



Agenda Report

2725 Judge Fran Jamieson
Way
Viera, FL 32940

Consent

F.24.

9/13/2022

Subject:

Request for Approval, Re: CareerSource Brevard- 2023-2024 Two Year Update to the 4 Year Local Plan

Fiscal Impact:

Dept/Office:

Brevard Workforce Development Board dba CareerSource Brevard

Requested Action:

The Brevard County Board of County Commissioners is requested to review and approve the attached Two-Year Update to the 4-year Local Plan developed by CareerSource Brevard for submission, review and acceptance by the Florida Department of Economic Opportunity (DEO) and CareerSource Florida (CSF). It is further requested that the Chair of the Brevard County Board of County Commissioners, serving as the chief elected official, be authorized to sign this document acknowledging the plan approval for submission to the State of Florida.

Summary Explanation and Background:

The bipartisan passage of the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), required local workforce development entities to "improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of businesses and enhance the productivity and competitiveness of the Nation." The State of Florida Department of Economic Opportunity (DEO) and CareerSource Florida, Inc. (CSF) have issued instructions which require all Local Workforce Boards in Florida, including CareerSource Brevard (CSB), to submit a two-year update to the four-year plan (July 1, 2020 - June 30, 2024) by October 3, 2022. WIOA requires each local workforce development board (LWDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan and a two-year update to the state. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan which includes public comment, stakeholder involvement and the opportunity to review and comment on the plan via electronic means.

This plan update 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 but not limited to those with disabilities, and employers. This plan includes identification of 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 includes the best available information or evidence of effectiveness and performance 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. This plan provides a complete view of the system-wide needs for Brevard County.

Since the law emphasizes the importance of collaboration and transparency in the development and submission of the plan, this document was developed through an inclusive approach of gathering system stakeholder feedback including: partners, providers, participants and local businesses. Specifically, local elected officials, local workforce development board members, core program partners and mandatory one-stop partners are all an integral part of the planning process. The plan must address how the LWDB 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 local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan should align with the business and market-driven principles of the CareerSource Florida network.

CareerSource Brevard is a single county local workforce board encompassing the geographic boundaries of Brevard County. The local area includes only the Brevard County Board of County Commissioners and is the unit of general local government in accordance with WIOA sec. 107(c)(1)(B). The Chief Elected Official (CEO) agreement specifies the roles and responsibilities of CareerSource Brevard and the Brevard County Board of County Commissioners as the CEO. Serving in the capacity as chief elected official, the Chair of the Brevard County Board of County Commissioners is required to sign this plan acknowledging approval to the State of Florida. The document was approved by the CSB Board of Directors on 09/06/2022.

Contact: Marci Murphy

Phone: 321-394-0507

e-mail: mmurphy@careersourcebrevard.com

304-6 7600

Clerk to the Board Instructions:

Please have the Chair sign three (3) original copies of the signature approval page.



Kimberly Powell, Clerk to the Board, 400 South Street • P.O. Box 999, Titusville, Florida 32781-0999

Telephone: (321) 637-2001
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Kimberly.Powell@brevardclerk.us

September 14, 2022

MEMORANDUM

TO: Frank Abbate, County Manager

RE: Item F.24., CareerSource Brevard 2023-2024 Two-Year Update to the Four-Year Local Plan

The Board of County Commissioners, in regular session on September 13, 2022, approved and authorized the Chair to execute 2023-2024 Two-Year Update to the Four-Year Local Plan developed by CareerSource Brevard for submission, review, and acceptance by the Florida Department of Economic Opportunity (DEO) and CareerSource Florida (CSF). Enclosed are two executed Local Plans.

Upon execution by CareerSource Brevard, please return a fully-executed Local Plan to this office for inclusion in the official minutes.

Your continued cooperation is always appreciated.

Sincerely,

BOARD OF COUNTY COMMISSIONERS
RACHEL M. SADOFF, CLERK

A handwritten signature in cursive script, reading "Kimberly Powell".

Kimberly Powell, Clerk to the Board

Encls. (2)

/tr

cc: Brevard Workforce Development Board

SIGNATURE PAGE**SIGNATURE PAGE**

This plan represents the best efforts of CareerSource Brevard to maximize the resources available under the various funding sources establishing the One-Stop/Career Center System in Brevard County for the Local Workforce Development Board 13. Change to the plan was electronically submitted on or before October 3, 2022 and meets the requirements specified by the state which includes: Local Board Approval & Chief Elected Official. The plan covers the period of January 1, 2023 through December 31, 2024 and has been updated in accordance with the instructions provided by the CareerSource Florida (CSF). The plan contains local information and data necessary to provide the vision, goals, objectives and strategies necessary to ensure that Brevard County contributes to Florida becoming a "top performing economy and be recognized as the world's best place to live, learn, work, and do business". This plan represents the efforts of CareerSource Brevard to implement the Workforce Innovation and Opportunity Act in Brevard County, Florida. CareerSource Brevard will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

CAREERSOURCE BREVARD_____
Lloyd Gregg, Chair_____
Marci Murphy, President_____
Date:**CHIEF ELECTED OFFICIAL (CEO)**
Brevard County Board of County Commissioners

Kristine Zonka, ChairAttest: _____
Rachel M. Sadoff, Clerk

September 13, 2022

Date: (As Approved by the Board on 9/13/2022

SECTION of PLAN	SUMMARY OF REVISIONS
TITLE PAGE	• Update to Indicate 2 Year Mod • Changed contact Person • Changed date due
ORGANIZATIONAL STRUCTURE	• Updated Chair of Board of County Commissioners • Updated Chairman, Vice Chairman of CSB Board • Added information on how CSB convened stakeholders to assist in development of this plan • Updated to reflect current contract dates with C2, updated managing director's years of experience • Updated procurement details from 2021 • Updated hours of operation for career centers, updated "center type" to reflect CSFL Admin Policy 093 designations. Per this policy and definitions of career center classification, CSB will be adjusting hours of operation of the Palm Bay and Titusville Career Centers to ensure compliance. • Updated to reflect career center credentialing audit, per July 19, 2021 • Updated to reflect C2 GPS as provider of workforce services and youth services • Updated to reflect description of services provided by C2 GPS
ANALYSIS OF NEED & AVAILABLE RESOURCES	• Updated economic conditions, including effects of pandemic • Updated Top 10 Public and Private Employers Table • Updated Employment by Industry Table • Updated Historical Key Industry Selection for Brevard Table • Updated 2022-2023 Key Industries Table • Added Top Growing Industries Table from Lightcast™ • Added Top Industries by Projected Employment Growth Rate Table • Added Largest Occupations Table • Added Top Specialized Skills Table from Lightcast™ • Added data and narrative reflecting total population, labor force, labor force participation, unemployment, demographic impacts by age, unemployment by gender, unemployment by race, education, underemployment and individuals with barriers to employment
LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS	• Revised board structure table • Revised layout of Committees
DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES	• Added Eastern Florida State College programs to exceptions for ITAs • Added matrix to identify circumstances in which mechanisms other than ITA accounts can be used to provide training services (CFR 680.320) • Revised Individual Training Account Thresholds for Investment Table, as per scholarship memo Dec. 2021 • Added industry recognized apprenticeship program (IRAP), work experience to work-based training table • Updated On-the-Job Training Thresholds for Investment Table, as per scholarship memo Dec. 2021 • Updated MAPS youth program to reflect two-day training • Added information about "Career Live" workshop efforts in partnership with Adult Ed under youth section • Added new partnerships built with local community organizations under youth section • Added narrative about Metrix learning to provide coursework about leadership to youth • Added narrative about Get There Faster grant as a means to provide education offered concurrently with and in the same context as workforce preparation activities for a specific cluster in youth section • Added narrative to discuss financial literacy education and partnership with United Way under youth section • Added narrative to discuss BuildEd's Entrepreneurial Skills Training under youth section

SECTION of PLAN	SUMMARY OF REVISIONS
	• Updated the Juniors to Jobs and Summer Earn and Learn narratives to reflect current success • Added narrative regarding Cocoa Works and City of Titusville • Updated the % of Poverty Table and Graphics under youth section • Added narrative to further address what CSB's Supportive Services policy covers (types of services, restrictions) • Added narrative to expand upon Re-employment Services • Expanded upon Employer Engagement services to address virtual opportunities, Ask the Recruiter panel • Expanded narrative to discuss Enhancing Apprenticeships work including partnership with apprenticeship training representative, regional partners and efforts conducted locally since 2020.
DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM	• Updated Partner Program Contributions Section to Reflect Current Shared Services and Resources • Updated access to services through technology section to reflect extensive enhancements CSB has made since the onset of the pandemic (virtual job fairs, workshops, case management, PandaDoc, Crosswalk Agency Referral Portal, SkillUp Brevard)
COORDINATION OF SERVICES	• Updated narrative under Demand Driven System • Updated Working for Brevard Infographic to reflect PY21-22 • Updated narrative and table to reflect new Customer Intake Process (realigned in 2021 to ensure compliance with CSFL AP096) • Updated Coordination of Rapid Response to reflect additional processes implemented for Rapid Response Coordinator to assist businesses • Updated Coordination of Adult Education and Literacy to reflect recent efforts such as Get There Faster, Microsoft Digital Literacy Training Seminars and the Pre-Apprenticeship Program
PERFORMANCE AND EFFECTIVENESS	• Added table and narrative to discuss local levels of performance negotiated • Added narrative to reflect mechanisms for collecting feedback from one-stop career center customers

CareerSource Brevard



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

Local Workforce Development Area 13

Tel (321) 394-0696
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Rockledge, FL
32955

Careersourcebrevard.com
jbauer@careersourcebrevard.com

Date Submitted: October 3, 2022
Plan Contact: Jana Bauer, Vice President of Operations

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INTRODUCTION

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

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

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

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

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

KEY DATES

ON OR BEFORE

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

PUBLIC COMMENT PROCESS

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

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

PLAN SUBMISSION

ONLINE FORM

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

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

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

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

Prior to local plan submission, please ensure:

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

ATTACHMENTS

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

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

Does not apply, as LWDB 13 has one county within the region.

- B. Executed agreement between the chief local elected official(s) and the local workforce development board. See attachment section at the end of the plan.**

- C. Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official. **See attachment section at the end of the plan.**

- D. Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance. **See attachment section at the end of the plan.**

- E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan. See attachment section at the end of the plan.**

- F. Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct

provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures. **See attachment section at the end of the plan.**

- G. Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) of the State of Florida WIOA Unified Plan). **See attachment section at the end of the plan.**
- H. Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan). **See attachment section at the end of the plan.**
- I. Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination. **See attachment section at the end of the plan.**
- J. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)). **See attachment section at the end of the plan.**

PLAN APPROVAL

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

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

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The local plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or

- The local plan does not align with the state plan, including with regard to the alignment of the core programs to support the strategy identified in the state plan in accordance with WIOA § 102(b)(1)(E) and 20 CFR 676.105.

The local plan, including plan modifications, will be considered to be approved upon written notice by DEO advising of state board approval or at the end of the 90-day period beginning the day DEO receives the local plan, or plan modification, unless, in accordance with 20 CFR 679.570, any deficiencies referenced above were identified by DEO in writing and remain unresolved. Any questions regarding the submission, review and/or approval of local plans should be submitted to DEO at: WIOA-LocalPlans@DEO.MyFlorida.com.

A. ORGANIZATIONAL STRUCTURE

The local plan must describe the organizational structure in place in the local area, including:

(1) Chief Elected Official(s)

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



Commissioner Kristine Zonka, Chair
Brevard County Board of County Commissioners c/o

Frank Abbate, County Manager
2725 Judge Fran Jamieson Way, Bldg. C
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Phone: (321) 633-2001
E-mail: frank.abbate@brevardcounty.us
(Chairman changes annually)

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

The CEO designates through the agreement, the County Manager (or Designee) to serve on the Board of Directors and selected committees. In addition, the County Manager has designated county staff to attend the committee meetings. The LWDB develops strategic plans including goals, objectives, and strategies for each committee and status reports are provided to each committee on a quarterly basis. Committee goals are compiled into one document that is shared with and approved by the Board of Directors as needed. The CEO designee has opportunity to provide input on these goals as they are developed at both the committee and board level. This plan will also be provided to the CEO for their review and approval. In addition, the CareerSource Brevard President has quarterly meetings with appropriate county staff including the County Manager to review performance, finance and programmatic items.

