solving (S)</li> <li>• Monitoring (S)</li> <li>• Reading Comprehension (S)</li> </ul>
5. Advertising and Promotions Managers	15	<ul style="list-style-type: none"> <li>• English Language (K)</li> <li>• Communications and Media (K)</li> <li>• Administration and Management (K)</li> <li>• Sales and Marketing (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Active Listening (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Speaking (S)</li> <li>• Time Management (S)</li> <li>• Critical Thinking (S)</li> </ul>
6. Occupational Therapists	15	<ul style="list-style-type: none"> <li>• Psychology (K)</li> <li>• Therapy and Counseling (K)</li> <li>• Medicine and Dentistry (K)</li> <li>• Education and Training (K)</li> <li>• English Language (K)</li> <li>• Monitoring (S)</li> <li>• Service Orientation (S)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Judgment and Decision Making (S)</li> </ul>

LWDA 22 Top Emerging Occupations' Employment Needs		
Occupation	Employment Needs	Knowledge/Skills Needed According to O*NET Online
7. Civil Engineers	48	<ul style="list-style-type: none"> <li>• Engineering and Technology (K)</li> <li>• Building and Construction (K)</li> <li>• Mathematics (K)</li> <li>• Design (K)</li> <li>• English Language (K)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Active Listening (S)</li> <li>• Complex Problem Solving (S)</li> <li>• Mathematics (S)</li> </ul>
8. Neuropsychologists and Clinical Neuropsychologists	0	<ul style="list-style-type: none"> <li>• Psychology (K)</li> <li>• Therapy and Counseling (K)</li> <li>• English Language (K)</li> <li>• Medicine and Dentistry (K)</li> <li>• Education and Training (K)</li> <li>• Reading Comprehension (S)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Complex Problem Solving (S)</li> </ul>
9. Computer Systems Analysts	191	<ul style="list-style-type: none"> <li>• Computers and Electronics (K)</li> <li>• English Language (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Mathematics (K)</li> <li>• Engineering and Technology (K)</li> <li>• Critical Thinking (S)</li> <li>• Active Listening (S)</li> <li>• Reading Comprehension (S)</li> <li>• Speaking (S)</li> <li>• Systems Analysis (S)</li> </ul>

LWDA 22 Top Emerging Occupations' Employment Needs		
Occupation	Employment Needs	Knowledge/Skills Needed According to O*NET Online
10. Architectural and Engineering Managers	23	<ul style="list-style-type: none"> <li>• Engineering and Technology (K)</li> <li>• Design (K)</li> <li>• Mathematics (K)</li> <li>• Administration and Management (K)</li> <li>• English Language (K)</li> <li>• Reading Comprehension (S)</li> <li>• Critical Thinking (S)</li> <li>• Active Listening (S)</li> <li>• Complex Problem Solving (S)</li> <li>• Coordination (S)</li> </ul>
11. Distance Learning Coordinators	0	<ul style="list-style-type: none"> <li>• Education and Training (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Communications and Media (K)</li> <li>• Computers and Electronics (K)</li> <li>• English Language (K)</li> <li>• Active Listening (S)</li> <li>• Speaking (S)</li> <li>• Writing (S)</li> <li>• Critical Thinking (S)</li> <li>• Learning Strategies (S)</li> </ul>
12. Fitness and Wellness Coordinators	0	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Administration and Management (K)</li> <li>• Education and Training (K)</li> <li>• Psychology (K)</li> <li>• Coordination (S)</li> <li>• Critical Thinking (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Speaking (S)</li> <li>• Active Listening (S)</li> </ul>



LWDA 22 Top Emerging Occupations' Employment Needs		
Occupation	Employment Needs	Knowledge/Skills Needed According to O*NET Online
13. Surveyors	4	<ul style="list-style-type: none"> <li>• Mathematics(K)</li> <li>• Law and Government (K)</li> <li>• Engineering and Technology (K)</li> <li>• Administration and Management (K)</li> <li>• Design (K)</li> <li>• Reading Comprehension (S)</li> <li>• Mathematics (S)</li> <li>• Critical Thinking (S)</li> <li>• Speaking (S)</li> <li>• Writing (S)</li> </ul>
14. Remote Sensing Scientists and Technologists	0	<ul style="list-style-type: none"> <li>• Geography (K)</li> <li>• Computer and Electronics (K)</li> <li>• Mathematics (K)</li> <li>• English Language (K)</li> <li>• Engineering and Technology (K)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Science (S)</li> <li>• Complex Problem Solving (S)</li> <li>• Writing (S)</li> </ul>
15. Hospitalists	23	<ul style="list-style-type: none"> <li>• Medicine and Dentistry (K)</li> <li>• Biology (K)</li> <li>• English Language (K)</li> <li>• Psychology (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Social Perceptiveness (S)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Service Orientation (S)</li> <li>• Active Learning (S)</li> </ul>

LWDA 22 Top Emerging Occupations' Employment Needs		
Occupation	Employment Needs	Knowledge/Skills Needed According to O*NET Online
16. Nuclear Medicine Physicians	0	<ul style="list-style-type: none"> <li>• Medicine and Dentistry (K)</li> <li>• English Language (K)</li> <li>• Biology (K)</li> <li>• Physics (K)</li> <li>• Computers and Electronics (K)</li> <li>• Reading Comprehension (S)</li> <li>• Speaking (S)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Active Learning (S)</li> </ul>
17. Preventive Medicine Physicians	0	<ul style="list-style-type: none"> <li>• Medicine and Dentistry (K)</li> <li>• English Language (K)</li> <li>• Biology (K)</li> <li>• Law and Government (K)</li> <li>• Psychology (K)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Judgment and Decision Making (S)</li> <li>• Speaking (S)</li> <li>• Active Learning (S)</li> </ul>
18. Solar Sales Representatives and Assessors	0	<ul style="list-style-type: none"> <li>• Sales and Marketing (K)</li> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Engineering and Technology (K)</li> <li>• Design (K)</li> <li>• Speaking (S)</li> <li>• Active Listening (S)</li> <li>• Service Orientation (S)</li> <li>• Critical Thinking (S)</li> <li>• Persuasion (S)</li> </ul>

**HWOL as of 1/16/2016**

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

### **Labor Force and Unemployment**

The unemployment rate has declined by 0.9 percentage point over the year to 4.9 percent in September 2015. Since the trough of the Great Recession (unemployment rate = 9.4 percent), the unemployment rate has decreased by 4.5 percentage points. The labor force has been stable to decreasing in recent years (September 2015 labor force = 1,000,765). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 49,004) and the number of employed persons has been increasing (September 2015 employed persons = 951,761).

### **Persons with Barriers to Employment**

The most recent information on unemployment rates for persons with barriers to employment is for 2013. The LWDA 22 2013 unemployment rate was 22.5 for disabled persons, 18.8 percent for American Indians and Alaska Natives, 3.4 percent for Native Hawaiians and Other Pacific Islanders, and 9.9 percent for persons 55 and older.

### **Education of the Workforce**

In 2013, the most common educational attainment level of LWDA 22 workforce participants from 25 to 64 years old was bachelor's degree or higher at 33.6 percent, followed by some college or Associate degree at 32.7 percent, and then high school diploma (including equivalency) at 25.3 percent. Only 8.4 percent of workforce participants had attained less than a high school diploma.

**(4)** Please provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services and the capacity to provide such services, to address the identified education and skill needs of the workforce and employment needs of employers in the region. WIOA §108(b)(1)(D) and §108(b)(7)

The BWDB and CEOs join with the one-stop center staff in updating and assessing our strengths and weaknesses annually. In this way the BWDB assures that input into their goals and objectives mirrors the Deming philosophy which incorporates feedback from frontline staff and customers.

Prior to the board's annual planning meeting, the one-stop career center staff get together and conducts an organizational retreat which starts with a SWOT analysis, includes a review of the prior year's goals and objectives with the goal of continuous improvement, streamlining and improving customer services, and increasing performance.

The SWOT created by the one-stop career centers along with their recommended goals and objectives are incorporated into the CEOs and board's annual review of its vision, mission, and strategies for the following year.

This year the board also incorporated into its planning the state's vision and mission for WIOA implementation. As the convener and facilitator of workforce stakeholders in the workforce area, the board through its staff held seven Employer Forums to date in the following industries:

- Automotive,
- Life Sciences,
- Marine,
- Aviation/Aerospace,
- International Trade and Logistics,
- Hospitality and Tourism; and,
- Construction.

The forums are aligned with the Strategic Plan developed in conjunction with workforce area's economic development agencies called the Six Pillars Broward Community Plan. This plan was created by more than 350 Broward County business, civic, academic and government leaders, volunteers and community residents. Six Pillars is meant to help communities prosper and create high paying jobs by developing and implementing a visioning process through 2030.

The Six Pillars framework is the product of collaboration and research by the Florida Chamber Foundation, working with many other partners. It identifies the critical factors determining Florida's future and that of its communities. They are as follows:

1. Talent Supply & Education
2. Innovation & Economic Development
3. Infrastructure & Growth Leadership
4. Business Climate & Competitiveness
5. Civic & Governance Systems
6. Quality of Life & Quality Places

With a focus on creating attracting, expanding and retaining high wage jobs, CSBD established employer forums to understand their pain points. The forums included representatives from industry, education, economic development, social service and government. As a result of the forums, we were able to collect information relating to:

1. Available jobs and companies' plans for future hiring; and,
2. The skills job seekers need to be competitive and existing skills gaps.

The forums provided a basis for the board to facilitate a continuing collaborative environment for employers and education to guide curriculum development. It also provided the opportunity for outreach to new employers as well as existing CSBD employer customers to receive information about CSBD services.

We partner with VR and Blind services in order to continuously increase opportunities for those with disabilities. We seek out the input of VR and Blind

Services whenever the opportunity arises as well as through the many events and committees on which we are jointly represented. In addition, the Senior Quality Assurance Analyst, who serves as the supervisor of the disability programs, coordinates activities to ensure accessibility in the one-stop centers and in our programs. CSBD is one of seventeen Florida LWDBs, designated as Employment Networks by the Social Security Administration enabling our participation in the federally funded Ticket to Work program.

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. CSBD is the number one workforce Employment Network in the country.

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

The CSBD one-stop career center jobseekers can access a wide array of employment and training services. WIOA Success Coaches provide eligible job seekers with basic and individualized services. Services are integrated and customers have access to a full array of WIOA and partner services.

Type and availability of adult and dislocated worker employment and training activities:

Adult and dislocated worker employment services range from information about careers and the local labor market, job search assistance, case management, assessments, such as, but not limited to, the following:

- TABE
- eSkills

- CareerScope
- C-TORQ
- Employ Florida, and Career One Stop
- Workshops that teach
  - basic PC skills
  - resume writing
  - interviewing
  - social media and related networking
  - advanced job search techniques; and
  - the development of employment plans

Further, CSBD provides a variety of **training services**, such as:

- Occupational skills training
- On-the-job training
- Work experience
- 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 jobs, establish a work history, develop skills, and progress in the workplace.

Assessment of the type and availability of adult and dislocated worker employment and training activities:

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. In-process measures

are used to evaluate process performance and a plan, do, check, act process is used for continuous improvement.

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 CSBD governing boards and include staff, and board committees. In addition CSBD staff holds provider meetings to hear from them and to disseminate information to continuously improve the system and increase training related placements.

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

All youth program elements are available to youth as part of a menu of services based on their objective assessment and Individual Service Strategy (ISS). The fourteen elements identified by WIOA are available to youth on an as needed basis through our contracted youth services providers.

We contract with an in-school provider to serve high school juniors and seniors. Program services include dropout prevention (one-on-one tutoring, FCAT assistance), employability skills, entrepreneurialism, internships/work experience, guidance and counseling, life skills training, leadership training and mentoring.

Out of school youth services are provided using 3 different service models 1) Navigator, 2) Vendor and 3) Traditional Full Service. The following is a description of each model:



### 1) Navigator

Navigators are staff imbedded in an already existing program serving eligible out of school youth thereby reducing the caseload of the primary case manager for those youth and providing employment-related services to youth. Navigators serve as specialized WIOA case managers for up to 12 - 15 youth. The youth are provided with intensive “round the clock” holistic services including comprehensive guidance and counseling as needed, paired with other activities that result in the desired WIOA outcomes for the youth.

### 2) Traditional Full Service

The program design of the traditional full service model gives youth the opportunity to participate in the fourteen WIOA youth elements beginning and ending around the same time. Program designs are based on research and/or replication of a successful model to include:

1. Enrollment into post-secondary school/training resulting in
  - a. The attainment of a recognized post-secondary credential and,
  - b. Placement into unsubsidized employment; **or**,
2. One-on-one tutoring, which may also include computer assisted instruction for youth resulting in the attainment of a high school diploma/credential followed by placement into unsubsidized employment or into post-secondary school; **or**,
3. Workplace preparation, including employability and soft skills, and placement into unsubsidized employment. All program designs include a paid work experience tied to the youths’ career pathway and employability skills.

### 3) Vendor

Contracted Youth Vendors deliver the WIOA youth elements on a one by one or small group basis. Providers contracted as Navigators or as Full Service providers refer youth to vendor services as needed as determined by the youth’s Success Coach. Vendors provide services for youth participants including:

- Tutoring at the high school and post-secondary level
- Leadership development training, and
- Financial literacy and entrepreneurial training.

All programs include activities to serve youth with disabilities. Given the heightened emphasis on the provision of service to students and youth with disabilities under WIOA, CSBD has as a vendor Vocational Rehabilitation (VR) to provide pre-employment training for transition youth. The VR Transition Youth program offers youth with disabilities opportunities to gain work experiences that help them prepare for successful employment.

Additionally, youth receiving SSI or SSDI are also enrolled in our Ticket to Work program.

CSBSD funds both in-school and out of school youth programs and activities through providers selected following a competitive procurement. CSBD youth providers include:

1. The School Board of Broward County (SBBC). The SBBC operates two programs for CSBD.

The first is an in-school youth drop-out prevention program targeting eligible WIOA juniors and seniors through high school graduation. The program offers the youth after school activities which include:

- Basic skills assistance
- Employability skills
- Career exploration
- Tutoring, and
- A work experience during the school year and in the summer between their junior and senior years.

The second program is provided by the SBBC as the CSBD Adult Literacy provider for Broward County. It is an out of school youth program targeting youth in GED and providing them with:

- Tutoring
- Career pathways assessments and
- Placement into a work experience or on-the job training through attainment of the GED followed by
- Placement into post-secondary school, apprenticeship, advanced training, the military or unsubsidized employment.

## 2. Broward College

Broward College is replicating the “Get Real” program, serving out of school youth, providing them with a community within the college and enrolling high school graduates who are not in school at the time of recruitment into a literacy and math boot camp followed by enrollment into post-secondary occupational skills training at the college, including apprenticeship training funded through a discretionary grant from the US DOL.

## 3. Sunserve

Sunserve is a community based organization, (CBO), which focuses on the LGBTQ community, as identified by the US DOL as a targeted population group. Sunserve, is funded to provide intense case management to WIOA eligible out of school youth struggling with identity issues and with career options.

## 4. FLITE Center

The FLITE Center is a CBO which serves foster care youth exclusively. FLITE is funded to provide intense case management to WIOA eligible out of school youth transitioning to independent living.

## 5. HANDY

HANDY is a CBO which serves all categories of barriered out of school youth such as:

- Ex-offender youth,

- Foster care youth,
- Homeless youth, and
- Runaways and disaffected youth.

HANDY is funded to provide intense case management to WIOA eligible out of school youth transitioning to independent living.

#### 6. EmpHire Staffing Company, Inc.,

EmpHire is a private-for-profit company and serves in school and out of school youth. In 2013 – 2014, a number of contracts were cancelled or not renewed due to non-performance. EmpHire Staffing, the CSBD one-stop operator, took over the caseload of the terminated contracts. Youth are provided:

- Case management,
- Computer assisted basic skills literacy and math training,
- Placement into post-secondary training along with a work experience / on-the job training or unsubsidized employment.

The case managers also provide 12 months of follow-up upon exit from a WIOA (previously WIA) funded program to youth in their caseloads and to youth where the sub-recipient which originally enrolled the youth is no longer providing services for CSBD.

#### 7. Broward chapter of Junior Achievement

Provides leadership training, entrepreneurial training or financial management training. Out of school youth in the programs operated by local CBOs and the one-stop either provide access to the 14 WIOA elements through services provided by their organizations, or the case managers hired as a result of WIOA funding refer youth to leadership training, entrepreneurial training or financial management training, provided by the local Broward chapter of Junior Achievement.

## 8. Tutoring

CSBD has also secured quotes from business providing tutoring services. Tutors are available to youth in post-secondary school as determined by the youth in coordination with their case manager

## 9. Children's Services Council of Broward County (CSC) - Performance Partnership Pilot (P3)

The CSC is a legislatively created agency funded through local property taxes. The CSC, CSBD and Broward County Libraries have been awarded a discretionary grant called the Performance Partnership Pilot (P3) project. The grant is a joint project of the US DOL and US DOE. It is also being monitored by the Florida Department of Education. The purpose of the pilot is to determine whether the "braiding" of funds from various funding streams for at risk youth, will result in higher graduation rates. The pilot leverages funds from all the partners along with the funds provided by the grant. The pilot targets in-school youth and CSBD has committed up to \$500,000 a year for the 2015-2016 and the 2016-2017 program year funding approximately 10 case managers who will work with the youth.

The pilot required a number of waivers from the USDOL which were also approved by the state prior to submission of the grant application, including a waiver of the 75% out of school youth expenditure requirement, and WIOA performance for the youth in the program.

## 10. Vocational Rehabilitation (VR)

CSBD is a vendor of VR providing employability skills to disabled youth and working with the youth to provide placement assistance as needed into unsubsidized jobs. CSBD has been working with VR to establish a partnership serving VR in-school youth participants and dual enrolling them into WIOA to provide complementary services.

## 11. Summer Youth Work Experience Programs

CSBD combines funds provided by the CSC which serves an estimated 600 – 700 at risk and low income youth 16 - 18 during the summer months, with Welfare Transition Program funds, when available to serve youth through age 24 with employability skills and a work experience. CSBD is working on soliciting funds from the private sector to support youth in a summer internship. CSBD has received Community Development Block Grant funds from Broward County and the City of Fort Lauderdale, two of the members of the CSBD Council of Elected Officials as well as from a number of other cities to support additional slots in the CSBD summer program.

## 12. Americorps

CSBD has applied for an Americorps Grant which would allow CSBD to station a young college graduate with a youth case manager in each of its WIOA funded programs as well as in the one-stop with some of its WTP case managers to effectively reduce the caseloads and provide more one on one attention to the participants. CSBD expects to hear sometime later in the year about its application.

## LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

CSBD's vision is to be the premier workforce agency facilitating better jobs and providing quality workers that enhances the quality of life and builds a sustainable economy for Broward County.

Our Mission is to provide innovative solutions through the professional delivery of quality services which consistently and effectively meet workforce needs.

Each year CSBD conducts a strategic planning process that incorporates staff input and a Board planning session. The process incorporates an analysis of our local area's economic conditions including:

1. Existing and emerging in-demand industry sectors and occupations
2. The employment needs of employers in those sectors & occupations
3. The knowledge and skills needed to meet the employment needs of the employers in the local workforce area, including employment needs in in-demand industry sectors and occupations
4. 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; and

5. The workforce development activities (including education and training) in our local workforce area, as well as an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of local employers.

CSBD's WIOA partners are coordinating with local economic development entities in the development of a common strategic vision for our area's workforce and economic development systems. Talent Supply and Education is one of the goals identified in the community-wide strategic plan and therefore considered one of the Six Pillars of our local workforce area's future economy.

In 2011, more than 350 local workforce area business, civic, academic and government leaders, volunteers and community residents began the process of developing a strategic visioning plan through the year 2030, using the Six Pillars framework of the Florida Chamber Foundation as a strategic planning tool. The plan was launched in October 2012. Six Pillars is meant to help communities prosper and create high paying jobs by developing and implementing a visioning process through 2030. It identifies the critical factors determining Broward County's future and that of its communities. The Six Pillars Broward community plan is made up of 22 goals, 82 strategies and nearly 400 tactics. Our President and CEO Co-Chairs the Talent Supply & Education Committee and we collaborate and incorporate the six pillars goals into our strategic goals.

The CSBD Board has established goals for the standing committees that drive the strategic planning of the agency. They are as follows:

- The BWDB Executive Committee's goal is to be responsible for oversight of all functions.
- The BWDB Organizational Resources Committee's goal is to coordinate membership nominating, bylaws, officers, Board structure and functions, and CSBD human resource policy.



- The BWDB Strategic Planning, Policy Development, Legislative Advocacy and Regionalism Committee's goals is to formulate strategic plans, shape and champion local policy aligned with state and federal workforce development legislation and statewide administrative issues, promote regionalism and collaborative partnerships.
- The BWDB One-Stop Services and Special Populations Committee's goal is to maximize employment and training opportunities for all job seekers, to include those with multi-faceted barriers.
- The BWDB Youth Committee goal is to promote the successful entry of youth into the workplace through the provision of training, education and experiential activities.
- The BWDB Employer Services Committee's goal is to provide a broad range of workforce information, job matching and employee training services customized to meet industry demands; develop initiatives that educate employers on best practices critical for maintaining a strong stable workforce, foster collaborate partnerships with the business community.
- The BWDB Audit Committee goal is to discuss and recommend audit and monitoring protocols, establish policies and procedures, review monthly fiscal and monitoring updates and trend reports.

To hear “the voice of the customer” on the workforce needs of our area the board uses its committees to strategize and serve as community conveners. Committee recommendations are filtered through the Executive Committee and then are discussed, reviewed and approved by the CSBD governing boards. The goals, objectives and strategies are the foundation upon which the strategic plan is built.

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

Core partners all have seats on our Board and/or on appropriate Board committees. We coordinate services with respect to mutual participants as well as include referral agreements in our Memorandums of Understandings (MOUs). We also have a contract with Adult Literacy for GED for out of school youth.

Each year the CSBD Council of Elected Officials and the Broward Workforce Development Board, Inc. schedule a planning session, which is a publicly noticed meeting to establish goals and objectives for the upcoming year. This past year the Board and CEO's met in early November to begin development of the local plan. They were provided with a copy of the State Board's Vision and Mission Statement. The State Board Chair was invited and addressed the board and elected officials. The Board then broke into three groups, one-stop, youth, and employer services, to discuss the changes brought about as a result of the passage of WIOA. The groups each made recommendations regarding changes in services and performance to fulfil the objectives of the new legislation.