(2) Local Workforce Development Board

- (a) Identify the chairperson of the LWDB by name, title, mailing address, phone

number and email address. Identify the business that the chairperson represents.

- (b) If applicable, identify the vice-chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business or organization the vice- chairperson represents.

Position	Photo	Name and Title	Contact Information
Chairman		Lloyd Gregg VP/GM Spaceflight Support Services ASRC Federal	lgregg@asrcfederal.com Telephone: (321) 323-1768
Vice Chairman		Mary Jane Brecklin System VP of HR Operations Health First	maryjane.brecklin@hf.org Telephone: (321) 434-7644
President		Marci Murphy President CareerSource Brevard	mmurphy@careersourcebrevard.com Telephone: (321) 394-0700

(Response to A and B)

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

The LWDB develops strategic plans including goals, objectives, and strategies for each committee [Industry Workforce Committee, Career Center Committee, and Executive Committee & Governance/Finance Committee] and status report updates are provided from each committee on a quarterly basis. The committee plans are compiled into one organizational plan that is made available to the Board of Directors. The LWDB has the opportunity to provide input and approve/change these local plans each year as they are developed at both the committee and board level. The local strategic plan is incorporated into the Local Plan where applicable. The LWDB also conducts reviews of the agreement between the CEO and LWDB and these agreements are approved by the LWDB. This agreement is included as an attachment to this plan.

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

All committee members, board members, training providers, economic development partners, WIOA-mandated partners and employer customers are electronically invited to review and comment on the plan. The Senior Staff Team (President and Vice Presidents) introduce the plan, provide a summary of revisions, and invite key committee

members and board members to provide feedback. Business Liaison staff solicit feedback from employer partners, while Program staff solicit feedback from training providers.

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

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

Brevard Workforce Development Board, Inc. d/b/a as CareerSource Brevard is designated by the Brevard County Board of County Commissioners to serve as the Local Workforce Board and provides services as the fiscal agent through an agreement with the CEO.

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

Brevard Workforce Development Board, Inc. d/b/a as CareerSource Brevard is designated by the Brevard County Board of County Commissioners to serve as the Local Workforce Board and acts as the administrative entity through an agreement with the CEO. The Administrative Entity is incorporated in the State of Florida and has a 501C(3) designation from the IRS.

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

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



C2 Global Professional Services, LLC (C2 GPS) serves as the contracted one-stop operator and workforce services provider. The contract provides center management and program operations for multiple programs and partner resources. C2 provides oversight through the Managing Director who has worked with the CareerSource Brevard workforce development system for nearly 25 years. C2 demonstrates an in-depth knowledge of workforce development programs, an ability to develop and maintain effective working relationships, and the leadership and organizational skills to effectively manage Career Center operations. The current contract became effective July 1, 2021, with the option to renew annually through June 30, 2025.

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

CareerSource Brevard (CSB) is committed to open and competitive procurement of services in providing workforce development services in Brevard County. Following the guidance of TEGL No. 15-16, CSB successfully solicited proposals and awarded a contract for a one-stop operator commencing July 1, 2021. This process was

accomplished within the established federal and state regulations and policies governing procurement.

Request for Proposals (RFP) One-Stop Operator RFP and Award

Through requests for qualifications, invitations to negotiate, requests for proposals and bids, providers within and outside the community have the opportunity to compete to meet the needs of CSB customers. Decisions on procurement are guided by our commitment to provide quality services and maintain high levels of customer satisfaction. This is done within the established federal and state regulations and policies governing procurement. Our most recent competitive procurement for selection of the one-stop operator was very successful and described below:

- A Request for Proposal (RFP) to solicit proposals for One-stop Operator and Workforce Provider Services, along with a public notice of the RFP, were posted on the CareerSource Brevard agency website, the local newspaper, and publicly announced to over fifteen vendors on our locally managed vendor distribution list.
- In March 2021, CareerSource Brevard received one (1) proposal from the incumbent provider by the published deadline.
- Following the receipt of one (1) proposal, CareerSource Brevard conducted a review of the procurement following the guidance of FAR 14.408-1(b) for if less than three bids have been received. It was determined that competition requirements were successfully met, based on the following:
 - More than three responsible and capable firms were solicited,
 - The scope of work was broad enough and consistent with the marketplace for these types of services, and
 - The time allotted for preparing and submitting a proposal was 32 days.
- CareerSource Brevard developed a digital survey as a mechanism to gather feedback from potential bidders to understand their reasoning for not responding to the procurement. This survey was advertised on the website and all potential bidders were invited to complete. No responses were received.
- Prior to meeting with the review team, CareerSource Brevard conducted due diligence including a Dun and Bradstreet Analysis to assess the provider's financial risk, verified the provider was not on the excluded parties list, and a cost-benefit analysis.
- A five (5) member review team consisting of internal staff and Board Members reviewed the proposal and assessed the provider's strengths, weaknesses, opportunities, threats and any concerns or questions to discuss with the provider. The review team then met on April 15, 2021, where recommendations were prepared for presentation to the Board of Directors.
 - Each team member was required to sign a code of conduct and conflict of interest statement.
 - The evaluation criterion was developed based upon the RFP and the TEGL are kept on file for this procurement including the individual evaluation forms.
 - A consensus decision was made, and the awardee was presented to the CareerSource Brevard Board of Directors on April 29, 2021. The Board approved the recommended provider as the awardee.
- CareerSource Brevard then advertised the intent to award.
- A negotiated contract for one base year commencing July 1, 2021, with three (3) additional one-year options was negotiated by CareerSource Brevard and C2 Global Professional Services, LLC and executed on June 30, 2021.

- The Chief Elected Official approved the LWDB One-Stop Operator and Required Partners certification on July 25, 2017. This certification acknowledged the active partners Memorandum of Understanding (MOU) that was developed and executed with the various mandated partners.

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

- Brevard Workforce Development Board, Inc., does not serve as the one-stop operator.

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

C2 GPS serves as the one-stop operator, workforce services provider and youth services provider. In their role as one-stop operator, C2 GPS coordinates the delivery of services with all required and additional one-stop partners across the three career center locations, in addition to serving as the primary provider of services within the career centers.

Through an MOU between Brevard Workforce Development Board, Inc., C2 GPS and the Brevard Board of County Commissioners, sufficient firewalls and internal controls have been established to avoid any potential conflict of interest.

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

At present, CareerSource Brevard has three one-stop or career center locations strategically located in the North, Central and South areas of the county. A specialized center is located on Patrick Space Force Base to assist spouses and families of active-duty military. The chart below provides each center's information.

CAREER CENTERS		Area	North Brevard Titusville	Central Brevard Rockledge	South Brevard Palm Bay	Military Family Employment Advocacy Center Patrick Space Force Base
Center Type			Affiliate	Comprehensive	Affiliate	Specialized
Address			3880 S. Washington Ave. Ste 214 Titusville, 32780	295 Barnes Blvd. Rockledge, 32955	5275 Babcock St., NE., Suite 8B Palm Bay, 32905	824 Falcon Ave., Bldg. 772B Patrick Space Force Base, 32925
Hours of Operation			Mon – Thurs 9:00 am – 6:00 pm Friday 8:00 am – 5:00 pm	Mon – Thurs 9:00 am – 6:00 pm Friday 8:00 am – 5:00 pm	Mon – Thurs 9:00 am – 6:00 pm Friday 8:00 am – 5:00 pm	Mon – Fri 7:30 am – 4:30 pm

CareerSource Brevard also employs staff to work extended hours remotely, allowing customers telephone and virtual access to services Monday – Thursday from 6:00 –

7:00 pm and Saturday from 9:00 am – 1:00 pm.

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

See chart above in Section A.(4)(e).

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

CSB's comprehensive career center provides expanded services and access to core and required partner programs either through co-location or linkages to partner services. Florida's career centers can provide access to all individuals, including veterans, TCA recipients, SNAP recipients, and persons with disabilities. Services are also available to Brevard citizens and businesses through affiliate sites or specialized career centers in areas strategically located within other community partners' facilities such as the MFEA program at Patrick Space Force Base.

- (h) **Pursuant to the CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements, provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.**

Each year, CareerSource Brevard is audited by the Florida Department of Economic Opportunity. The below snapshot is from the PY2020 – 2021 audit report, dated July 19, 2021. CareerSource Brevard remains in compliance with the comprehensive one-stop career centers.

CAREER CENTER CREDENTIALING

The career center credentialing review focused on ensuring administrative requirements and records were posted and maintained, that front-line staff had completed all required Tier I certification and continuing education courses, and that an Employment Service Complaint System was in place to process any complaints received.

The review did not reveal any Findings, Other Noncompliance Issues or Observations.

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

Not applicable.

(5) Provider of Workforce Services

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

C2 Global Professional Services, LLC, is the entity selected to provide workforce services.

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

C2 Global Professional Services, LLC, serves as the one-stop operator and provider of workforce services. Services provided by the contractor are described in section 5(c).

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

C2 Global Professional Services, LLC, provides career services within three categories: basic, individualized and follow up services.

Basic Career Services

Basic career services also considered as “front end” basic services to job seekers are available to all individuals seeking services in the CareerSource Brevard one-stop delivery system as needed, and include:

- Determinations of whether the individual is eligible to receive assistance from the WIOA adult, dislocated worker, or youth programs;
- Outreach, intake, and orientation to information and other services such as Re-Employment Services and Eligibility Assessment Program (RESEA), available through the local workforce system;
- Initial assessment of skill levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including job search, placement assistance, pre-employment workshops such as resume writing & interview skills and when needed by an individual, career advising, including the provisions of information on nontraditional employment and in-demand industry sectors and occupations;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and when appropriate, other workforce development programs;
- Provisions of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provisions of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information regarding the availability of support services or assistance, and appropriate referrals to those services and assistance internally and/or through other community partner programs;
- Provision of information and assistance regarding filing Reemployment claims for unemployment compensation; and
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

Individualized Career Services

If one-stop center staff determines that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to

the individual through CareerSource Brevard center resources, center staff or partners. One-stop center staff may use recent or previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

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

All WIOA Adult and Dislocated Worker (excluding employed workers served in training) customers, at a minimum, may receive a formal Comprehensive Assessment within 30 days of their attendance at the One-Stop Orientation. This assessment may:

- Be based on a formal assessment instrument such as Test of Adult Basic Education (TABE) or other comprehensive assessment systems.
- Identify other barriers to successful employment and retention.
- Result in recommendations for further services and be the basis for the completion of the Career Plan.

Any customer considered for an Individual Training Account (ITA) or other educational or training services must have the need for such services documented in the assessment process. Assessment updates may be made as the customers' circumstances change, and as new barriers to success are identified. Additionally, assessment will ensure ITA or other educational candidates meet Section 134 (c) (3) (A) (I) (cc) which states that an eligible trainee must "have the skills and qualifications to successfully participate in the selected program of training services" in addition to meeting the other eligibility criteria.

Comprehensive assessments of customer needs are usually essential if sound decisions are to be made by the customers and staff regarding the services needed by the customer. Such assessments are especially important for lower-skilled or less-

experienced potential workers, and for those seeking to enter a new field due to layoff.

Follow-up Services

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment or program exit whichever occurs later. Follow-up services do not extend the date of exit in performance reporting. Customers closed without employment due to no longer being in the labor market, or who refused to provide employment information, are, by their actions, declining all follow up services.