The recommendations were summarized and brought before the full board and Council of Elected Officials at their regularly scheduled joint meeting held on December 10, 2015 for approval. The recommendations are both incorporated into this plan and also into a matrix as applicable to each of the board's committees so that the members can work on the objectives throughout the year.

CSBD plays a key role in support of the local workforce area's economy through planning and implementation of a demand-driven workforce development program and innovative employment solutions. CSBD has three (3) full-service Career Centers. The One-Stop system includes all allowable WIOA services and access to programs and activities offered by all One-Stop partners, as well as additional job search, job placement, recruitment and other services authorized under the Wagner-Peyser Act. The WIOA, TAA, WT/TANF, SNAP Employment and Training, Veterans,

and Wagner-Peyser programs are all fully integrated into services offered to customers in the local one-stop system to align available resources. Vocational Rehabilitation is co-located with us and we are in discussion with the School Board to hold GED in the centers.

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

The Council of Elected Officials and Broward Workforce Development Board ensures the success of achieving organizational goals on an on-going and annual basis using a broad array of performance indicators. Such indicators include:

- State annual program and fiscal reviews
- Annual external audit
- Thrice yearly external fiscal monitoring
- External program monitoring twice a year
- Monthly quality assurance reviews
- Monthly performance reports covering all funding streams
- Monthly Financial Reports

The Board and its committees also receive frequent briefings from CSBD at their meetings to increase their understanding of each workforce program and related initiatives which increases their ability to provide oversight and develop policies.

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

CSBD is a member of the South Florida Business Leadership Network, which is a business-to-business network connecting the American Job Centers with employers to hire and retain people with disabilities. CSBD has a very successful Ticket to

Work (TTW) Program serving those customers with disabilities between the ages of 18-64 who are receiving SSI or SSDI. CSBD is the #1 Workforce Employment Network in the country. If a customer with a disability is not eligible for the TTW Program they are served like everyone else in our centers. CSBD has various assistive technologies in the centers to help customers with various needs.

CSBD also has a Disability Specialist in each of our centers to serve as a resource for staff and customers who may need assistance. CSBD has a contracted provider to conduct sign-language interpreter services for our hearing impaired customers as well as on-demand interpreting services for customers with limited English proficiency.

The Equal Opportunity Officer is vigilant about ensuring access to all customers. A visit is made to every provider to ensure they are disability accessible.

On an annual basis, CSBD develops a report to review the demographic data of our participants to ensure there are no trends that indicate discrimination.

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

The BWDB meets 10 times a year, on average, in concert with the CSBD Council of elected officials. There are seven board committees which include board members and members from the community as appropriate.

Each year the BWDB holds a planning meeting. During the meeting, issues facing employers and jobseekers in our community are discussed. The board receives reports on year-to-date accomplishments and performance and hears about the staff planning meeting held earlier in the year.

The BWDB re-examines and updates its strategic plan each year at an annual planning meeting at which they update their environmental scan, review the vision and mission for relevancy and to align their goals with those of the state.

The CSBD Council members also attend. The meeting is noticed and held in the “Sunshine” so that interested members of the community can attend. Economists,

educators, local, state or federal experts in areas which are closely aligned with workforce development are invited to speak on issues of the moment as well as what to expect in the future. The board reviews the prior year's goals and sets new goals.

The results of the planning session are published at a board meeting where the Council of Elected Officials votes on the vision, mission, goals and priorities.

Following the approval of the goals and objectives they are distributed to the committees who work on developing the strategies to meet the goals. Staff is then responsible for implementing the strategies.

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

The local vision, mission, goals and priorities are targeted at meeting the federal measures. In preparation for the plan we reviewed the WIOA legislative goals and will continue to work on the strategies for meeting the goals once the metrics are set by the state for PY 16 – 17.

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

These are the current (WIA) year's goals:

<b>Common Measures</b>	<b>PY 15-16 Negotiated Performance Goals</b>
<b>Adults:</b>	
Entered Employment Rate	92.00%
Employment Retention Rate	91.00%
Average 6-Months Earnings	\$14,200.00
<b>Dislocated Workers:</b>	
Entered Employment Rate	95.50%
Employment Retention Rate	93.50%
Average 6-Months Earnings	\$17,621.00
<b>Youth Common Measures:</b>	
Placement in Employment or Education	83.45%
Attainment of a Degree or Certificate	41.90%
Literacy and Numeracy Gains	63.02%

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

CSBD has a contracted provider who conducts our annual audit and a separate contracted provider that monitors program and fiscal operations. The state also monitors programs and finance and we have quality assurance staff that monitors on a frequent and on-going basis. Tools are updated to match the state monitoring tool.

CSBD's Finance Department creates a Monthly Financial Report for staff to track budget versus expenditures. Board staff reviews the reports monthly and makes course corrections as necessary.

CSBD Quality Assurance Department developed a Key Performance Indicator (KPI) Report that measures weekly and monthly performance. Staff regularly

convenes to discuss the report, and corrective actions are implemented as needed.

Program supervisors in the one-stop centers conduct monthly monitoring of programs. Quality Assurance and Training Coordinators in the one-stops conduct tri-annual monitoring of programs. Corrective Action Reports are created to address findings.

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

The BWDB definition of self-sufficiency is \$40,707. This was set ten years ago and CSBD staff will be bringing this to the Board for review.

Dislocated workers who have become re-employed in "income maintenance" jobs, a job with a lower rate of pay than the job of dislocation, may be served as long as the wage earned does not exceed the local criterion for self-sufficiency.

## COORDINATION OF SERVICES

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

Beginning in January, 2016 the BWDB committees have been holding stakeholder meetings. The meetings were held and stakeholders including Vocational Rehabilitation, TANF and Adult Education and Literacy provided input which is included elsewhere in the plan and will be used to expand our services to meet the needs of the community. The work of the CEO and the Board along with the input of the stakeholders form the foundation upon which this plan was constructed.

We further coordinate and provide WIOA services by sharing participants through two-way referrals with Vocational Rehabilitation and Adult Education and Literacy and dual enrolling participants across partner programs e.g. TANF and WIOA. This prevents duplication of efforts and provides seamless service delivery to our customers. To expand our function as strategists and community conveners to hear “the voice of the customer” on the workforce needs of Broward County we invite community and business leaders to our board committee meetings and use forums to harness the expertise that exists within the local workforce area. The intent is to meet local workforce area development needs, coordinate services as well as to find solutions for special populations with barriers to employment. Recommendations from the meetings move on to our governing boards, culminating in the roadmap, which are both incorporated into this strategic plan and also into a matrix as applicable to each of the board’s committees so that the members can work on the objectives throughout the year.



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

The President and CEO of the Greater Ft. Lauderdale Alliance, (Alliance) which is the local economic development agency, is a BWDB board member and CSBD's President/CEO is a board member of the Alliance. The BWDB has created an intermediary position which co-locates with the Alliance performing outreach to new employers and sharing CSBD available services.

CSBD is a member of the Alliance of Entrepreneur Resource Organizations (AERO) and participates in their monthly meetings. We also work closely with the Broward County Office of Economic Development, SCORE, the chambers, Hispanic Unity, and other organizations involved with economic development and entrepreneurial training. We exchange information with Angel Investor and other entrepreneurial funding organizations. We have a working relationship with the Broward College Innovation Hub, and have partnered with them for a \$1 million i6 Challenge Grant through the US Department of Commerce.

Additional coordination comes from staying connected to Broward County's Office of Economic and Small Business Development, whose director is a BWDB member. In addition to an intermediary to economic development, CSBD also assigns intermediaries, to the fastest growing and key sectors, providing additional business intelligence and channels of communication leading to increased coordination.

As strategists and community conveners CSBD recently held a joint meeting with the Broward Workshop and the BWDB's executive committee. The Broward Workshop is a private, non-profit, non-partisan business organization established in 1981 consisting of the chief decision makers representing 100 of local workforce area's major businesses and professions. A major action item to address the skills

gap that came out of the meeting is for us to spearhead an area-wide internship initiative.

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

As is required by WIOA secondary and post-secondary education is represented on the BWDB. This provides an opportunity for education to be aware of and have input into BWDB initiatives and activities. Education representatives are also invited to business forums so they can hear directly from the business community with respect to training needs and skills gaps. Both the School Board of Broward County and Broward College cover the entire workforce area. There is only one school district and one community college system in the Broward workforce area.

In the Broward County workforce area the SBBC is also the vocational technical school provider and the Adult and Family Education and Literacy Act Provider. Through their representatives on the workforce board and through relationships built with these partners over the years the BWDB is able to coordinate education and workforce in numerous and meaningful ways.

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

CSBD 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 CSBD partners with the County's Family Success Centers to help customers with emergency services such as water and electricity bill payment and free bus passes from Broward County Transit (BCT). If a customer cannot take public transportation, such as a disabled individual, CSBD one-stop staff refers customers to BCT's TOPS (Transportation Options Program) program. Both the need and lack of resources must be documented.

CSBD issues specific denomination VISA cards and "load fund" Citi Bank cards for support services. The Senior Vice President of Finance 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 child care are referred to the Department of Children and Families for TANF and the Welfare Transition Program.

The EO Officer/Senior Quality Assurance Analyst is a member of the Local Coordinating Board for Transporting the Disadvantaged which oversees transportation for disabled individuals.

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

A core mission of CSBD is to offer universally accessible services to all job seekers and assuring veterans receive priority of service. CSBD maximizes the coordination of services provided to job seekers and employers while avoiding duplication 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 a one-stop manager 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 job search, exploring work preparation and career development services, as well as referral to WIOA Title I career services.

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

Broward County is a one school system district. The School Board of Broward County (SBBC) is also the single provider of Adult Education and Literacy in the workforce area; as a result there are no applications to review.

With respect to coordination, the SBBC provides GED classes in the one-stop from time to time. Currently the SBBC is an out of school youth (OSY) provider, working with eligible OSY to assure they receive their GED. This partnership and coordination is strengthened by having Adult Literacy and Vocational Technical schools represented on our Board which has enabled us to realize a shared vision and partner on grant applications and initiatives.

CSBD 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, and co-enrollment).

**(7) Cooperative Agreements:** Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

CSBD was recently approved as a 1) Public Work-Related Rehab Facility vendor for Vocational Rehabilitation to provide pre-placement training for youth and 2) a Work Incentive Planning Assistance provider to conduct benefit planning analysis with customers and explain how working could affect their benefits. CSBD also works with Vocational Rehabilitation (VR) as a Ticket to Work Provider as part of the Partnership Plus Program. VR also assists us in assuring that the center is accessible to individuals with disabilities. VR in our region has a new Area 5 Director that sits on the BWDB. It is the intent of VR and CSBD to initiate a new component in our summer program which will focus on providing a cohort of VR high school youth with summer program activities including employability skills and placement.

In the immediate future, the State has indicated that they will be developing agreements with the other core partners at the State level and sharing those with the LWDA's to duplicate locally.

## DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

All required partners are co-located in our career centers, serve on Board Committees or serve on the BWDB and all participate in in our strategic planning process. The following required partner programs provide access through the Career Centers for individuals with multiple needs to access their services:

- Senior Community Service Employment Program
- Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Employment and Training programs
- Trade Adjustment Assistance Act programs
- Unemployment Insurance
- Veterans Title 38 Workforce programs
- Wagner-Peyser
- Vocational Rehabilitation.

These partners make their core services available at one-stop centers, and provide funding for one-stop administration.

Required partners not physically located in the career center such as Job Corps and HUD are accessible to all customers who are interested in their

programs via a link to their webpage in all our career center resource room computers.

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

None. There are no non-required partners included in the local one-stop delivery system.

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

We are in the process of updating these agreements. In accordance with guidance from the state, we will enter WIOA with the existing agreements in place. The existing agreements entered under WIA are attached as Exhibit C.

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

- A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. WIOA §108(b)(6)(C)

The EO Officer is responsible for ensuring accessibility in the centers. The EO Officer annually reviews the one-stop centers using the Accessibility Survey. If a customer needs extra assistance the center will create an Integrated Resource Team (IRT) to ensure the appropriate staff are in the room to meet the needs of the customer. CSBD has a Disability Specialist in each of the centers to assist employers, staff and customers with any technology needs using the assistive technology, resources in the community or to schedule an interpreter for a customer. CSBD has various assistive technologies to assist a variety of customer needs; screen readers, screen magnifiers, JAWS software, bigger keyboards, a specialized mouse, etc. Staff is trained on an annual basis on disability etiquette and serving customers with disabilities.

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

The CSBD brand provides standardized services in each of our three career centers. Job seekers and employers will find a consistent customer experience from the color schemes, and signage to the delivery of our services, policies, and practices.

All customers that enter the center 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 sign in to the center. If a customer is not able to use the kiosk a staff member at the reception desk can assist them (Equitable 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 adaptive technology and designed to accommodate a wide range of individual preferences and abilities (Flexibility in Use). Information is provided to the customers in an



easy to understand way. They are asked throughout the process if the understand the information provided to them. CSBD has an on-demand interpreting service for those customers that either needs foreign language interpretation of sing-language interpretation assistance (Simple and Intuitive Use). Signs are posted throughout the center informing customer 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 (Perceptible Information). 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 (Tolerance for Error). 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 (Low Physical Effort and Size and Space for Approach and Use).

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

CSBD is in full compliance with the requirements of the Americans with Disabilities Act. CSBD also uses technology that extends services beyond the “bricks and mortar” buildings to improve the delivery of services to virtual customers. By using the internet, “on-line” customers who visit the CSBD webpage can access:

- EFM registration,
- Portals to fill out on-line applications and reserve their attendance / seat for one our on-site recruitment events or workshops

- Orientation videos and
- Web-based career exploration tools.

CSBD is in the process of establishing an intern portal in response to employer demand to allow Broward county citizens and residents to gain experience in jobs before applying for work.

Eligible customers can also access assessments, such as C-TORQ and eSkills. In the near future, customers will be able to electronically access and fill out additional forms and submit them with their electronic signature through the CSBD document management system.

CSBD has also developed and deployed “virtual” kiosks at various locations throughout the local workforce area such as the County’s Family Success Centers. The kiosks “mimic” our resource room computers and allow customers the ability to access our services and the services of partner agencies such as the Department of Children and Families.

In these and other ways, we provide workforce services to job seekers and employers who may find it challenging to travel to a career center or who just like the additional convenience of being able to access career center services 24/7, 365 days a year. These tools are not intended to be a replacement for the services provided at the one stop centers. Rather, they promote awareness of CSBD services, improve our Brand and, for some, meet their immediate needs without the necessity to travel to one of the three career centers.

**(3) Integration of Services:** Please describe how one-stop career centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop career center partners. WIOA §108(b)(21).

CSBD uses Employ Florida Marketplace (EFM) and the One Stop Service Tracking (OSST) systems provided by the State for case management. There is not a system that integrates at a minimum, all WIOA partner programs. We use technology-enabled processes such as Welfare Transition Automation and our on-line WIOA application to increase accessibility and streamline the intake process. By using the internet, “on-line” customers can access:

- EFM registration
- Portals to fill out on-line applications such as our summer youth program application and reserve their attendance / seat for one our on-site recruitment events or workshops
- Orientation videos; and
- Web-based career exploration tools.

Eligible customers can also access assessments such as C-TORQ and eSkills. This past year we transitioned to a paperless case file information management system. In the near future, customers will be able to electronically access and fill out additional forms and submit them to us with their electronic signature through this new document management system.

CSBD is working on an internship portal to match employers that need interns with students that need internships.

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

CSBD developed a request for proposals (RFP) based upon policies and objectives recommended by the One Stop Committee and adopted by the BWDB and CEOs. The RFP is advertised, published and disseminated. Following the close of the response period staff reviews proposals for responsiveness to the RFP. The

responsive proposals are then reviewed by an ad hoc committee of the BWDB, appointed by the Chair. Review of the RFPs takes place at a publicly noticed meeting. A rating form published with the RFP is used by the BWDB review committee, to rate and rank the proposal responses. The Review Committee makes a recommendation to appropriate oversight committee, which then makes a recommendation to the full board and CEOs.

However, if time does not allow, then the recommendation may go to a joint meeting of the appropriate board oversight committee and the Executive Committee or straight to the Executive Committee which makes a recommendation to the governing boards.

The BWDB, together with the CSBD Council of Elected Officials, makes the final decision on which proposals will be funded. This represents a fair and equitable process to secure the most capable agencies to deliver services. The designated comprehensive one-stop center was a result of a competitive selection approved by the local board. This process will be followed to ensure a competitive process when we release the new One Stop Operator procurement prior to July, 2017.

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

Each year we provide the Council of Elected Officials and Broward Workforce Development Board a full report of our: 1) performance; 2) progress on continuous improvement initiatives to increase efficiency and effectiveness; and 3) accomplishments. The report demonstrates how CSBD continues to be recognized as a leader in performance, innovation and best practices and goes above and beyond required services. Once the certification criteria are issued CSBD will analyze the best ways in which to meet the criteria and will then work on implementing those strategies.

## DESCRIPTION OF PROGRAM SERVICES

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

The One-Stop system provides access to the career services, as required by WIOA section 134, such as but not limited to:

- Eligibility determination
- Outreach and intake
- Orientation to the information and other services available
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Provision of information on nontraditional employment
- 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 per WIOA section 122
- Provision of all information, in formats usable by and understandable by one-stop center customers
- Provision of information and assistance regarding filing claims for unemployment compensation
- 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 the employment goals
- Individual counseling
- Workshops
- Career planning
- Employability skills
- Internships and work experiences that are linked to careers
- Financial literacy services
- Referral to English language acquisition and integrated education and training programs; and
- Follow-up services.

The one-stop system integrates the following funding streams and programs offering customers' services as needed through: Wagner-Peyser, Veterans programs, RA and RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act programs. Identify the days and times when service delivery offices are open to customers. Customers must have access to programs, services and activities during regular business days at a comprehensive one-stop center. CSBD implements ad hoc programs based on grants and funding, such as: RESEA, JD NEG and SP-NEG.

Further, coordination between the BWDB and the following agencies is a part of the existing infrastructure:

- Department of Economic Opportunity
- Department of Children and Families
- Department of Vocational Rehabilitation
- Local educational agencies
- Broward Regional Health Planning Council (child care provider)
- Public housing agencies
- Broward County Department of Human Services
- The Early Learning Coalition

- Reemployment Assistance
- SCSEP Title V Programs

CareerSource Broward has long established referral agreements (including youth to our WIOA Adult and Dislocated Worker programs) and we coordinate the delivery of services with Broward County Family Success Centers, OIC of South Florida, Mission United and the Urban League on many different events. The one-stop provider also has a youth unit which provides framework services to youth who will be referred to an ITA.

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

Attached as Exhibit D is CSBD's procurement policy. All purchases and procurements for all programs, services and goods are done in accordance with the policy, the State's conflict of interest policy and 445.007 FS.

CSBD develops its request for proposals (RFP) based upon policies and objectives adopted by the BWDB. RFPs are reviewed and approved by the BWDB or by a committee designated to review and approve the RFP. When RFP responses are received, staff reviews proposals for responsiveness to the RFP. A BWDB Committee is appointed to review the RFPs. Review of the RFPs takes place at a publicly noticed meeting. A rating form published with the applicable RFP is used by the BWDB review committee, which make a recommendation to the full board. The BWDB together with the CSBD Council of Elected Officials makes the final decision on which proposals will be funded. This represents a fair and equitable process to secure the most capable agencies to deliver services.

**(3) Expanding access to employment:** Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) and badges. WIOA §108(b)(3)

The Board coordinates with the local school board to identify and support programs that prepare students for internships or postsecondary education opportunities. Post-secondary education opportunities are identified through coordination with postsecondary education institutions, the State, and the Board to identify educational and workforce investment activities geared toward preparation for occupations that are determined to be in demand locally. Additionally each year a publicly noticed meeting is held to get community input on our local workforce area's Target Occupations List. To expand access and facilitate the development of career pathways the Board applies for additional grants such as National Emergency Grants and grants from other funders such as the US DOC and US DOE to help serve the long term unemployed and others with barriers to employment. When appropriate customers are co-enrolled to facilitate career pathways and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).



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

CareerSource Broward uses networks and relationships such as with the Greater Ft Lauderdale Alliance, Community Foundation, The Broward Workshop and our education partners and industry intermediaries to get a broad-spectrum of input from community partners that 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, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of local employers. To further align resources the board applies for other grant opportunities to support key industry sectors. For example, the Sector Partnership National Emergency Grant (SP-NEG) is targeted toward training in advanced manufacturing and healthcare – two key sectors in our local area.

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

The BWDB represents a cross-section of business, giving voice and serving as a source for feedback spanning a variety of industry sectors.

CSBD works with the Greater Ft. Lauderdale Alliance, the local economic development agency, to prioritize industry clusters. Industry clusters are prioritized by reviewing various industries' hiring demands, types of business relocating to our local workforce area, and by referencing Enterprise Florida's Statewide Strategic Plan and the Florida Chamber Foundation's Six Pillars of Florida's Future Economy™.

CSBD utilizes intermediaries to engage the targeted industries of Healthcare, Technology, Marine, Aviation, and Construction to partner with trade and professional associations to expand its service delivery to employers in these industries.

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

Using tools such as Help Wanted On-line and EFM CSBD conducts a comprehensive analysis of labor market information in our region. CSBD 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 and information on emerging occupations. In-demand training is linked

to the Targeted Occupations List 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 a minimum of once quarterly and the statewide Eligible Training Providers list is available for customers to review should they be interested in re-locating. Training is only provided for in-demand occupations except for On the Job training and customized training where “demand” is determined by the employer.

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

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

CSBD implements outreach efforts to local employers, including small employers and employers with in-demand occupations, through Chamber of Commerce participation, the Greater Ft. Lauderdale Alliance, various networking events, surveys and one-on-one meetings. CSBD utilizes eblast and social media sites such as Twitter and Facebook to market to employers. CSBD uses industry intermediaries and holds affinity-type employer forums. In program year 2014-2015 CSBD was #1 in the State in providing employer services (served over 10,000 employers, providing a total of 98,250 services).

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

- CSBD expands public information and marketing to employers
- CSBD engages businesses and training providers in the review and development of the Targeted Occupations List.
- CSBD has assigned an intermediary to the Greater Ft Lauderdale Alliance

- CSBD employs all the work based training options under WIOA
- CSBD assists Welfare Transition participants in gaining self-sufficiency by providing meaningful work experience as a host-site for CSBD's Community Service / Work Experience program; this also affords some additional assistance to employers.