- (d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.**

Brevard Workforce Development Board, Inc., does not serve as the direct provider of workforce services.

(6) Youth Service Provider

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

C2 Global Professional Services, LLC, is the entity selected to provide youth services.

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

As the provider of youth services and the one-stop operator are the same entity, please reference Section A4(b) for competitive process.

- (c) Describe any additional criteria⁴ the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.**

Not applicable.

- (d) Identify and describe the youth program element(s) provided by each provider.**
C2 GPS provides all required youth elements outlined in Section D4.

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

(1) A regional analysis of:

- (a) Economic conditions including existing and emerging in-demand industry sectors**

and occupations (20 CFR 679.560(a)(1)(i)); and



Brevard County, also known as the Palm Bay-Melbourne-Titusville Metropolitan Statistical Area (MSA) and more known as Florida's Space Coast, is bordered on the north by Volusia County, on the south by Indian River County, and on the west by Seminole, Orange and Osceola Counties.

The Space Coast is the world's premier gateway for civil, defense and commercial aerospace. Business now extends beyond launch to the engineering and production of spacecraft, payload, aircraft, electronics, and ground support. The biggest names in aerospace, including Lockheed Martin, Boeing, L3Harris Technologies, Northrop Grumman, Embraer, United Launch Alliance, SpaceX, and Blue Origin have chosen Brevard County to locate operations and executive leadership because it serves their missions, bottom lines, and workforce.

The Space Coast is the epicenter of human space flight and manufacturing. According to EMIS Burning Glass 2021 data, more than one-third of the state's aerospace engineers work in the region.

According to the Bureau of Labor Statistics Quarterly Census of Employment and Wages data, Palm Bay-Melbourne-Titusville is the state's top fastest growing tech sector, ranked in the likes of Austin-Round Rock, TX, Huntsville, AL, and Bend-Redmond, OR. The Space Coast ranks 2nd nationally for tech job growth. Between 2015 to 2020, the region saw employment in high-tech industries climb by 41.6%, or 10,356 jobs. The growth was led by surging employment in the software publishing industry, which reported 126.3% job growth over the same period.

Below are other examples of rankings that have recently been achieved for the Space Coast.

- Palm Bay-Melbourne-Titusville MSA was ranked #2 in the nation for 2021 from Milken Institute's Best-Performing Cities (Jobs Created & Sustained).
- The Space Coast landed in the top 25 of EMSI Burning Glass's 6th Annual Talent Attraction Scorecard. Rankings are based on how well counties draw new residents, grow a skilled workforce, and increase educational attainment. Brevard placed #23 out of 602 of the largest counties across the United States.
- The Space Coast secured competitive rankings in the Brookings Institute *Metro Monitor 2021*, an economic growth performance list of the 192 largest U.S. metro areas, which together comprise 84% of the nation's GDP. The Space Coast ranked #10 on the *Overall Growth Index* for 2009-2019. It placed 7th for change in the total number of full- and part-time wage and salaried jobs at young, private-sector firms age five years, and 15th for change in the total number of occupied full- and part-time wage and salaried employment positions.
- According to flaports.org, Port Canaveral, located in the Palm Bay-Melbourne-Titusville MSA, is the second busiest cruise port in the world, hosting some of the largest cruise vessels. The Port and its Foreign Trade Zone #136 serve as a unique quadri-modal transportation hub: linking sea, land, air and space with the benefits of a deep-water seaport that includes easy and efficient highway access.

Major Industries

The major industries in Brevard County include government, healthcare and social assistance, education services, manufacturing and services related to the aeronautics industry in both manufacturing and technology sectors. With over 9,300 employees, Brevard Public Schools is the largest employer in Brevard County. The next largest employer in the county is L3Harris Technologies with over 6,500 employees, followed by Health First, Inc. The top 10 public and private employers are listed below.

Rank	Company	Sector	Number of Employees
1	Brevard Public Schools	Education	9,310
2	L3Harris Technologies	Manufacturing	6,547
3	Holmes Regional Medical Center (Health First)	Healthcare	3,649
4	Publix Super Markets	Retail	3,514
5	Northrup Grumman Corporation	Manufacturing	2,700
6	Brevard County Board of County Commissioners	Government	2,424
7	Department of the Air Force	Military	2,182
8	NASA Kennedy Space Center	Technology	1,957
9	Health First Medical Group	Healthcare	1,775
10	Rockwell Collins	Technology	1,516

Source: Florida Department of Economic Opportunity Employer Database

CareerSource Brevard annually reviews Key Industries (which includes existing and emerging in-demand industry sectors) by researching and analyzing Labor Market Information (LMI) provided by various sources. Focusing on Key Industries allows for CareerSource Brevard to deploy limited resources and social capital in a manner to optimize prospects for success. Most of the identified industries represent those which offer the best promise for overall economic growth by attracting and retaining high skill, high wage and value-added jobs. Key industries can also represent those that require our focus due to major workforce issues (i.e., Shuttle retirement). Key industries are important when implementing sector strategies, career pathways and other job-driven, industry focused initiatives. A quick look at the workforce situation in Brevard will set the stage for reviewing Key Industry information.

With the onset of the pandemic, analysis shows that in 2021, every industry in Brevard was negatively impacted with the exception of Manufacturing and Professional & Business Services. The Information industry had the biggest loss at -8.3%, which was driven by the loss in the publishing, broadcasting and telecommunications fields. Within this industry category, data processing, hosting and related services, which represents Information Technology (IT) grew by 5%. Education & Health Services was at -7.6%, which was driven by losses in education services in elementary and secondary schools. The Leisure & Hospitality industry experienced loss of -5.9%.

However, between February 2021-February 2022, each industry in Brevard experienced positive growth, with the exception of the Construction industry. This indicates that Brevard's economy is recovering well from the effects of the pandemic. Industries with greatest growth over this timeframe included Transportation, Warehousing and Utilities (+18.8%) and Information (+22.2%). The Information, Other Services, and Government industries grew faster in Brevard County than statewide over the past year at +22.2%, +6.1% and +3.5% respectively.

The following tables contain the history and trends of employment growth by industry from 2018 through 2022 and the selected Key Industries over this time period.

Employment by Industry Not Seasonally Adjusted /Over the Year Percent Change										
<i>Industry</i>	2018		2019		2020		2021		2022	
	<i>Florida %</i>	<i>Brevard %</i>	<i>Florida %</i>	<i>Brevard %</i>	<i>Florida %</i>	<i>Brevard %</i>	<i>Florida %</i>	<i>Brevard %</i>	<i>Florida %</i>	<i>Brevard %</i>
Construction	9.0	13.3	4.7	7.9	2.4	2.5	-1.7	-1.2	2.5	1.8
Manufacturing	4.4	3.9	2.8	7.7	4.5	9.5	-1.1	5.0	3.4	1.0
Trade, Transportation & Utilities	1.7	1.3	1.7	3.8	1.1	2.0	1.8	-2.3	5.4	4.2
Information	2.0	4.3	1.8	3.8	-4.8	-3.6	-8.8	-8.3	8.2	16.7
Financial Activities	2.4	2.6	2.9	2.4	1.3	1.1	-0.1	0.0	5.4	3.4
Professional & Business Services	4.3	-2.9	4.4	6.1	2.6	-2.0	-3.6	1.4	7.4	5.8
Education & Health Services	1.5	-0.6	3.0	3.1	4.0	3.8	-2.1	-7.6	2.0	-0.3
Leisure & Hospitality	1.0	-1.9	1.9	1.1	4.0	3.6	-15.5	-5.9	17.2	11.6
Other Services*	4.1	2.3	2.5	3.5	2.2	1.1	-6.7	-4.3	5.3	6.1
Government	1.0	0.0	0.1	1.8	1.2	1.4	-4.2	-2.4	0.4	3.6

* The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting, or administering religious activities, grant making, advocacy, and providing dry-cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

Historical Key Industry Selection for Brevard	
2015 – 2016	➤ Aviation and Information Technology ➤ Manufacturing, Logistics, Transportation, Distribution, Maritime and Construction ➤ Health Care, Professional and Business Services ➤ Leisure and Hospitality
2017 – 2020	➤ Manufacturing, Aviation and Aerospace ➤ Information Technology ➤ Health Care ➤ Logistics, Transportation, Distribution ➤ Construction ➤ Leisure and Hospitality
2021 – 2022	➤ Aerospace and Aviation ➤ Manufacturing ➤ Information Technology ➤ Health Care ➤ Construction ➤ Logistics, Transportation, Distribution ➤ Leisure and Hospitality
2022 – 2023	See below for recommendation

The below chart also shows the 2022 – 2023 development of our Key Industries which includes the current Sector Strategies for our LWDB.

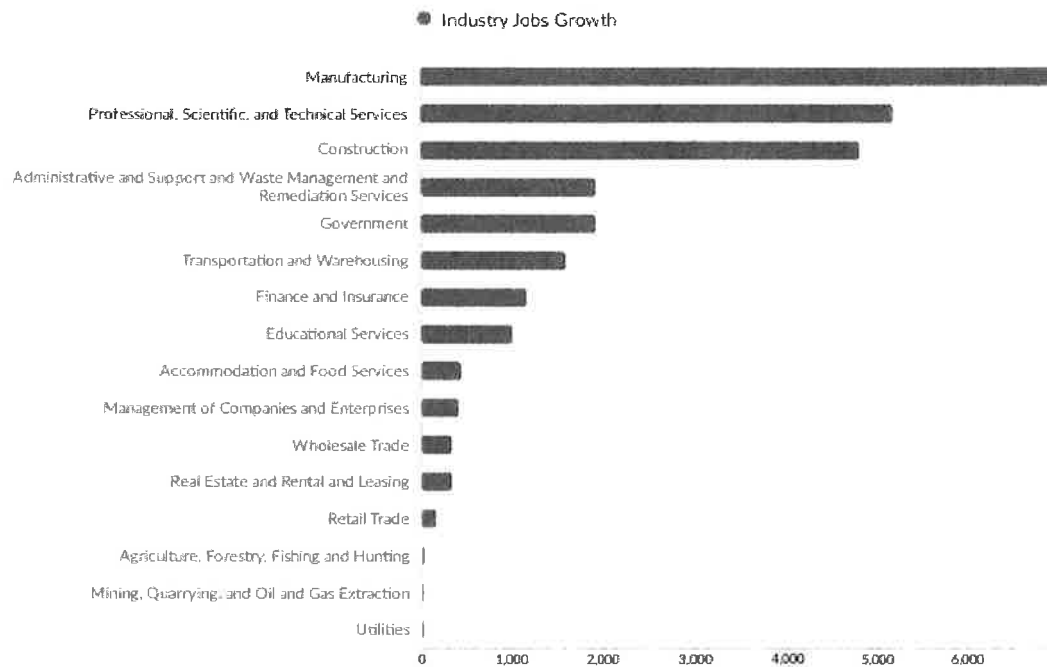
Key Industry	Sector Strategy	CSB Role	Rationale
Aerospace & Aviation	Established 	LEAD	- Aviation is a growing industry in Brevard. - Increased opportunities in Aerospace. - Increased engagement with EDC regarding support of prospective aerospace/aviation employers. - AeroFlex Pre Apprenticeship through GAMAAA Grant. - Expected growth of 32% in next 10 years.
Manufacturing	Established (in support with Florida MAKES) 	Stakeholder Currently Supporting the EDC MASC Efforts	- Local concerns and statewide focus on advanced manufacturing. - Career pathways offer flexibility into aerospace and aviation industries. - Growing opportunities for businesses and workers. - Expected growth of 16% in next 10 years.
Information Technology	Established 	LEAD	- Local concerns over availability of information technology workers, supporting need to build the pipeline or attract from other areas. - Expected growth of 8% in next 10 years.
Health Care	Established 	LEAD	- Demand area for occupational training by CareerSource Brevard job-seeking customers and Business Customers. - Pandemic created increased need for health care workers, while also resulting in great loss of health care workers due to safety concerns. - While pandemic recovery is occurring, the need for healthcare workers remains strong in order to build future resiliency. - Expected growth of 33% in next ten years.
Construction	Established 	LEAD	- Identified talent pipeline challenges for persons who want to learn the trade jobs. - Community Development Block Grant Disaster Recovery (CDBG-DR) Funding. - Expected growth of 12% in next 10 years.
Leisure and Hospitality	New Focus	Supporting Local Employers and Chamber Partners	- Most impacted by the pandemic but recovering well. - Increased utilization of online training platform (Skillup Brevard) to enhance employee skillset and productivity as part of a retention strategy. - Identification of career ladders & wage projection within the industry. - Good starting point for Re-Entry Customers and other special populations. - Several new and expansion projects in this industry occurring in Brevard over the next few years.