C. better coordinate workforce development programs and economic development;

CSBD has assigned an intermediary to the Greater Ft. Lauderdale Alliance, which assures CSBD has a "seat at the table" when new employers open businesses in the workforce area and is able to assist with recruitment services such as job posting, candidate prescreening, placement and training grants.

CSBD also participates in "first source hiring" with Broward County.

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

Resource room staff in the career centers are trained to assist customers with reemployment assistance (RA) applications, claiming their weeks and identifying issues customers may have to address with DEO on the Connect system. CSBD employs staff who previously retired from DEO and are familiar with the RA system. All three centers have direct-dial lines to DEO to assist customers with claims issues. All customers coming into the one-stop career centers are required to be registered in Employ Florida Marketplace and look for work.

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

Pursuant to USDOL ETA guidance in TEGL 3-15 CSBD will prioritize individuals seeking adult services in the order listed below as directed by the TEGL. The barriers referred to in the Adult Priorities chart are the barriers listed in WIOA, section 3 paragraph 24, immediately following the Adult Priorities chart in the narrative below.

<b>ADULT PRIORITIES</b>	
1	Veterans and eligible spouses who are WIOA eligible and who also have one of the barriers in the priority list which follows this chart.
2	Individuals who are not veterans or eligible spouses, but who have any one or more of the barriers in the priority list which follows this chart
3	Veterans and their eligible spouses who do not have any of the barriers listed as a WIOA priority in the chart below including:
	Military spouses who have lost employment as a direct result of a relocation to accommodate a permanent change in duty station of the spouse
	Military spouses who are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the service member
	Military spouses who are unemployed or underemployed and are experiencing difficulty in obtaining or upgrading employment
4	Individuals who are not veterans and do not have any of the barriers listed in the chart below

The below listed barriers are in alphabetical order, not in priority order as there is no requirement to prioritize the WIOA section 3 barriers. The barriers are defined pursuant to WIOA.

<b>Adult Barriers used to Determine a Priority of Service</b> (In Alphabetical Order)	
Disabled Individuals, as defined in WIOA section 3 paragraph (25)	
Displaced homemakers, as defined in WIOA section 3 paragraph (16)	
English language learners, as defined in WIOA section 203	
Ex-offender, as defined in WIOA section 3 paragraph (38)	
Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))	
Indians, Alaska Natives, and Native Hawaiians as defined by WIOA section 166	
individuals who have low levels of literacy as defined in WIOA section 203	
Individuals facing substantial cultural barriers, as defined in WIOA section 203	
Individuals within 2 years of exhausting the lifetime eligibility for TANF assistance part A of title IV of the Social Security Act (42 U.S.C. 601 et 6 seq.).	
Long-term unemployed individuals	
Low-income individuals as defined in WIOA section 3 paragraph 36:	
	An individual receiving or who, in the past 6 months, has received federal, state or local public assistance
	An individual with a family income that does not exceed the federal poverty line
	An individual with a family income that does not exceed 70% of the lower living standard income level
	An individual who is homeless as defined above
	An disabled individual whose own income meets the definition of low income regardless of family income
Low Income also includes individuals who are underemployed as defined below:	
	Individuals working less than full-time who are seeking full-time employment
	Employed individuals in a position that is inadequate with respect to their skills and training
	Employed individuals who meet the WIOA section 3 paragraph 36 definition of

	<p>low-income</p> <p>Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous earnings from their previous employment, per local policy to be developed.</p>
Older individuals, 55 and older as defined in WIOA section 3 paragraph (39)	
Migrant and seasonal farmworkers as defined in WIOA section 167 (i)	
Self Sufficiency of \$40,707 as approved by local Board in 2/06	
Single parents and single pregnant women	

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

Postsecondary education opportunities are identified through coordination with postsecondary education institutions, the State, and the Board. Each year a publicly noticed meeting is held to get input on the local workforce area's Targeted Occupations List.

CSBD has a robust application process for training providers interested in training participants. To become an eligible training provider, entities must be properly accredited (where one exists) and licensed. Reading levels of text books and training materials are assessed and shared with our success coaches so that the information can be used as part of the process to determine a customer's suitability and qualifications for the training.

Training providers on the ETPL are assessed twice a year to determine performance and they must meet a training-related placement rate of 70%. Each occupational training program that is six months or less in duration is subject to saturation criteria. CSBD uses tools such as EFM and HWOL to determine when there is a greater than 2 to 1 ratio of jobseekers to available jobs. When that happens referrals are

suspended to those occupational areas so as not to flood the market. This criterion is applied quarterly.

To avoid duplication of services and payment with other Title V programs we require that WIOA job seekers interested in occupational skills training apply for and use PELL first before using WIOA funds to maximize the use of federal funds.

Training services are done through Individual Training Accounts (ITA), On the Job Training (OJT) and Incumbent Worker Training. The BWDB established minimum evaluation criteria for the approval of ITA providers and training courses to include licensure, accreditation (where one exists) and the issuance of an industry recognized credential. Additionally, all occupational training must prepare students for in demand occupations appearing on the Targeted Occupations List (TOL). All post-secondary training providers interested in partnering with CSBD must first apply (and meet local criteria) and be approved by the Board. Once approved, all providers are sent a contract. When executed, the providers and their approved training programs are added to the Individual Training Account list (EPTL). Similarly, employers interested in OJT and/or Work Experience are also required to be under contract with CSBD. If the need arises in an industry CareerSource Broward may conduct training in accordance with the Uniform Code procurement requirements for class sized training.

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

All Success Coaches are trained to advise customers on customer choice and all choices available to them. All customers receive a basic service, as part of WIOA's work first policy, before being determined in need of individualized services. Participants must complete the assessment process including testing, economic analysis, and the individual career plan process prior to enrollment into training.



Testing for entry into post-secondary training includes the TABE. A minimum 10th grade level in reading 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 Success Coach identify the career training field and the educational institution most appropriate. CSBD provides performance information on placement rates and earnings to assist job seekers with informed choice among courses and training providers.

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

Success coaches determine eligibility of customers based upon policy and Board approved criteria. Approval must be obtained prior to the customer receiving an ITA voucher.

Please see attached Exhibit E, CSBD's ITA provider application.

A. Describe any ITA limitations established by the board.

Participants may not receive funding for:

- Remedial training (e.g., GED),
- Pre-requisite courses,
- Books and supplies for training courses that are not listed on the ITA List, and
- Certifications that do not facilitate employment in an in-demand occupation listed on the local workforce area's Targeted Occupation List.
- Applicants with an in-demand skill, per Regional TOL, will not be approved for an ITA; unless the customer can document an unsuccessful job search or present labor market or industry information that considers the customer's skills not in-demand.

(e.g., a 5-year old Microsoft Certification may no longer be in-demand per industry or occupational standards.).

- Participants must apply for the Federal Pell Grant and other federal financial aid by submitting a Free Application for Federal Student Aid (FAFSA) prior to receiving an ITA, unless the participant has bachelor's degree which makes them not eligible for a Federal Pell Grant and/or approved training provider/program does not meet the Federal Pell Grant eligibility requirements.

An ITA will be for a maximum time length of two (2) years for WIOA participants. Participants whose basic skills assessment(s) indicate that they are, at minimum, within one (1) year of the required reading and mathematical skills of the textbooks used for the training program are eligible to receive an ITA for occupational training. The maximum ITA amount is \$8,200.

Per WIOA CSBD may also allow individuals missing less than 2 years toward a BA or BS to enroll into a 4 year program in a demand occupation.

B. Describe any exceptions to the use of ITA

There are no current exceptions to the use of ITA, but we reserve the right to make exceptions if circumstances change and where warranted.

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

We are implementing an interim "Proof of Concept" training program under WIOA beginning in February, 2016 utilizing the precepts of the i6 submission. The training will utilize the Lean Startup methodology taught at twenty-five universities, and

employed by many successful companies. In addition, based upon the interest and success of Startup Quest®, CSBD was awarded a Department of Commerce i6 Challenge Grant in cooperation with Broward College to funding entrepreneurial training.

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

CareerSource Broward supports the use of registered apprenticeships to enhance employment opportunities for job seekers. CSBD worked with Broward College on an apprenticeship grant which targets WIOA youth. CSBD meets periodically with Atlantic Technical center to discuss additional ways we can partner to expand apprenticeship opportunities.

**(14) Other Program Initiatives:** Describe the services to be provided that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies career pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)

CSBD provides work-based training services to employers such as OJT, IWT, Work Experience, and Customized Training.

- OJT- CSBD assists the employer with the costs of training new hires and existing employees in order to upgrade the employee's skills. CSBD reimburses a portion of the employee's wage during the training period outlined in the training plan.

- IWT- Designed to offset an employer's training cost for upgrading the skills of their existing workforce. CSBD pays a percentage of the training cost.
- Work Experience – 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 skills gaps that need to be addressed for a successful hire.
- Customized Training – Designed to meet the special requirement of a business or a group of businesses that is conducted 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.

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

CareerSource Broward (CSBD) programs are monitored throughout the program year by internal and external entities.

CSBD annually monitors ITA providers. The monitoring confirms:

- FETPIP data reporting with the Commission for Independent Education (CIE)
- Florida Department of Education licenses with the CIE
- Reconfirms accreditation status
- Occupational training courses are still on the Targeted Occupations List
- Tuition and other costs from nonpublic schools are as listed in the school's catalog and

- Updated insurance certificates, as needed, to confirm that CSBD is listed as the third party named insured.

To continuously improve services and ensure that providers are performing at a high level, CareerSource Broward provides staff development, updates its on-boarding training manuals and/or policies and procedures, job aides, tools, forms, etc. to incorporate as new program guidance. Once new or updated documentation is developed, a system is in place to ensure staff review and acknowledge that they understand the document(s), per Operations procedure - Policy, Procedure, and Program Documentation Tracking. Internally staff meets to review and revise monitoring tools or any needed staff training, as needed. CSBD also meets with IT to explore uses of technology to enhance compliance and create additional efficiencies. QA documents all corrective actions as part of continuous improvement in a database and QA Department, Operations Department management and/or Program Manager(s) check that such corrective actions were completed.

CSBD has developed a Key Performance Indicator (KPI) Report that tracks regional, career center and individual performance. This report is reviewed by front-line staff weekly to they are meeting performance. If there is a KPI that is not being met it must be addressed with a corrective action. Management staff meets every two weeks to review the KPI report as well as the corrective actions to ensure 1) staff in the career centers are meeting their performance, 2) the corrective actions are appropriate and 3) staff that did not make performance one week are not showing up on the report on a recurring basis.

All contracted provider contracts have performance requirements. Their actual performance against the requirements stipulated in their contract is reported to the applicable Board Committee, the Audit and Executive Committees and to the Board and CEOs.

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

The fourteen elements identified by WIOA which must be made available to youth on an as needed basis are available from our contracted our youth services providers. The School Board of Broward County's iCon Program serves high school juniors and seniors. Program services include dropout prevention (one-on-one tutoring, FCAT assistance), employability skills, entrepreneurialism, internships/work experience, guidance and counseling, life skills training, leadership training and mentoring. iCon partners with Junior Achievement and Helping, Abused, Neglected and Disadvantaged Youth (HANDY).