Other Key Industries	
Logistics, Transportation, Distribution	- Port Canaveral development of container and shipping industry and expanded cruise service. Maritime activity continues to develop. - Career Ladders available for some Re-Entry customers and other special populations. - Amazon establishing new distribution center in Brevard.

**Expected Growth rate over the next 10 years according to Lightcast's Industry Snapshot report.*

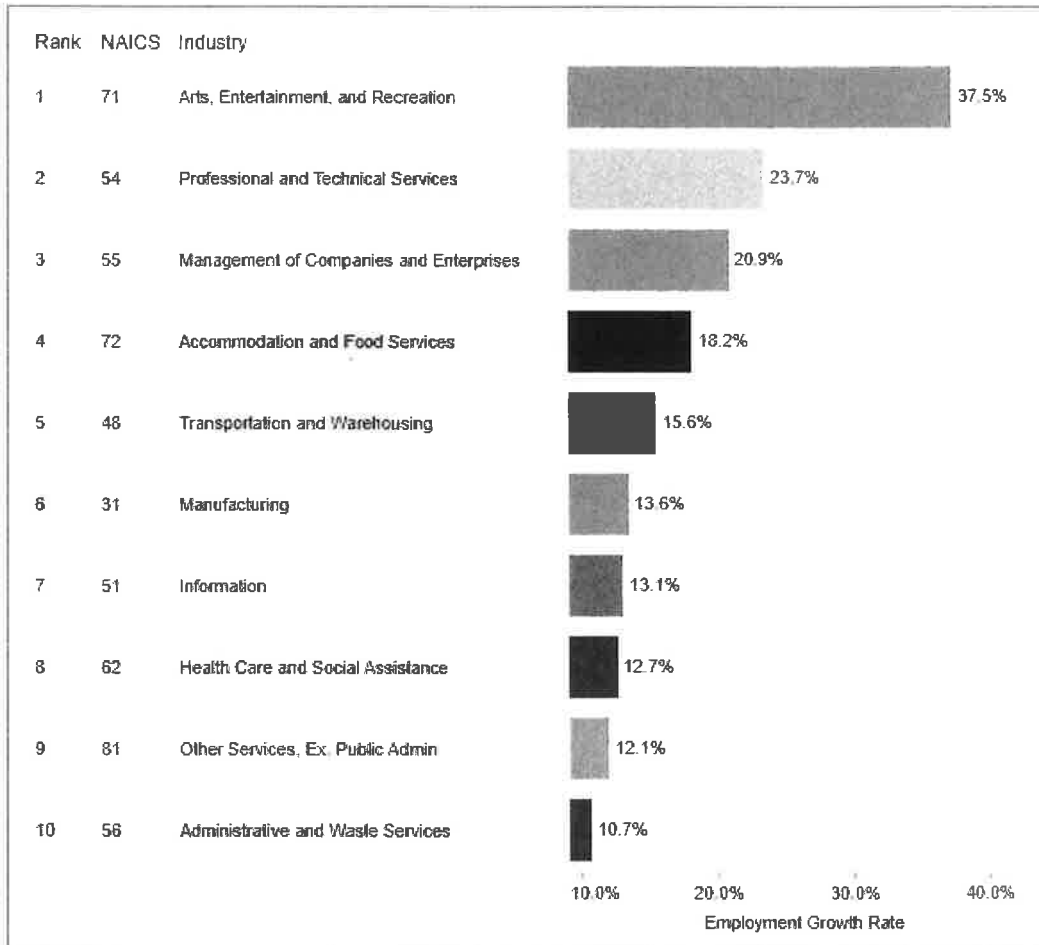
The chart below illustrates the top growing industries by job growth in Brevard County and is a strong indicator that CareerSource Brevard's key industries are properly aligned to focus on convening regional partners, aligning curriculum and ensuring proper training is available to meet the local employment needs through sector-based initiatives.

Top Growing Industries



Using the DEO and Bureau of Labor Statistics estimates the following are the overall top emerging industries by projected employment growth rate in Brevard County from 2021 to 2029. This is basic data which includes a wide array of industries, some of which do not necessarily include high wage/high skills jobs. This information is provided as required by the planning instructions issued by DEO. This is a look into the future which is considered as part of our overall plan but does not necessarily indicate where the Board of Directors and the local community stakeholders choose to concentrate.

2021 - 2029
Top Industries by Projected Employment Growth Rate
Region: CareerSource Brevard (13)



Source: Florida Department of Economic Opportunity, Florida Insight

The analysis includes a review of economic development priorities as required by DEO. This guidance requires alignment with the Florida Targeted and Infrastructure industries as well as other local economic development priorities. We have included the priorities of Enterprise Florida as well as local priorities from Space Florida, Orlando Economic Development Commission and the Economic Development Commission of Florida's Space Coast. This indicates that our key priorities are aligned with state and local priorities.

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

The Local Workforce Development Board has identified in demand industry sectors, including Manufacturing, Aviation & Aerospace, Information Technology, Health Care, Logistics, Transportation Distribution, Construction and Leisure & Hospitality. Across these

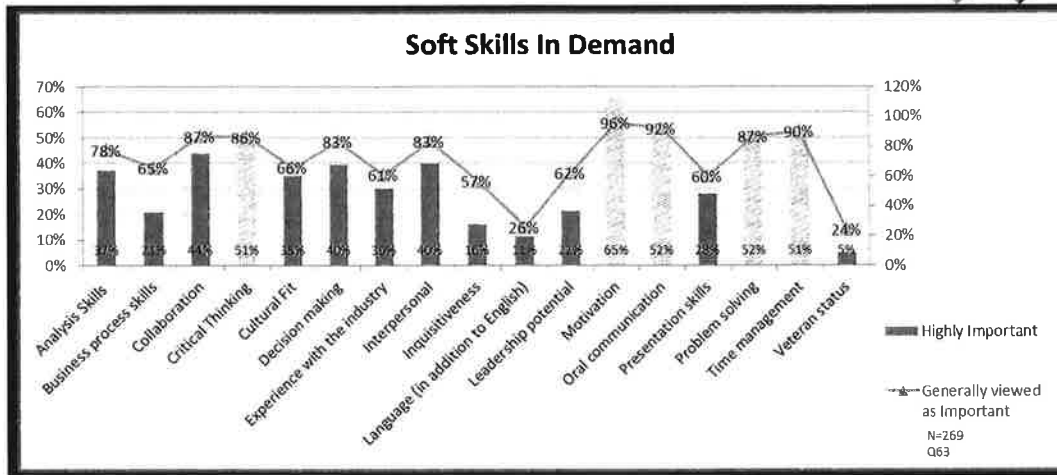
in-demand industry sectors, CareerSource Brevard has a Regional Targeted Occupations List (RTOL) which contains the occupations identified using LMI and confirmation with the associated business and industry.

When defining employment needs employers in demand industry sectors often use the phrase “skills gaps” to reflect the struggle in finding qualified workers. In the region, employers generally take this “gap” as a given, since the causes and the degree to which employers have hiring difficulties tend to be complex. These skills gaps have only grown larger because of the pandemic.

The availability of a skilled workforce is widely recognized as one of the most critical factors in economic development. Expansion and relocation decisions hinge on the ability to hire workers with the skills and experience companies’ demand. Through a sector strategy approach, CareerSource Brevard is able to keep a finger on the pulse of industry needs. CareerSource staff remain active in the business community by hosting industry convenings, distributing employer surveys and gathering industry-driven knowledge through one-on-one meetings.

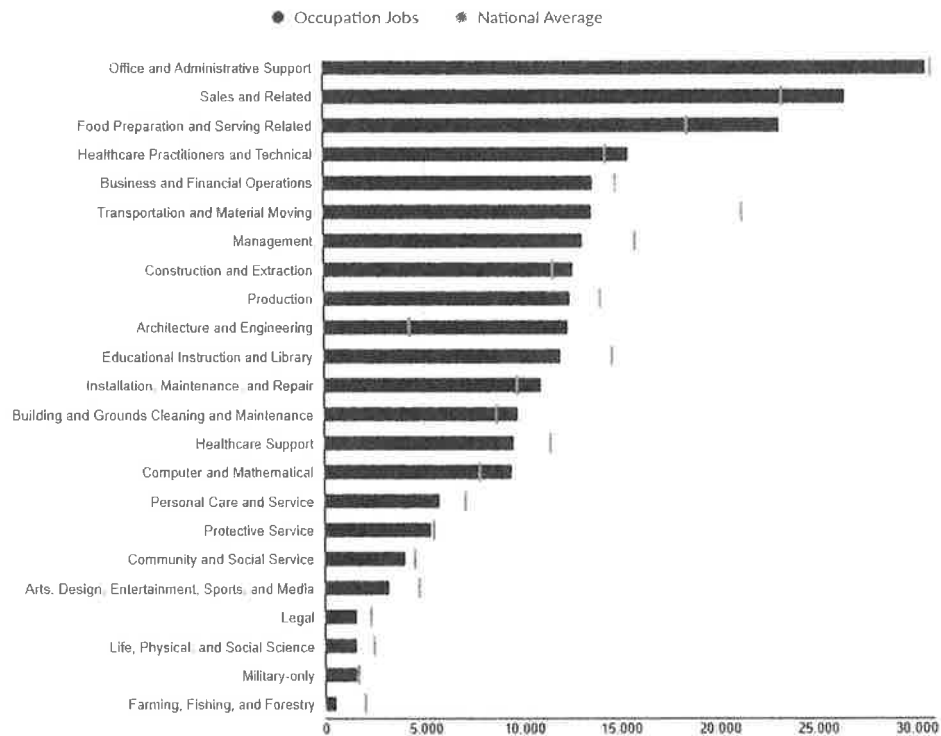
As the economy works to recover from the COVID-19 pandemic, local employers are indicating the following difficulties:

- **Difficulty hiring and recruiting** – As stated above, employers have pivoted from standard hiring tactics when positions were left vacant longer than usual. Requirements like education, salary and flexibility had to be re-visited. Many employers indicated that they were willing to reconsider experience and education if an individual presented themselves as loyal and willing to learn. The region has experienced a rise in salaries as employers struggle to not only keep up with inflation, but also keep up with the competition. Aerospace companies especially have been affected by the “salary wars.” As the unemployment rate for Brevard County has plummeted to 30+-year historical lows, employers are struggling to find people to fill the vacancies.
- **Retention** – In the height of the pandemic, employers of all sizes were forced to get creative about their retention strategies as employees found new confidence in voluntarily leaving their jobs with such a low unemployment rate. With employees in the driver’s seat, employers have had to re-evaluate their flexibility options, compensation, and operational costs. The term “flexibility” has also taken on a new meaning, with an accelerated focus on remote working and rotating schedules. Besides an increase in salary, employers now have to be concerned with employee’s level of comfort and security as part of their retention strategies.
- **Workplace Essential Skills** – Are difficult to quantify but can impact the success of an employee in the workplace. Also known as “soft skills,” they relate to the way a person interacts within the corporate culture with teams and customers. Hard or teachable skills, learned in the classroom or on the job, are quantifiable skills that an employer can match to a specific function in the company. Depending on the job requirements, many employers reported that they would hire someone exhibiting workplace essential skills that had the required degree and no experience rather than a person with the technical skills and experience but lacking critical workplace essential skills.



According to Lightcast analysis, there are 23 “largest occupations” within Brevard County. Of the 23 occupations, 20 are aligned with CareerSource Brevard’s identified key industries, allowing focus for customer training and employment assistance. The region’s employment measures for the following occupations exceeds the national average including sales-related; food preparation and serving-related; healthcare practitioners and technical; construction and extraction; architecture and engineering; installation, maintenance and repair; and computer and mathematical. The chart below highlights these occupations.

Largest Occupations

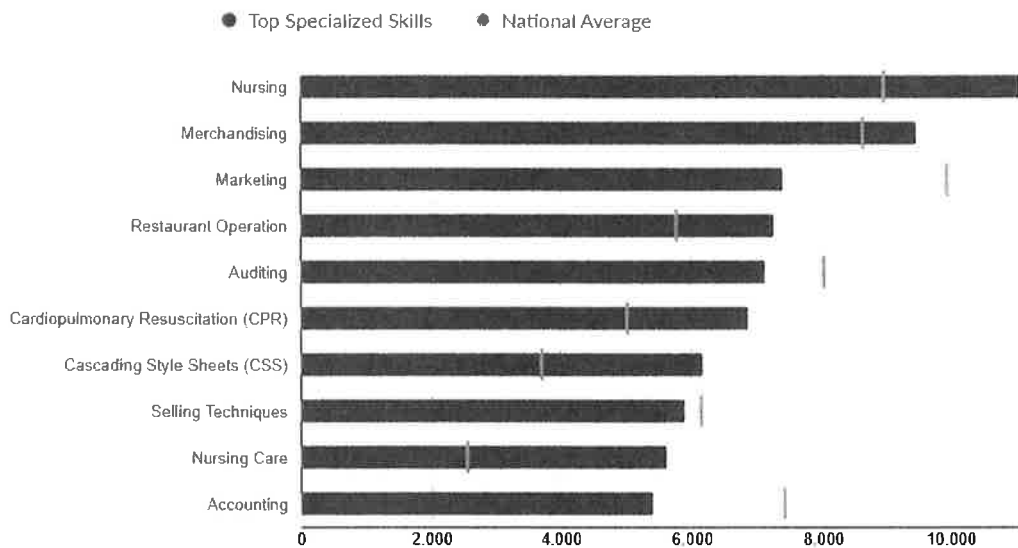


Analysis of occupational growth concludes that there are 21 top growing occupations. Of these 21, CareerSource Brevard’s identified key industries to focus on encompass 80% of

the occupations listed.

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

Considering the occupations of CareerSource Brevard's key industries and the occupations within, Brevard County exceeds the national average of six out of ten in-demand skills including nursing, merchandising, restaurant operation, cardiopulmonary resuscitation (CPR), cascading style sheets (CSS), and nursing care.

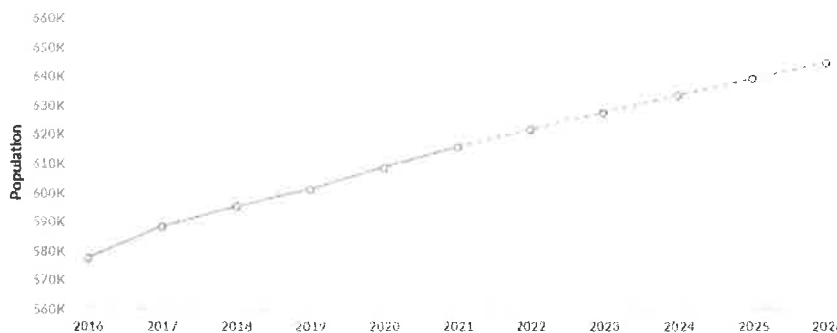


Source: Lightcast™, Economy Overview Report

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

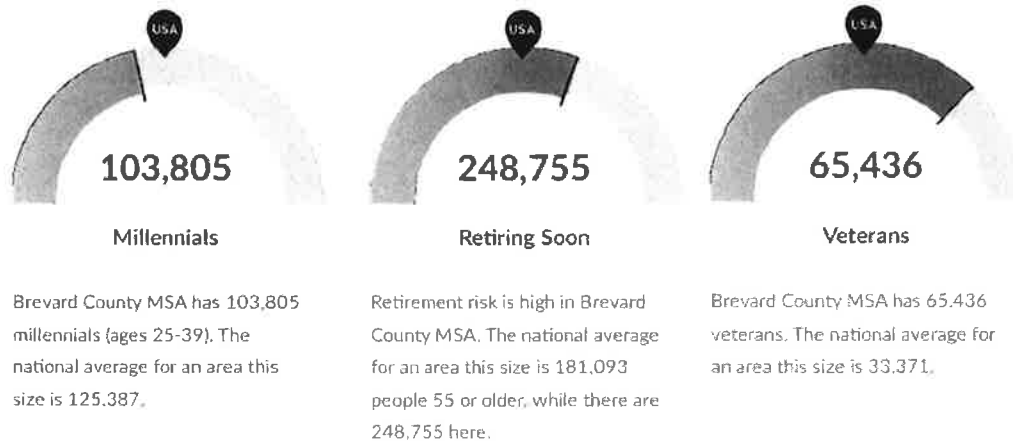
Total Population

Brevard County's population has increased on average 1% each year between 2010 and 2021. As of 2021, Brevard County's population has grown to 615,531, a total increase of 13% since 2010, surpassing the national growth by 6% and just short of the state growth by 4%.



Lightcast analysis projects that Brevard County's total population is expected to increase by 4.7% between 2021 and 2026, adding an additional 29,066 people.

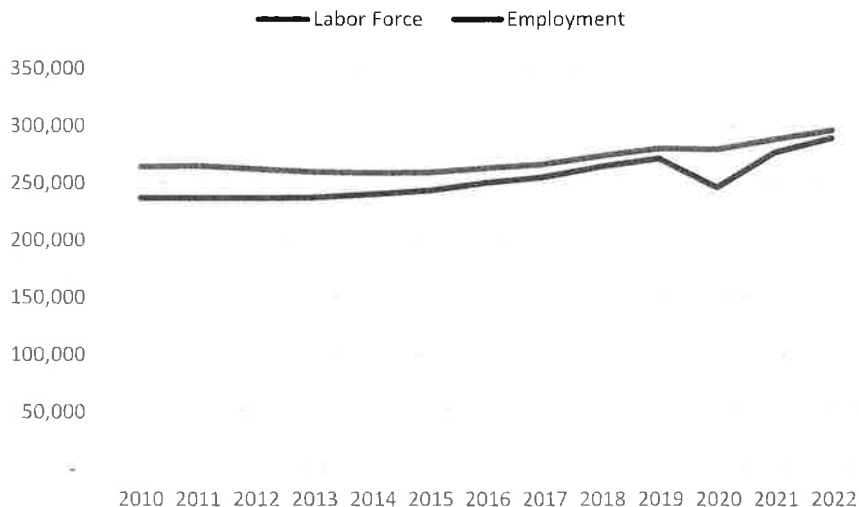
Population Characteristics indicate that Brevard County exceeds the national average for both retiree and veteran populations. Brevard County's average millennial population is smaller than the national average. The retiree and millennial characteristics are evident within the local workforce system, as employers are struggling to fill the talent pipeline for those positions that will be vacated due to retirement. The pandemic only exacerbated this struggle as many individuals decided to retire early after health concerns, safety risks and personal choices.



Labor Force and Population

The term "labor force" measures individuals who are either currently employed or are actively seeking employment, and who are available to work. "Employment" measures only those individuals who are currently working.

Prior to the COVID-19 pandemic, Brevard County's labor force and employment rates were steadily increasing year-over-year. Between 2019 and 2020, Brevard County's labor force



rate dropped 0.3%, while the employment rate fell 9%. While the COVID-19 pandemic was a large hit to the local economy, the region recovered well, and by 2021, the labor force and employment rates had surpassed pre-pandemic levels.

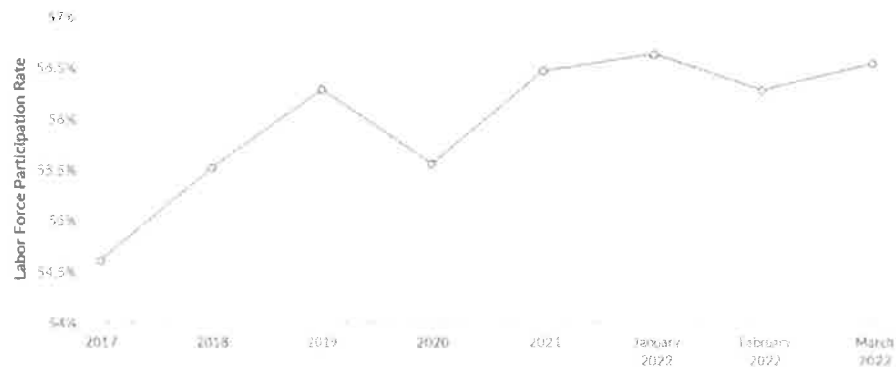
Source: U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics

As of current 2022 levels, there are 296,055 people in the labor force, with 289,113 of them

employed.

Labor Force Participation

The “labor force participation rate” (LFPR) is the percentage of the civilian noninstitutional population aged 16 or older that is actively looking for work. This percentage is a key indicator of the proportion of people in an economy who contribute to the labor supply. The standard formula to calculate the LFPR is the number of civilian noninstitutional population, aged 16 and older, who are either employed or actively seeking employment, divided by the total, non-institutionalized civilian working-age population.

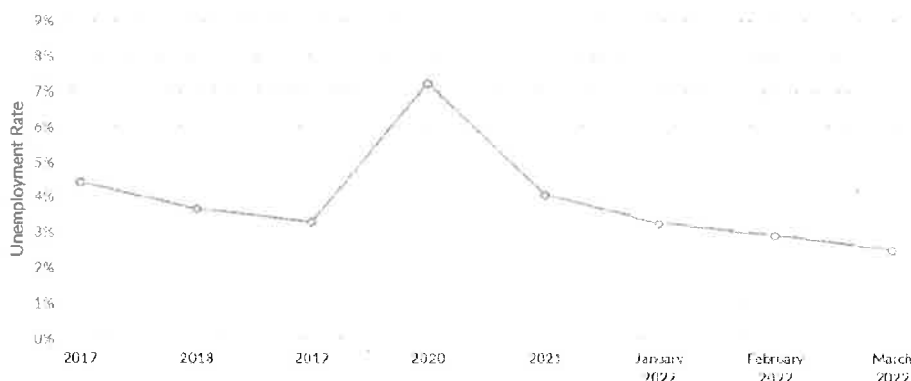


Source: Lightcast™, Economy Overview Report

The chart below indicates Brevard County’s LFPR was lowest in 2017 (54.61%) and continuously increased until 2019. Between 2019 and 2020, where the region’s unemployment rate reached 7.21%, the LFPR dropped to 55.5%. However, as indicated through the Labor Force and Employment rates above, the region has recovered well and LFPR has already surpassed pre-COVID levels. As of March 2022, the LFPR is 56.54% (with an unemployment rate of 2.5%).

Unemployment

The unemployment rate is a percentage that measures the sector of the labor force that is currently unemployed and actively seeking work.



In recent months, Brevard County has experienced 30-year historically low unemployment rates. In the height of the pandemic,

the unemployment reached just over 7% and has since rapidly declined, with May 2022’s unemployment rate at 2.3% (0.7% less than the state average and 1.3% less than the national average). At its highest peak during 2020 of 7.21%, Brevard County’s unemployment rate was still lower than the state (8.26%) and the nation (8.12%). The chart above illustrates the unemployment rate trends from 2017 to present.