Out of school youth services are provided using 3 different service models 1) Navigator 2) Vendor and 3) traditional full service. The BWDB also approved a request from Broward's Children's Services Council to join them in a proposal to US DOL and US DOE for a project called P3 to blend multiple funding streams to serve additional in-school youth. All programs include activities to serve youth with disabilities. Youth receiving SSI or SSDI are also enrolled in our Ticket to Work program. The activities provided have enabled CSBD to meet or exceed our negotiated Common Measures.

To the extent we have WTP dollars we will use funds for a Summer Youth Employment Program.

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

CareerSource Broward and our youth providers make a variety of assessments available for youth. We conduct an orientation for youth that includes an eligibility and suitability determination. TABE is used to test basic skills in reading and math. TABE can also quickly assess skills for training and employment, or determine readiness to take the GED or go into post-secondary.

We also coordinate with Hispanic Unity to identify the best way to assess where on the spectrum the youth is with respect to possessing the skills needed to function on the job.

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

CareerSource Broward asked all of our Youth Committee members and youth service providers to review the current definition and provide us with their thoughts for definitions applicable to in-school youth (ISY) and out-of-school (OSY). These recommendations were forwarded to governing boards and the boards approved the following definitions.

CSBD has defined the term “requires additional assistance to complete and educational program, or to secure and hold employment” for youth as a part of the convening of stakeholders for the development of the plan. All the BWDB Youth Committee members and youth service providers were asked for input in the development of the definition. Their recommendation as adopted by the CSDB Council and BWDB is as follows:

**Definition of “requires additional assistance.”**

<b>ISY</b>	<b>OSY</b>
Documented emotional / behavioral problems.	Documented emotional / behavioral problems.
Youth who have failed any section of the FSA (The new test replaces FCAT).	Alternative school placements
Youth who have repeated a grade.	A school history of a repeated grade.
Youth who are over age for their grade.	A school history of over age for their grade.
Youth who have a record of poor school attendance or truancy	A history of poor high school attendance or truancy
Youth who have moved twice during the school year.	Youth who have moved twice during the past year.
Youth who are unemployed at application	Youth who are unemployed at application
Youth who are gang members or associate with gang members	Youth who are gang members or associate with gang members
Youth with failing grades, or performing below grade level	Youth who have dropped out of post-secondary school.
Youth who have been suspended at least two (2) times in the previous twelve (12) months.	Youth with a history of suspension or expulsion
LGBTQ youth	LGBTQ youth
Youth who reside in high crime neighborhoods	Youth who reside in high crime neighborhoods
Youth with family members involved in the juvenile or adult criminal justice system	Youth with family members, involved in the juvenile or adult criminal justice systems
Youth who lack employability skills	Youth who lack employability skills
Youth who have experienced traumatic events, are victims of abuse, or reside in an abusive environment	Youth who have experienced traumatic events, are victims of abuse, or reside in an abusive environment
Youth who do not meet the SAT/ACT/PERT score needed for college entrance	Youth fired from a job within 12 months of WIOA application or have a poor work history



## REGIONAL PLANNING ANALYSIS

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

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

- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area.

CSBD's local workforce area is a county located in Southeastern part of Florida nestled between Palm Beach and Miami-Dade Counties. It is approximately 1,210 square miles with 1,445 persons per square mile. Our workforce area is part of the Miami-Fort Lauderdale-Pompano Beach, FL, metropolitan service area.

According to the 2011 U.S. Census Bureau estimates Broward County's population is 1,780,172 and the following is Broward County's ethnic/race demographics are as follows:

- White (non-Hispanic): 43.1%
- Black (non-Hispanic): 27.4%
- Hispanic or Latino of any race: 25.8%
- Asian: 3.5%
- Two or more races: 2.0%
- American Indian and Alaska Native: 0.4%
- Native Hawaiian and Other Pacific Islander: 0.1%

- (2) Specific milestones and timelines for consultation with:
- A. Other local workforce development boards
  - B. Local elected officials;
  - C. Economic development organizations;
  - D. Core and mandatory one-stop partners for potential regional implications;
  - E. Analysis of coordination of services with potential regional implications.

CSBD supports regional initiatives and the coordination of regional partnerships emphasized in WIOA. The new law prioritizes a market-driven approach to talent development that will prepare individuals seeking employment for the jobs of today and of the future. Added emphasis is placed on the need for access to workforce services for all individuals. We recognize that regional alignment of markets and resources are facilitated and encouraged and CSBD will continue to work with our bordering regions, as we have done in the past to seek out ways to assist both our jobseekers and employers to streamline services. We look forward to working with CareerSource Florida Board as they develop the process for continuing to examine identifying planning regions.

For over the last twenty (20) years we have worked out many relationships with local industry leaders, economic development, education both public and private, community based organizations serving people with barriers, and have reached across county to the workforce boards to our north and south to partner on job fairs and employer events so that our services are seamless to our customers.

CSBD supports, that as appropriate to an initiative, we partner with our bordering regions, and we have done this without any formal designation or direction.

For example we are jointly funding the Intermediary for Disability Services with Palm Beach County to coordinate a Connections event that awards employers for hiring and retaining people with disabilities. This event is in collaboration with the South Florida Business Leadership Network, School Boards of Broward and Palm Beach Counties, Vocational Rehabilitation, and the Children's Services Council.

## PUBLIC COMMENT PROCESS

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

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)

In accordance with the WIOA regulations, which require local areas to establish a public comment process consistent with state direction, CSBD made available this plan to the public on its website on 3/29/2016 with notice advising the community of the public hearing to solicit their comments on CSBD's WIOA Local Plan.

A public hearing to be held on 4/12/2016, pursuant to advertised notice. Present at the public hearing and representing shall be CSBD's Quality Assurance and Executive office staff.

- (2)** Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)

A draft of the proposed CSBD Local Plan was posted on the CSBD website on 3/29/2016, and the public was invited to submit comments until 4/30/2016.

- (3)** Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan. WIOA §108(d)(2)

Business and labor organizations are part of the BWDB Committees and the BWDB. The plan was presented to the BWDB Committees for input and to recommend approval and to the BWDB for input and approval.

**(4)** Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.

CSBD used our committee structure as the venue for getting community input for the plan. Stakeholders were invited to one of the following BWDB Committees:

- One Stop Services and Special Populations
- Employer Services
- Youth
- Strategic Planning, Policy Development, Legislative Advocacy and Regionalism
- Executive

As a part of the process leading up to the formulation of this plan, CSBD informed its youth community partners and business community of its desire to hear from the residents, citizens, businesses and industry about their workforce needs.

Their input resulted in the first request for proposals issued under WIOA for youth program services which resulted in new program designs and opportunities for youth based upon research and replication of successful initiatives.

Additionally, approximately 23 organizations or individuals in addition to the entities represented on the Broward Workforce Development Board and its committees, which include economic development, public and private education, veterans groups, community based organizations, chambers, entities representing the disabled, to name a few provided input to the plan by appearing at committee and board meetings to share their thoughts and recommendations regarding the local workforce system.

Questions were formulated as a guide for the stakeholders, which centered on how to make our services more accessible to employers and job seekers, and enhance the effectiveness of CSBD and the Stakeholder Agency, and to discuss the relevance or need for career pathways within their industry. However stakeholders were free to make any comments they felt relevant.

Organization / Company	Input Received
<p>Hispanic Unity of Florida</p> <p>(Representing the limited English proficiency population)</p>	<ul style="list-style-type: none"> <li>• Suggested that CSBD expand its' workshops to encompass all the English Language Learners in the region so as to provide culturally competent assistance and to continue to hold focus groups to get input from the one-stop customers.</li> <li>• Assure as many CSBD collaterals as possible are translated into Spanish.</li> <li>• Outreach efforts should include <ul style="list-style-type: none"> <li>- Radio / PSAs</li> <li>- Places of Worship</li> <li>- Organizations frequented by English Language Learners</li> <li>- Articles and advertisements in Spanish publications</li> </ul> </li> <li>• Offer training from time to time to HUF staff on the WIOA application / acceptable eligibility documentation.</li> </ul>
<p>ARC Broward, Inc.</p> <p>(Representing the disabled population)</p>	<ul style="list-style-type: none"> <li>• Provide linkages to larger employers for this population</li> <li>• Consider longer OJT timeframes for this population, as they are not coming out of school "job ready."</li> <li>• Collaborate to ensure staff in both organizations understands the resources available.</li> </ul>

Organization / Company	Input Received
Urban League of Broward County (Representing community based organizations)	<ul style="list-style-type: none"> <li>• Willing to explore "scrolling" the CSBD Logo in their Lobby.</li> <li>• Use urban radio stations, Hot 105, 99 Jamz, Latin radio and religious radio stations / programs in the morning drive time slots for big events like career fairs.</li> <li>• The workforce services their population needs include: resume writing, interviewing, and job search techniques. They are seeing a shift in the population to older, college degreed people.</li> <li>• UL has a job board that mostly lists retail, sales jobs they would like to connect better with EFM.</li> <li>• Promote an on-going conversation to increase communication and referrals.</li> <li>• Add information to the Urban League's web page geared toward community partners (e.g., CSBD resources, WIOA eligibility)</li> </ul>
Homeless Initiative Partnership Administration Community Partnerships Division (Representing the homeless population)	<ul style="list-style-type: none"> <li>• Encourage CSBD to collaborate on the Rapid re-housing program and establish a referral process between agencies so HUD participants can take advantage of CSBD's Interview Workshop.</li> <li>• Would be helpful if we put together a "Fact Sheet" or a "Did You Know" about our services for the provider staff to use to increase awareness.</li> <li>• This is a population of "street survivors." They know where to find services but may not be aware how to access CSBD online.</li> <li>• CSBD should work on streamlining services for the homeless</li> <li>• Add a partner resource page on the CSBD and the HIP web sites to provide information to community partners.</li> </ul>

<b>Organization / Company</b>	<b>Input Received</b>
<p>Opportunities Industrialization Centers (OIC) of South Florida (Representing ex-offenders)</p>	<ul style="list-style-type: none"> <li>• Ensure residential re-entry centers, faith based organizations and "places of hope" are aware of our services.</li> <li>• Increase social media presence - short video clips, testimonials to reach "opportunity youth".</li> </ul>
<p>Broward Sheriff's Reentry Division (Representing incarcerated individuals and ex-offenders)</p>	<ul style="list-style-type: none"> <li>• Primary impediment to re-entry is employment. Consider out-stationing CSBD at the portal BSO is creating. The portal will be a one-stop center for ex-offenders for a myriad of services when released.</li> <li>• Consider placing kiosks throughout the criminal justice system.</li> <li>• Improve coordination of services with FLITE and HANDY.</li> <li>• Create opportunities for staff exchanges to familiarize each agency with the resources and rules governing programs and participants.</li> <li>• Include careers in law enforcement for youth participating in career exploration.</li> </ul>
<p>ChildNet (Representing foster care youth)</p>	<ul style="list-style-type: none"> <li>• Familiarize child welfare workers and parents with CSBD services by having open houses at the one-stop.</li> <li>• Continue to develop closer working relationships with GED, alternative high schools and youth participating in on-line schools).</li> </ul>
<p>Vocational Rehabilitation (Representing people with disabilities)</p>	<ul style="list-style-type: none"> <li>• Consider marketing to parents to get parental support.</li> <li>• Co-locate services in the centers to reduce handoffs and consider "dual referrals".</li> <li>• Explore ways for Vocational Rehabilitation to pay CSBD for additional employment related services for Vocational Rehabilitation customers.</li> </ul>