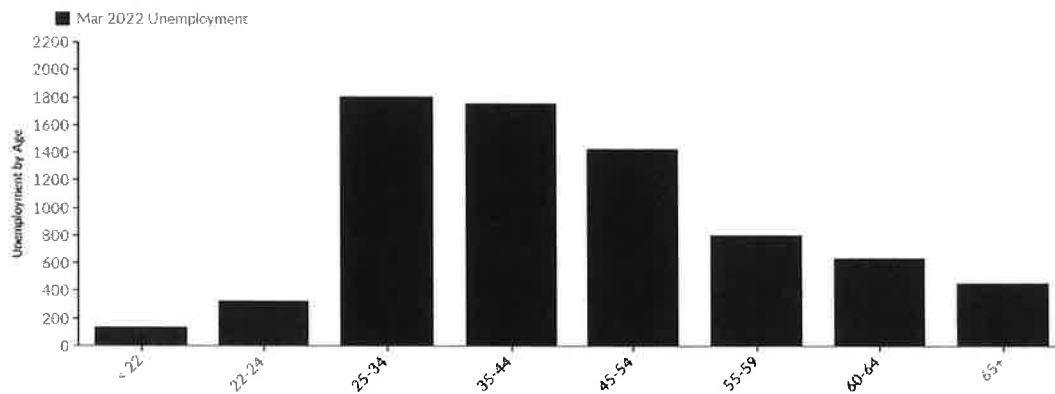
Despite the record-low unemployment rates, in May 2022, Brevard (Palm Bay-Melbourne-Titusville MSA) was tied for third for annual job growth compared to other Florida MSA's, up 10.5% from the previous month. Between March – June 2022 alone, Brevard County employers have posted 35,554 unique job openings. Of these positions posted, 32% advertised salary observations with an average wage of \$19.51/hour. This is a key indicator that job vacancies remain high, placing employees in the driver's seat for owning the job market.

Demographic Impacts

While the region is recovering well from the COVID-19 pandemic, each demographic group was impacted in its own unique way.

As of March 2022, unemployment data indicates that the age groups with the highest unemployment were 25-34 (24.64%), 35-44 (24.03%) and 45-55 (19.45%). Although the percentage representation varies, the ranks of these age groups directly mirror both the state and nation.

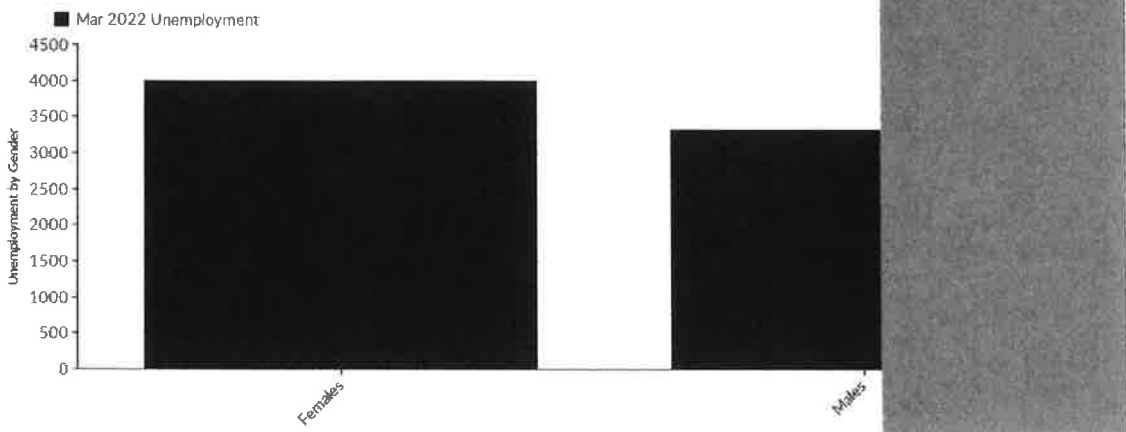
Unemployment by Age



Source: Lightcast™, Economy Overview Report

Data also indicates that more females were unemployed as of March 2022 than males, with 54.63% to 45.37%, respectively.

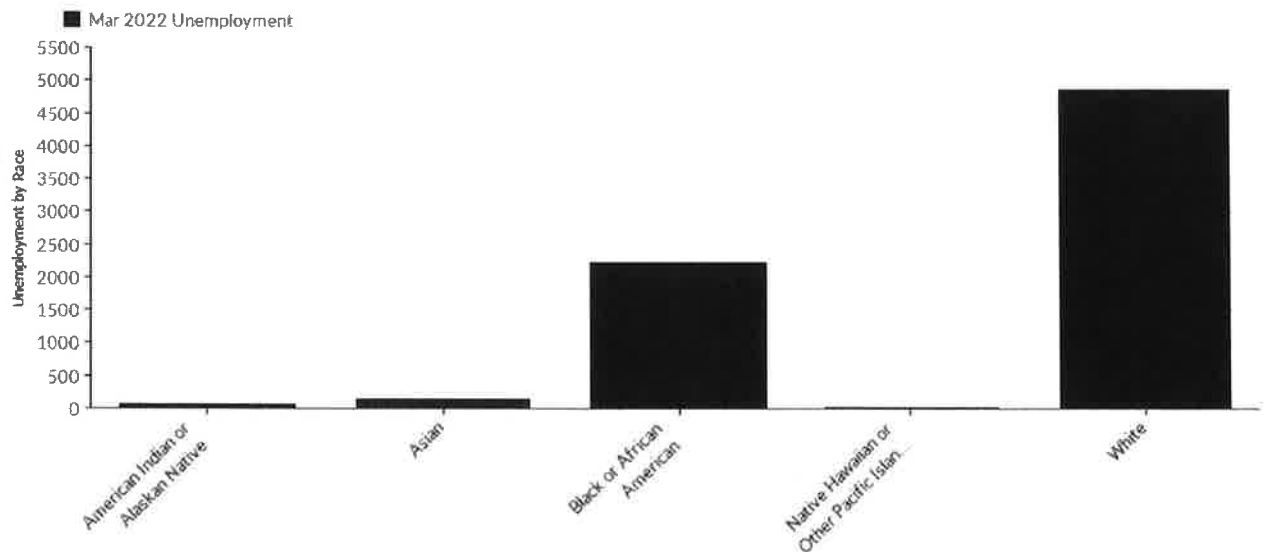
Unemployment by Gender



Source: Lightcast™, Economy Overview Report

As of March 2022, data indicates that the White/Caucasian and Black/African American races had the highest unemployment rates at (66.35%) and (30.45%).

Unemployment by Race



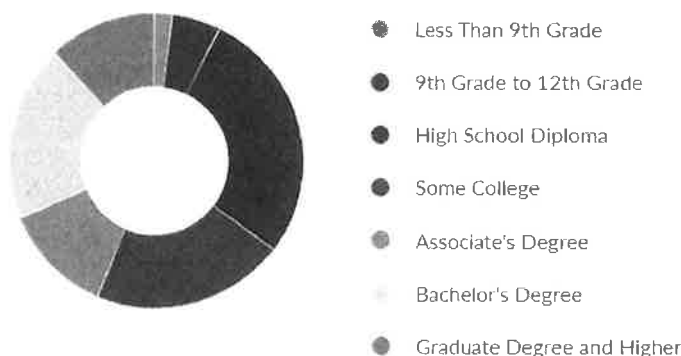
Source: Lightcast™, Economy Overview Report

Educational and Skills Levels

Brevard County's working-age residents possess a wide array of educational attainment, with 92.7% of the population achieving an associate's degree or higher.

Educational Attainment

Concerning educational attainment, 19.5% of Brevard County, FL residents possess a Bachelor's Degree (3.6% above the national average), and 12.3% hold an Associate's Degree (3.6% above the national average).



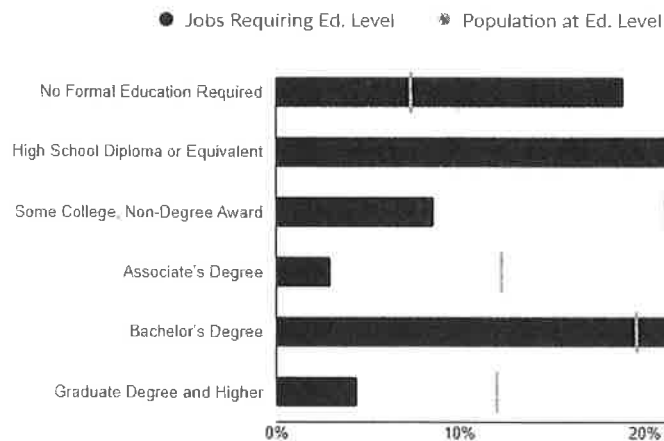
The chart below indicates how Brevard County's education attainment levels rank in comparison to state and national percentages of the population.

Educational Attainment	Brevard County	Florida	Nation
Less than 9 th grade	2.0%	4.6%	4.9%
9 th Grade to 12 th Grade	5.3%	6.7%	6.6%
High School Diploma	27.8%	28.2%	26.5%
Some College	21.1%	19.6%	20.1%
Associate's Degree	12.3%	10.0%	8.7%
Bachelor's Degree	19.5%	19.4%	20.3%
Graduate Degree or Higher	12.0%	11.5%	12.8%

Source: Lightcast™ Economic Overview

While Brevard County has a well-educated population, there are evident gaps between the population's actual educational attainment levels and employer-driven educational requirements for jobs. These gaps in expectations versus reality create underemployment situations. As seen in the chart below, there is an abundant supply of individuals with some college, non-degree award, associate's degrees and graduate degrees or higher compared to the jobs requiring those educational levels. Contrarily, there is more demand for jobs requiring educational levels such as no formal education required, high school diploma or equivalent and bachelor's degrees than supply. Because of these differences in supply and demand in the workforce, it is imperative that CareerSource Brevard continues to consider the underemployed as a primary customer. With the onset of the COVID-19 pandemic, the region saw a paradigm shift in employer mindsets. In efforts to balance out the supply and demand of local workforce needs, employers began to reconsider many hiring requirements, including education required, in order to secure talent for their vacancies.

Underemployment



Individuals with Barriers to Employment

Individuals with Disabilities

According to the American Community Survey (ACS) five-year estimates (2020), approximately 18% of Brevard County's total civilian noninstitutionalized population over the age of 16 has a disability. Of those individuals, approximately 77.9% are not in the labor force, while 19.6% are. Data for the state average referencing the same population shows that approximately 16% of Florida's population has a disability, with 77.0% are not in the labor force.

With respect to individuals between the ages of 18-64 years old who have a disability, ACS five-year estimates (2020) indicate that 2.6% have hearing difficulty, 2.2% have vision difficulty, 5.5% experience cognitive difficulty, 5.8% experience ambulatory difficulty, 2.1% experience self-care difficulty, and 4.6% experience independent living difficulty.

Veterans

Brevard County includes a total population of 65,436 veterans, according to Lightcast Economic Overview analysis. The national average for an area this size is 33,371. Home to Patrick Space Force Base and Cape Canaveral Space Force Station, Brevard County is one of five communities across the country named as part of the 2022 "Class of Great American Defense Communities." Brevard County, known as the Space Coast, is a region that consistently goes above and beyond to support service members, veterans and military families living in the community.

Individuals Living in Poverty

According to the American Community Survey five-year estimates (2020), it is estimated that 11.2% of Brevard County's total population is below poverty level, compared to the state's 13.3% estimate. Of the civilian labor force ages 16 and older, it is estimated that 22.2% of individuals below poverty are unemployed, while 5.2% of individuals below poverty are employed.

Individuals with Other Barriers

Additional barriers to employment may include criminal history, long-term welfare dependence, childcare needs, lack of transportation, substance use disorders, mental illness, or age. Identified as “hidden talent pools,” these individuals have become a strategic focus for CareerSource Brevard over recent years. As employers identify talent shortages, CareerSource Brevard recognizes the value these individuals can bring to the workforce if provided the opportunity. Strategic grants and funding have been secured to assist these individuals with their respective barriers, increasing the amount of wrap-around services available while eliminating as many barriers as possible to place the individual on the path to sustainable employment. Through state, federal, and private funding, CareerSource Brevard has specifically launched programs serving ex-offenders, substance use disorder individuals and the older worker population.

CareerSource Brevard, through financial support of Wells Fargo, hosted a community-wide workforce roundtable in 2020 that was designed to measure the community’s resources available and engagement of community-based organizations. Initially coined as the “Community Leadership in Action” group, it was immediately evident that, while Brevard County offers a wide array of wrap-around services, organizations were working in silos. Through this approach, customers with barriers to employment were being referred throughout the community. After several convenings, a local organization known as Family Promise of Brevard took the reins to lead the initiative as the backbone organization. Through the passing of the baton, Family Promise of Brevard has established “Elevate Brevard”, an active, engaged group of over 40 community-based partners focusing on serving Brevard County residents where they are – directly in the community. Family Promise of Brevard is in the process of renovating a firehouse in one of Brevard County’s highest poverty zip codes which will soon become a centralized location for individuals needing wrap-around services. Partners like CareerSource Brevard, Brevard Health Alliance and many others will strategically place staff at this location to offer services. Training providers will also be present. It is initiatives like this in Brevard County that will eliminate barriers to employment, gain in-demand skills and begin their journey on a path to sustainability.

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

CareerSource Brevard has a robust menu of workforce services to offer to both businesses and individuals in the region. The services available to individuals include a wide array of career services, including educational scholarships, training, pre-vocational training, career exploration, career resources, employability skills training, networking opportunities and onsite recruitment events. The Career Centers provide WIOA (Adult, Dislocated Worker and Youth), WTP (TANF), Veterans, SNAP, and Ticket to Work – Disability Navigator and RESEA services. In addition, CareerSource Brevard also provides career fairs, labor market information, job postings and business seminars.

The specific needs of residents in the region’s workforce continue to be education and training in demand-driven occupations. This training is needed in order to compete in a rapidly evolving global economy. The overall need of our job seeker population is to possess

a multitude of skill sets so they can continuously evolve with the ever-growing workplace. By enabling the job seeker to enhance their skill set level, each customer will build confidence and self-esteem which is needed to ensure they market themselves in a competitive manner among the region's talent pool. In addition, jobs in the region today are requiring more and more workers to be equipped with the latest computer skills. These skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is changing and evolving provides a key skill deficiency among the unemployed and underemployed population. CareerSource Brevard continues to offer ongoing training skills development for individuals to meet employers' demands. CareerSource is constantly monitoring current workforce services to ensure they are meeting the needs of participants who are working towards their goal of obtaining employment and employers who are in need of qualified applicants. CareerSource Brevard understands it is important to develop a workforce with competitive and relevant skills, in order to accomplish this CareerSource Brevard will continue to facilitate communications among employers and job seekers; coordinate across post-secondary institutions; focus on the needs of employers; conduct outreach to current and future workers about emerging job opportunities; and help individuals design their own career pathways. Overall, the future forecast of the CareerSource Brevard region is improving every day and CareerSource Brevard is determined to continue with constant improvements to workforce services in order to meet the demands of business and job

seeking customers.

C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

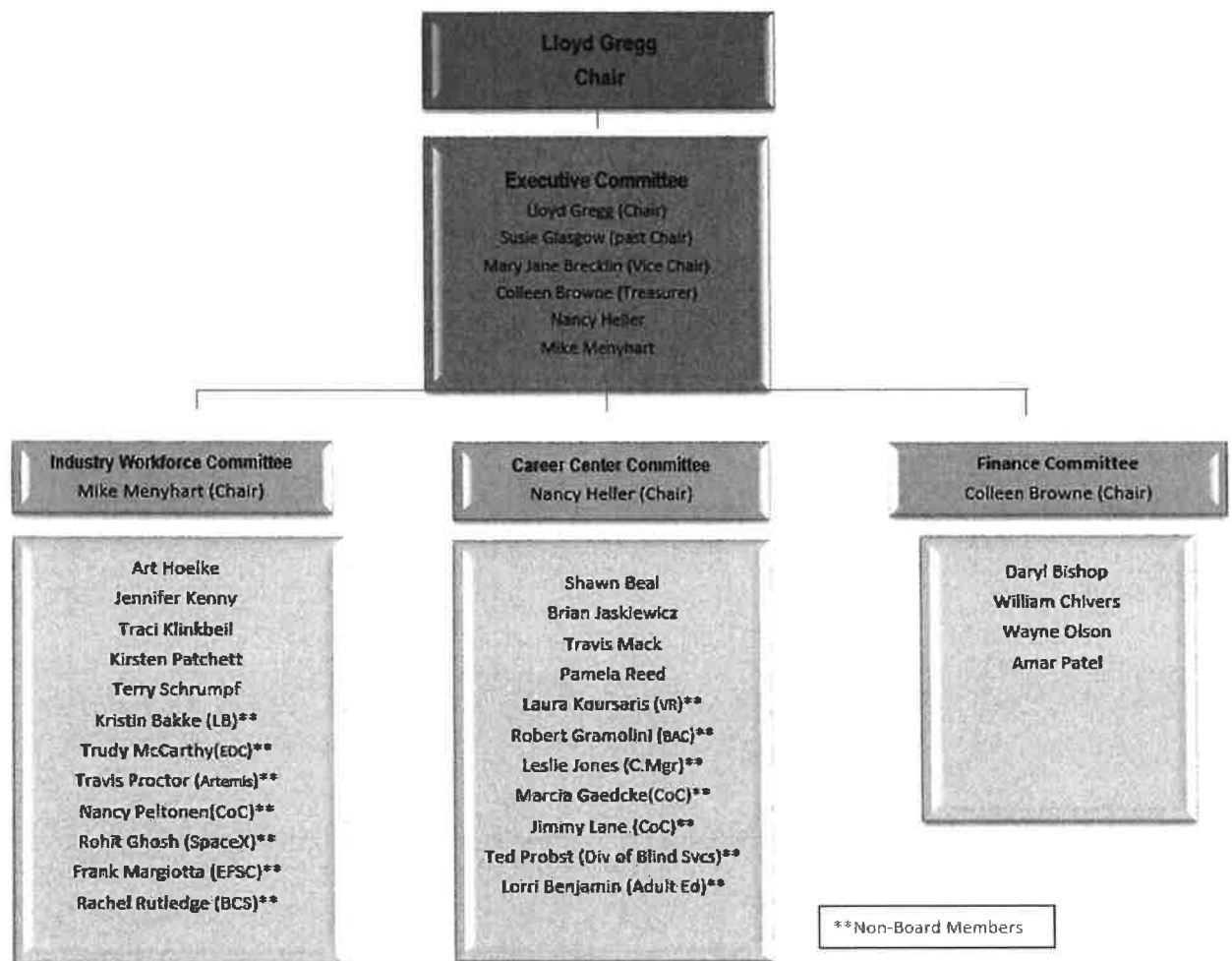
Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure LWDBs are responsive to Florida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

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



Workforce development services will support the development of strong, vibrant local and regional economies where businesses thrive, and people want to live and work. CareerSource Brevard continually reviews performance reporting systems to ensure that the corporate vision, goals and priorities are being achieved. CareerSource Brevard originally developed its strategic plan with goals in 2002 with updates in 2006, 2012, 2014, 2017 & 2020. The Board reviews goals and strategies for any changes in order to keep CareerSource Brevard at the forefront of innovative, high quality service delivery to both businesses and career seekers. CareerSource Brevard utilizes a committee structure to nurture and develop the strategic goals which support the mandated performance measures, local performance measures, local mission and vision of

CareerSource Brevard. All of the strategic goals are assigned to one of the following committees:



There are four committees that oversee how CareerSource Brevard's strategic vision is achieved. Each committee is focused on a certain aspect of the business, with designated goals and strategies. These committees include:

The Executive Committee

The Executive Committee is intended to focus on overall management of board activities to ensure work of the board aligns to its vision and mission. The Committee's main goal is to provide executive oversight and governance of CareerSource Brevard. This is achieved by the following objectives:

- Recruit new board members to be taken to the board and then the county commission.
- Recommend additional terms for existing board members to be taken to the board and then the county commission.
- Nominate officers to be taken to the board for approval.
- Provide Board training to all members and staff.
- Conduct Bylaw reviews and recommendations to the full board.
- Provide oversight to all committee activity.

Finance Committee

The Finance Committee is intended to assist the Board in discharging its responsibilities relating to independent oversight, financial reporting, budget, controls and related matters with the focus on the fiscal health and accountability with Government funds. The Committee's main goal is to meet all financial standards for a non-profit board. This is achieved by the following objectives:

- Ensure the CSB audit selection process meets the required standards of state and federal policy. Ensure understanding of the report and make sure certain steps are taken to address any findings.
- Review all monitoring measurable results.
- Review finance and budgeting reports that will provide oversight of the financial affairs of the organization.
- Review financial policies and procedures.
- Review conflict of interest issues for board members and staff.

Industry Workforce Committee

The Industry Workforce Committee is intended to focus on talent pipeline development and career pathways in high-demand industries. The Committee's main goal is to identify current and future workforce needs of the business community and create solutions to meet their needs. This is achieved by the following objectives:

- Implement and sustain sector strategies in key industry sectors.
- Support additional key industries through sector work.
- Educate the business community on the value of our services and the value of Brevard's talent to meet their business needs.

Career Center Committee

The Career Center Committee is intended to focus on sustaining successful outcomes for employers and career seekers. The Committee's main goal is to create a career center model that is one of the top choices for career seekers and businesses in Brevard by offering quality workforce products and services. This is achieved by the following objectives:

- Offer the highest quality of services to Career Seekers to enable them to become the talent that the businesses need.
- Outreach and attract hidden talent to expand the labor pool and grow the labor force.
- Maintain a data-centered environment to measure the success of CareerSource Brevard's services.
- Offer the highest quality of services to Business to meet their workforce needs.

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

CareerSource Brevard has a history of strong partnerships with local business, educators and other partners. Representatives of the core programs will share information to develop a better understanding of each other's programs and services. This will provide a seamless continuum of services for customers and will serve to reduce duplication. Ultimately the goal of the core partners is to assist customers in becoming self-sufficient and productive. This LWDB continues to align our programs and ensure business and individual customers are aware of the full array of available services. One of the goals to achieve its strategic vision

is to tactically align its workforce development programs to ensure that employment and training services provided by the core program entities identified in WIOA are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs. CareerSource Brevard has accomplished this goal by implementing the following:

- Hosting initial and periodic meetings of the core programs' key staff to discuss and determine how to best coordinate and complement service delivery so that job seekers acquire the skills and credentials that meet employers' needs.
- Hosting periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entity key staff have access to this plan and are invited to participate in these strategic meetings and work with CareerSource Brevard to determine what changes, if any, are needed based on this input from local employers.
- Conducting periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities' key staff are invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CareerSource Brevard to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
- Developing strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs. Partners are invited to participate in CareerSource Brevard "roadshows" which are conducted in each career center and allow the partner an opportunity to showcase programs, services and address questions with CSB staff. This interactive information session strengthens the knowledge of both CSB and partner staff, which provides for more seamless referrals and service delivery.
- Co-locating, whether part-time or full-time, with key partners to offer direct client access, dual case management and wrap-around services within one location for ease of customer. Partners currently co-locating within CSB Career Centers include Vocational Rehabilitation, Brevard Adult Education AARP Foundation Senior Community Service Employment Program (SCSEP) and Job Corps. Additional partners include Brevard Achievement Center and Early Learning Coalition.
- Develop, execute and update Memoranda of Understanding and Infrastructure Funding Agreements with core program entities and other key partners that will document agreed upon strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
- Advocate for and support an integrated information system at the state and local level that would allow entities that carry out the core programs to better coordinate service delivery for joint customers and cross program referral.
- Maintaining a strong partnership with Adult Education to help students obtain relevant industry recognized certifications along with their GEDs.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

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

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

CareerSource Brevard, the workforce system within the Palm Bay – Melbourne – Titusville MSA, is a single-county, quality-focused, employer-driven, customer-centered organization and its mission is to meet the workforce needs of the regional economy. CareerSource Brevard works to increase access to and opportunities for the employment, training, and support those individuals need to succeed and advance in the labor market inclusive of those with barriers to employment. CareerSource Brevard strives to align workforce development, education and economic development within regional economic development strategies which meet the needs of local, regional, and state employers and provides a high-quality workforce development system.