<b>Organization / Company</b>	<b>Input Received</b>
<p>United Way of Broward County</p> <p>(Representing community-based organizations)</p>	<ul style="list-style-type: none"> <li>• Consider developing common outcome elements and / or joint goals when funding is provided by both CSBD and partner agencies.</li> <li>• Explore ways to make services more visible (known amongst community partners) to increase coordination to help mutual customers navigate the system of services available in Broward County.</li> </ul>
<p>Broward Regional Health Planning Council</p> <p>(Representing health planning, substance abuse and mental health)</p>	<ul style="list-style-type: none"> <li>• Explore systematic ways to share resource information.</li> <li>• Include a link on each other's website and consider adding a landing page on CSBD's site for community partners.</li> <li>• Explore ways to work with their funders to emphasis workforce development.</li> </ul>
<p>South Florida Technology Alliance</p> <p>(Representing the IT sector)</p>	<ul style="list-style-type: none"> <li>• Consider creating partnerships with non-traditional training providers, such as Launch Code, that specializes in technology training developers, software quality assurance, sales directors, data analytics and database administrators.</li> <li>• Attend the monthly tech events in South Florida, give presentations at the meetings and get involved on their committees.</li> <li>• Participate in the upcoming ITPalooza, Sup-X and eMerge Americas events.</li> </ul>



Organization / Company	Input Received
<p>Broward Health (Representing the healthcare sector)</p>	<ul style="list-style-type: none"> <li>• Help address the need for Critical Care Nurses, Surgical Techs, Certified Registered Nurse Anesthetists (CRNAs), and Operating Room Nurses.</li> <li>• Help train lower-level staff for higher positions. Ex: The public health system, Broward Health does not pay for online degrees. This is a challenge to employees needing the training who can't attend traditional classes due to their work schedules and the cost of online classes.</li> <li>• Explore potential opportunities to assist Broward Health's vendors with training (i.e., Security Guards specific to hospitals).</li> <li>• Recommended that CSBD follow up with Broward Health, Human Resources about their recruitment and training needs.</li> </ul>
<p>South Florida Hospital and Healthcare Association (Representing the healthcare sector)</p>	<ul style="list-style-type: none"> <li>• Submit content (workforce related editorials, success stories relevant to the industry) on a quarterly basis to the SFHHA newsletter.</li> <li>• Develop a survey for SFHAA member human resource professionals asking about their training needs.</li> <li>• Continue to advocate for the incorporation of soft skills training into occupational skills curricula</li> </ul>
<p>BioFlorida – Southeast Chapter (Representing the bio-science sector)</p>	<ul style="list-style-type: none"> <li>• Partner with Nova Southeastern University, which has a growing footprint in the Life Sciences Industry.</li> <li>• BioFlorida will forward job openings to CEBD for posting in EFM.</li> <li>• Send eBlasts to BioFlorida membership about success stories with other employers in the industry (e.g., Bolton Medical).</li> <li>• Run a banner ad on BioFlorida's website.</li> <li>• Present at a BioFlorida meeting in Broward County.</li> <li>• Help companies find candidates that have high skill levels.</li> <li>• Increase school &amp; youth awareness about career paths in Bio Science</li> </ul>

Organization / Company	Input Received
Associated Builders and Contractors- FEC Chapter (Representing the construction industry)	<ul style="list-style-type: none"> <li>• Assist in recruiting new workers for entry-level and advanced skilled positions.</li> <li>• Attend FEC events .</li> <li>• Provide content for their newsletter.</li> <li>• Assist in identifying potential candidates by zip code to help contractors with contracts with local governments who must hire residents of that municipality.</li> </ul>
Greater Miami Aviation Association (Representing the aerospace /aviation industry)	<ul style="list-style-type: none"> <li>• Inform individuals of available funding for training in aviation careers.</li> <li>• Provide content for GMAA's newsletter.</li> <li>• Increasing the focus on internships.</li> <li>• There is a need for computer skills training such as Microsoft Office.</li> </ul>
Florida Masonry Apprenticeship and Educational Foundation & Masonry Association of Florida (Representing the masonry industry)	<ul style="list-style-type: none"> <li>• Assist with the shortage of Masons in Florida their average age is 56 years old.</li> <li>• Math, leadership and soft skills training are needed in this sector.</li> </ul>

Organization / Company	Input Received
South Florida Manufacturers Association (Representing the manufacturing industry)	<ul style="list-style-type: none"> <li>• Recommended CSBD make scheduled presentations at SFMA meetings.</li> <li>• Suggested CSBD participate in SFMA webinars.</li> <li>• CSBD should make a presentation to SFMA's members that are HR professionals.</li> <li>• Suggested CSBD work with the industry to develop career pathways in the industry and educate the public about them.</li> <li>• Recommended CSBD provide workforce-related content for their electronic newsletter.</li> <li>• Stated that SFMA could send an eblast to their membership (2,000 people) about CSBD services.</li> <li>• Stated CSBD should consider continuing to participate in SFMA's annual meeting.</li> <li>• Continue to refer unemployed and underemployed people to SFMA's apprenticeship program.</li> <li>• Recommended finding a way to use the "Made In Florida" video in our career centers.</li> </ul>
FloridaMakes (Representing the manufacturing industry)	<ul style="list-style-type: none"> <li>• Consider sharing our outreach materials for FloridaMakes to used when meeting with companies</li> </ul>
Marine Industries Association of South Florida (Representing the marine industry)	<ul style="list-style-type: none"> <li>• Suggested CSBD utilize success stories to promote jobs in the industry.</li> <li>• Suggested CSBD continue to attend MIA SF's monthly and quarterly meetings.</li> <li>• Explore CSBD participating on MIA SF's workforce &amp; education committee.</li> <li>• Seek out ways to highlight the industry's career pathways, possibly through videos.</li> <li>• Recognize that customers coming into the field need more soft skills training.</li> </ul>

Organization / Company	Input Received
<p>Port Everglades Association (PEA), Inc. (Representing the logistics industry)</p>	<ul style="list-style-type: none"> <li>• Suggested CSBD continue to attend PEA's First Friday events as a means of outreach to employers.</li> <li>• Suggested CSBD work with PEA to develop an awareness campaign to their membership to include a survey to gauge their service needs.</li> </ul>
<p>Florida Restaurant and Lodging Association (FRLA) - Broward Chapter (Representing the hospitality industry)</p>	<ul style="list-style-type: none"> <li>• Suggested that CSBD research the Bridges of America, a program designed to facilitate re-entry to the workforce for ex-offenders.</li> <li>• Suggested that CSBD make a presentation at one of FRLA's board meetings.</li> <li>• FRLA will research is they have a video about careers in the industry that they can share with us.</li> </ul>

CSBD also reached out to our Economic Development Partners for feedback on what the workforce needs of the future look like. Below is a table of their responses:

Question	Organization	Response
<p><b>What do you see as the economic trends, including emerging industries and related workforce needs in Broward County?</b></p>	<p><b>Greater Fort Lauderdale Alliance</b></p>	<ul style="list-style-type: none"> <li>• Developed a plan titled, “<b>Target 20-20.</b>” This plan is their strategic marketing plan for the next 4 years through 2020, with <b>concentration on expanding business headquarters operations to South Florida, while considering where their successes have been the last 5 years.</b></li> <li>• Aviation Industry is one of many areas that is a key industry today.</li> <li>• Will concentrate on providing jobs for the component/manufacturing parts of building jets and in general Aviation. The Aviation industry would include opportunities with positions in manufacturing repair and overall provide pay significantly over the average wage in Broward County.</li> <li>• Generic Pharmaceuticals, as it relates to manufacturing is another area of concentration. This is also a great industry choice because generic pharmaceuticals compared to non-generic pharmaceuticals typically provides a quicker turnaround time.</li> <li>• Florida has a large concentration of pharmaceutical businesses and is expected to continue growing in this industry. This would be a great opportunity to create jobs in this capacity.</li> <li>• Overall, the area of Manufacturing of generic pharmaceuticals and medical devices would also provide a quick return on a company’s investments.</li> <li>• Also focusing on Research and Development and noted West Palm Beach and Miami-Dade are doing rather well in this area.</li> <li>• They are also focusing on Information Technology opportunities. (There are also some companies investing time and much effort with large investments in another career: “augmented technology,” here in Florida.)</li> </ul>

Question	Organization	Response
<p>What do you see as the economic trends, including emerging industries and related workforce needs in Broward County?</p>	<p>Greater Fort Lauderdale Chamber of Commerce</p>	<ul style="list-style-type: none"> <li>• Will provide a different perspective because their main concentration and focus for the future is to maintain what is referred as “bedrocks.” Bedrocks include: tourism, hospitality, marine, and construction. Currently they have a council of economic advisors of twenty-six (26) CEO Market Segments that meet with the Federal Reserve board every quarter; and one continued pressing topic is salaries and wages. Concerns in reference to salaries and wages; with the ability to keep employees as well as to match salaries from competitors. “The war for talent right now is very strong.”</li> <li>• There is also strong evidence that some employers have increased salaries, but are still having a difficult time in the Hospitality area because of the low wages typically provided, thus providing a high turnover. There is also a high turnover rate in the Restaurant business for the same reason; positions with low salaries.</li> <li>• The marine industry is having a difficult time in finding the right talent in the technical area, technical colleges, and providing a good pool of individuals to work on generators and engines. This is an area that evidences a constant need for this talent. Specific jobs that are needed and after searching for the right candidates, found that the talent pool was at a minimum. Working on a <b><u>Skills Gap Surveyor</u></b> is ready and we are able to connect this with the Universities and Training systems, will allow us to make sure that training is designed for the right people, which will eventually provide individuals who are ready in these specific careers. This would go a long way in bettering our employee base. We are peaking out as it refers to our inventory.</li> <li>• Our hospitality bookings and construction is slowing down, which is a valid concern for us in Florida.</li> <li>• With approximately \$38 billion of construction in the area of Ft. Lauderdale, companies are having a difficult time in locating qualified employees such as builders, finishers, dry-wallers, all of which is causing a longer time to bring the buildings out of the ground, and thus becoming expensive.</li> <li>• Currently, we are also facing double digit increases in the materials needed to put our buildings together, such as steel and drywall.</li> <li>• Though our economy right now is better, these are some valid concerns to concentrate our efforts on and hopefully by April we will have a clearer picture of where we stand economically.</li> <li>• They completed a few economic modelings from our State Chamber Foundation for every county to review, per the requirement to maintain our unemployment at 4.3% by 2030. With this information, they then evaluated how many net new jobs we would need to create. Last year we were at 90,000, and now we have been advised from 2016-2030 we have to create 72,000 net new jobs in order to keep our employment rate where that we are currently to handle our in and out migration and growth paths.</li> </ul>

Question	Organization	Response
<p><b>What do you see as the economic trends, including emerging industries and related workforce needs in Broward County?</b></p>	<p><b>South Florida Regional Planning Council (SFRPC)</b></p>	<ul style="list-style-type: none"> <li>• Long-term demographic trends..... <ul style="list-style-type: none"> <li>➢ 1 out of every 3 residents in Broward County was born in another country.</li> <li>➢ During the down turn, there was evidence of a decline in reference to the in-flow of new foreign born residents, the economy is starting to get better.</li> <li>➢ We are currently near the same level that we were prior to the downturn.</li> <li>➢ Need to realize that we do have large foreign born populations here, which brings issues of culture and language into the workplace, thus could provide challenges today with many businesses. For example a business might find an individual with skills of a particular technical skill, but might not have the language and cultural skills that correspond with the requirements of the position.</li> <li>➢ Age distribution of the foreign born is another factor to consider with our demographics with a lot more elderly, though not considerably different as it relations to the population as whole in Broward County.</li> <li>➢ Long tradition of integration from foreign countries into Broward country and have been very stable noting the integration from the Caribbean and many Latin countries.</li> </ul> </li> <li>• We also have been able to attract young technical people moving in with skills and qualifications are transferring to Broward County, Florida.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• SFRPC is promoting an internship program called, “Connectivity” between the universities and talent.</li> <li>• Created a private public partnership with the City of Ft. Lauderdale called, “Business First,” approximately 6 years ago and surveyed over 1,000 companies, meeting with CEO’s.</li> <li>• In the first year of their program they met with a company, called Parkson, which is located in Ft. Lauderdale. When he asked the CEO who was employed at that time with Parkson, if they had an internship program, they in fact already had one in place. However, they were obtaining their interns from Indiana because this CEO knew the Dean of the school there and recruited their interns from this particular university. Dan noted this was a prime example of not using our own sources here (“not mining our own shop”). But since then, they now hire our interns routinely from FAU.</li> </ul>

Question	Organization	Response
<p><b>What do you see as the economic trends, including emerging industries and related workforce needs in Broward County?</b></p>	<p><b>South Florida Regional Planning Council (SFRPC)</b></p>	<ul style="list-style-type: none"> <li>• According to our recent BEBR estimates, this reports suggests that Broward County grew by a little over 1%, and yet faster than the U.S. pace of growth, however slower than Miami Dade county and somewhat slower than Palm Beach County.</li> <li>• We are the slowest of the three counties within in our Metro region, and it appears that Miami Dade county will slightly increase over the next 10-20 years.</li> </ul>
	<p><b>Dr. Chen, BWDB Member</b></p>	<ul style="list-style-type: none"> <li>• We need internships because the schools are not producing the workers that businesses need.</li> <li>• School Advisory Councils have been advised that their students need to be taught what businesses want and not what you think they need to be taught and are listening now.</li> </ul>
	<p><b>Greater Fort Lauderdale Alliance</b></p>	<ul style="list-style-type: none"> <li>• Before they launched their program they conducted a survey, so they could quantify which companies are really providing formal internship programs. They found far too many were providing informal programs, however, there was a high degree of interest in this area.</li> <li>• Governor has also advocated that our teachers are provided with formal internships, so they could get familiar with today's business environment.</li> <li>• Part of Broward's College's program is to create a curriculum for the intern program and will in turn utilize CareerSource Broward, and Employ Florida as the match-making tool to assist with this intern program.</li> <li>• Projected goal for 2016 is to create 100,000 interns and will mostly include post-high school age and/or college interns.</li> <li>• Broward College is developing a curriculum, but keeping it simplified so any company that is interested could participate in this program. Currently we have decided to use Alliance and the Chamber as their test base.</li> <li>• CareerSource Broward is doing a great job with the summer internships for high school students.</li> <li>• Spent time with the students so they understand basic work ethics, what is expected on their first day of work and what is appropriate and what is not appropriate in the workplace environment (such as texting). He has found some similar programs for the college age students who might have the same issues as well.</li> </ul>



Question	Organization	Response
<p><b>What do you see as our region's economic assets and gaps to stimulate new innovative businesses?</b></p>	<p><b>South Florida Regional Planning Council (SFRPC)</b></p>	<ul style="list-style-type: none"> <li>• There are concerns around how the rise of the sea-level will impact our region. The sea level rise will represent a threat to us, but could also provide opportunities. This will impact Miami-Dade first, and then Broward County. Florida will need to learn how to prepare and manage a sea level rise. With this concern, jobs could be created to protect us from this occurrence. "This is more of a strategic issue for the not so distance future."</li> <li>• Transportation in our region is another concern. Our tri-rail costal link project is forthcoming and will increase the opportunity for having the ability of workers by increasing better mobility in this region. This will also address the lack of affordable housing costs and job seekers accepting low pay rates.</li> <li>• There is also constant pressure on workers in the region because the only affordable housing is too far away and thus increases the transportation cost to and from work. This is one of the biggest issues in South Florida more than almost any other region in the country.</li> <li>• There is a need for solar/wind/wave energy in our region. This would give the region some competitive advantage. We should have more advances in these areas, producing the material and the technology to accomplish these needs.</li> <li>• The State has been faulty in meeting short-medium and long-term strategies for this type of green technology.</li> </ul>
	<p><b>Greater Fort Lauderdale Alliance</b></p>	<ul style="list-style-type: none"> <li>• We need to work on certifications in the industries addressed earlier, manufacturing, generic pharmaceuticals as well as research and development.</li> <li>• Even if you are in the generic pharmaceuticals testing areas, a student attending Broward College only requires a certificate.</li> <li>• Need to also address technical positions, because there seems to be a high demand for electricians.</li> </ul>
<p><b>What do you see as our region's economic assets and gaps to stimulate new innovative businesses?</b></p>	<p><b>IBEW LOCAL UNION #728</b></p>	<ul style="list-style-type: none"> <li>• Most of us growing up, we had two choices, going to college or to acquire a trade and were exposed to whatever you needed to acquire those trades. However, colleges in today's educational system removed apprenticeships programs, yet we need individuals in the skill trades.</li> <li>• Individuals are required to have a high school diploma or a GED, with 5 years of apprenticeship school. Currently he has 155 registered apprenticeships and contributes \$600,000 a year of their employers' monies towards their education, and Broward County School System and the Palm Beach County School Systems through the State levels contributed \$250,000 a year to teach; spending \$850,000 a year to teach these students to be electricians. However our 155 register apprenticeships is not enough to meet the demand.</li> <li>• Apprenticeship programs are always actively seeking students, and often will bring in military candidates because of their great work ethics, as well as people coming out of a variety of trade schools.</li> </ul>

Question	Organization	Response
<p><b>What do you see as our region's economic assets and gaps to stimulate new innovative businesses?</b></p>	<p><b>Greater Fort Lauderdale Chamber of Commerce</b></p>	<ul style="list-style-type: none"> <li>• Many of our Technical schools are well adept to routing students such as to Sheridan. The IBEW representative replied that this is true; however, you cannot teach someone to be an Electrician, a Plumber, Pipe Fitter, Air-Conditioning Tech, or a Sheet Metal worker in the span of 9 months. He also commented that many of their tech schools do have great classes, however they do not have any hands-on experience, nor is there employment for them after finishing 9 months of school The IBEW representative added that in his particular career, every minute counts in learning this trade especially with all newer technology that has been added to become a qualified electrician.</li> <li>• Questioned how long this course is and do the students get paid to come to this school? The IBEW representative stated the course is 5 years, and the only cost for the students initially is to pay for their books. The student's books for the first year is approximately \$1,000 and should they have an average of 85% or better after their first year, they will not need to pay for their books, the school will bear the costs. So, they are paid to come to the classroom and they are paid to go to work and the students then become: A Journeyman Wireman with \$30/per hour scale with additional \$12.00 in benefits. The students start off on 50% - of a journeyman's wages which is \$30.00, which means they start off at \$58.00, so they get approximately \$30.00/hr. (not including health insurance and other incentives)</li> <li>• There was an opportunity this session to invest \$250 Million into an incentive program called Enterprise Florida, but it failed miserably 11:4. The politicians felt it was "welfare for businesses." However, we are competing against New York which, has a billion dollar war chest for incentives and Texas has \$500 Million in its war chest. We need to go after the high tech and high wage companies and if do not have this in our "tool kit," we are losing out.</li> </ul>
	<p><b>Greater Fort Lauderdale Alliance</b></p>	<ul style="list-style-type: none"> <li>• Big believer in a diversified approach.</li> <li>• Our U.S. Commerce states we have the best CareerSource and Workforce programs in the country. This should be the incentive that keeps giving and makes us attractive as well as our climate, and taxes here.</li> <li>• Having a war chest would also be another way to make us attractive.</li> <li>• We do have a lot of tools to make us attractive, we just need to find more ways of awareness, and we need to do a better job in telling the Florida story.</li> </ul>

Question	Organization	Response
<p><b>What economic strategies are necessary to attract high-growth businesses and wages in South Florida, along with the talent needed to fill those in-demand occupations?</b></p>	<p><b>Greater Fort Lauderdale Chamber of Commerce</b></p>	<ul style="list-style-type: none"> <li>• Need to work on our “branding.”</li> <li>• Need to work on other strategies to supplement other programs. Let’s brand Ft. Lauderdale, such as, “Don’t just play here, stay here,” or “Move your business here.”</li> <li>• Need to do more outbound and host missions to get our story out there.</li> </ul>
	<p><b>Greater Fort Lauderdale Alliance</b></p>	<ul style="list-style-type: none"> <li>• Last year the government legislative provided us \$10 million for our business message to reach our business audience.</li> <li>• Search Google “Florida the Future is here.” There is a 20 second video clip that begins telling our story.</li> </ul>
<p><b>What do you see as the demand in Broward County for high-tech jobs and individuals with computer programming skills?</b></p>	<p><b>Greater Fort Lauderdale Alliance</b></p>	<ul style="list-style-type: none"> <li>• We have to do a better job communicating to the parents and students of technical schools.</li> <li>• Many companies are recruiting from South Korea which is impacting our existing businesses because of our talent pool.</li> </ul>
	<p><b>South Florida Regional Planning Council (SFRPC)</b></p>	<ul style="list-style-type: none"> <li>• Asked if we have skilled people in Broward County to meet that demand in the profession of computer programming skills.</li> </ul>
	<p><b>Greater Fort Lauderdale Chamber of Commerce</b></p>	<ul style="list-style-type: none"> <li>• There is a lot of poaching, where companies do seek talent from other sources.</li> <li>• We also have to be aware of the turnover costs. For example if your competitor is pulling away for 50 cents an hour, in the end your turnover costs is well over that.</li> </ul>
<p><b>How can we encourage employers with high paying jobs to recruit from our local talent pool?</b></p>	<p><b>Greater Fort Lauderdale Chamber of Commerce</b></p>	<ul style="list-style-type: none"> <li>• Visited 75 companies on their turf and they were not aware that CareerSource offers training.</li> <li>• Recommended that CareerSource do a better job on awareness.</li> <li>• The only item he wanted to share from his knowledge is that some of the candidates that CareerSource Broward referred were not on target with the talent that the companies were requiring.</li> </ul>

**(5)** Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

There were no comments that expressed disagreement with the plan.

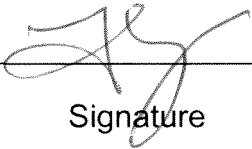
## SIGNATURE PAGE

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

- Broward County

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

### Workforce Development Board Chair



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Signature

Frank Horkey  

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Board Chair

4/28/16  
Date

### Chief Elected Official



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Signature

Mayor John P. "Jack" Seiler  

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Mayor of City of Fort Lauderdale

4/28/16  
Date

## **CSBD WIOA LOCAL PLAN EXHIBITS**