CareerSource Brevard provides accountability falling under the local workforce board. The Career Center or One-Stop services are provided indirectly through a properly procured contractor – C2 Global Professional Services, LLC.

Core Programs managed by the contractor include:

- Labor Exchange services provided under Wagner-Peyser staff;
- Veteran's Employment program;
- WIOA Adult, Dislocated worker and Youth services;
- Trade Adjustment Assistance programs;
- TANF programs authorized under Social Security Act Title IV, Part A;
- Reemployment Services and Eligibility Assessment Program (RESEA) providing employment services to DEO's state Unemployment Compensation program;
- Information and local navigation assistance to DEO's state Unemployment Compensation program.
- WIOA Youth services;
- Title IV program services through the Department of Vocational Rehabilitation;
- Offender reentry services through the Ex-offender Re-entry program
- Department of Juvenile Justice;
- Senior Community Service Employment program;
- Adult education and Literacy programs under Title II, local County Schools Adult and Education; and

- Career and postsecondary technical education programs under Carl D. Perkins
- Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs;
- County Community Action Team;
- Division of Blind Services;
- Multiple Housing Agency Authorities (as applicable)
- Supplemental Nutrition and Assistance Program (SNAP) Employment and Training program;
- SSA Employment Network and Ticket to Work program; (with Board Assistance)

All core programs are focused on alignment of service strategies and on reducing duplication and confusion among employers and jobseekers relative to having workforce needs met. Partners delivering core programs such as Adult and Literacy, Career and Technical Education, Division of Blind Services and Department of Vocational Rehabilitation are represented within the CareerSource Brevard board's key long-range planning and realignment as mandated under WIOA. Board and partner planning includes review of the current workforce, employment and unemployment, labor market trends and the educational and skill levels of the workforce inclusive of individuals with barriers to employment. Due to changes to Title II Adult Education and Literacy and Title IV Vocational Rehabilitation program performance measures, CareerSource Brevard continues to plan and discuss future opportunities.

All core programs are represented through the one-stop center, either by a physical full-time presence, or as a "direct linkage" partnership in which a referral process is established within easily accessible geographic location.

There is a strong history of partnership, coordination and referral between CareerSource Brevard and Adult Education in the region. This partnership extends into Carl D. Perkins Career and Technical Education entities in the same local area. Referrals are routinely made between the core programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by the other or the natural continuum of service is adult education leading to postsecondary Career and Technical education to work readiness and ultimately employment.

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

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

WIOA is designed to assist job seekers access high quality career services, education, training and the supportive services to obtain and retain self-sufficient employment. This includes matching employers with the skilled workers they need to compete in the local and global economy. Under WIOA and through the one-stop center system, employment and training activities will be targeted to:

- Enabling businesses and employers to identify with ease and hire qualified, skilled workers and access other supports, including education and training for their current workforce;
- Ensuring that high-quality integrated data inform the decisions by local policy makers, board members, employers and job seekers across core partners and optional partners;
- Participating in rigorous evaluations that support continuous improvement of the local one stop system by identifying which strategies work better for various populations;
- Providing job seekers with the skills and credentials necessary to secure and advance in employment with sustaining wages;
- Providing access and opportunities to all job seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or the limited English.

WIOA authorizes "career services" for adults and dislocated workers. There are three types of "career services" available within CareerSource Brevard one-stop delivery system: basic career services, individualized career services, and follow-up services. These services may be provided in any order and in no required sequence providing CareerSource Brevard staff the flexibility to target services to the needs of the customer.

Basic Career Services

Basic career services also considered as "front end" basic services to job seekers will be available to all individuals seeking services in the CareerSource Brevard one-stop delivery system as needed, and include:

- Determinations of whether the individual is eligible to receive assistance from the WIOA adult, dislocated worker, or youth programs;
- Outreach, intake, and orientation to information and other services such as Re-Employment Services and Eligibility Assessment Program (RESEA), available through the local workforce system;
- Initial assessment of skill levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including job search, placement assistance, pre-employment workshops such as resume writing & interview skills and when needed by an individual, career advising, including the provisions of information on nontraditional employment and in-demand industry sectors and occupations ; and
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and when appropriate, other workforce development programs;
- Provisions of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provisions of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information regarding the availability of support services or assistance, and appropriate referrals to those services and assistance internally and/or through other community partner programs;
- Provision of information and assistance regarding filing Reemployment claims for unemployment compensation;

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

Individualized Career Services

If one-stop center staff determines that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to the individual through CareerSource Brevard center resources, center staff or partners. One-stop center staff may use recent or previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

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

All WIOA Adult and Dislocated Worker (excluding employed workers served in training) customers, at a minimum, may receive a formal Comprehensive Assessment within 30 days of their attendance at the One-Stop Orientation. This assessment may:

- Be based on a formal assessment instrument such as TABE or other comprehensive assessment systems;
- Identify other barriers to successful employment and retention; and
- Result in recommendations for further services, and be the basis for the completion of the Career Plan.

Any customer considered for an ITA or other educational or training services must have the need for such services documented in the assessment process. Assessment updates may be made as the customers' circumstances change, and as new barriers to success are identified. Additionally, assessment will ensure ITA or other educational candidates meet Section 134 (c) (3) (A) (I) (cc) which states that an eligible trainee must "have the skills and

qualifications to successfully participate in the selected program of training services” in addition to meeting the other eligibility criteria.

Comprehensive assessments of customer needs are usually essential if sound decisions are to be made by the customers and staff regarding the services needed by the customer. Such assessments are especially important for lower-skilled or less-experienced potential workers, and for those seeking to enter a new field due to layoff.

Follow-up Services

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment or program exit whichever occurs later. Follow-up services do not extend the date of exit in performance reporting. Customers closed without employment due to no longer being in the labor market, or who refused to provide employment information, are, by their actions, declining all follow up services.

Basic Skills Deficient

Staff will determine when individuals are unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the family or in society. Staff observation of English limitations documented in case notes in the primary method of documenting this basic skills deficient category. Computer literacy is necessary to function in society, and a lack of that can be shown through needing assistance to complete computer-related applications or other tasks. Locally, basic skills deficient can be defined as:

- Reading, math or language comprehension below 9th grade.
- Math computation to include word problems at or below 9th grade.
- Complete basic computer literacy through online assessment, or as evidenced by inability to complete online applications or tasks, or inability to use Microsoft Office products.
- Communicate in English via everyday conversation/interaction. May include grammar usage.

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

- (a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;**
- (b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and**

Training services provided by CareerSource Brevard are directly linked to an in-demand industry sector or occupation in the local area or the planning region, or in another area to which an adult or dislocated worker receiving services is willing to relocate. CareerSource Brevard provides diversified job-driven training opportunities for individuals, including pre-vocational training, occupational skills training, work-based training, registered apprenticeships, internships, paid work experience, etc. Priority consideration is given to programs that lead to a recognized post-secondary credential and/or industry-recognized credential aligned with in-demand industry sectors or occupations.

CareerSource Brevard has implemented innovative programs and strategies designed to

meet the needs of employers, which may include employed worker training programs, customized training, on-the-job training, internships, paid work experience, sectoral and industry cluster strategies, implementation of industry or sector partnerships, career pathway programs, and layoff aversion strategies. CareerSource Brevard seeks to fully utilize the Eligible Training Provider List and contracted providers as necessary to meet job seeker choice and industry needs. As such the CSB plan includes the following additions to assist in determining employer and job seeker training needs:

University of Central Florida: CareerSource Brevard, in coordination with Region 11 (Flagler/Volusia) and Region 10 (Citrus/Levy/Marion), have established the Training Agent Contract Agreement with the University of Central Florida (UCF) which extends to all UCF Regional Campuses, Colleges, Institutes, Incubators, Labs and Centers. This regional agreement is of a allows for a customer with specific occupational training needs to have access to courses and programs leading to credentials and degrees that meet local and regional demand. This authorizes University of Central Florida, along with the affiliated Florida Solar Energy Center, to be included on the Eligible Training Provider List. Training programs which meet local and regional demand criteria are made available based on funding availability.

Eastern Florida State College (EFSC): EFSC provides local Workforce Training and Certifications that deliver career education and professional training to develop the current and future workforce or Brevard by offering programs and courses specifically designed to assist individuals in securing, maintaining and advancing their employment or careers. This training leads directly to in-demand jobs which support local businesses.

Adult Education: CareerSource Brevard in cooperation with Brevard County Public Schools (BPS) which includes Adult and Community Education has established a partnership agreement for technical, educational and vocational training which is designed to meet industry needs across various in demand occupations for adult learners and career seekers. The intent of this agreement allows a customer with specific occupational; literacy and English as a Second Language (ESOL) training needs to have access to group or individual courses and programs leading to language proficiency, credentials and degrees that meet local and regional demand. This includes inclusion of courses on the Eligible Training Provider List (ETPL).

Sector Strategies: In order to develop, implement, and expand sector strategies with a focus on growth industries and to build a competitive workforce, CareerSource Brevard may enter into agreements with training vendors for programs that meet sector strategy training needs not available with existing ETPL. Such vendors may not be able to meet all ETPL requirements but must be able to provide data and outcomes which demonstrate provision of credential(s) leading to successful employment or retention of existing employment within the industry or current employer.

Disaster Worker Training: Brevard County in 2004-05 and again in 2016, 2017 & 2019, was impacted by a number of hurricanes and was subsequently included as part of the Governor's and the Federal Emergency Management Agency (FEMA) Disaster Declarations. Brevard County, like many other counties in Florida, benefited from the USDOL National Disaster Worker Grant (DWG) funding to support recovery. In circumstances where the grants allow for participant training, Brevard has found that the ETPL can be insufficient to meet training needs for participants as they exit the public service program. CareerSource Brevard may enter into agreements with training vendors for programs that meet disaster worker training needs not available with existing

ETPL. Such vendors may not be able to meet all ETPL requirements but must be able to provide data and outcomes which demonstrate provision of credential(s) leading to successful employment or retention of existing employment within the industry or current employer.

This authorizes University of Central Florida, BPS, EFSC and training vendors who meet sector strategy needs or disaster worker training needs to be included on the Eligible Training Provider List. Training programs which meet local and regional demand criteria are made available based on funding availability.

Contracts for Training Services: Pursuant to CFR 680.320 there are “circumstances” in which mechanisms other than ITA accounts can be used to provide training services. This rule allows for contracts for services to be used based one or more of five exceptions detailed in the rule. The rule requires that this plan “must describe the process to be used in selecting providers under a contract for services”. Each contracted training vendor may be added to the Local ETPL for tracking and informational purposes. The follow matrix outlines local plan directives related to selection of providers:

Category	Excerpt CFR 680.320	Process/Directives
Insufficient Number of Training Providers	(2) When the Local WDB determines that there are an insufficient number of eligible training providers in the local area to accomplish the purpose of a system of ITAs. The determination process must include a public comment period for interested providers of at least 30 days and be described in the Local Plan.	- The one-stop operator and/or the Vice President of Industry Relations or designee is authorized to notify the Vice-President of Operations that there are training vendor insufficiencies. - The notification must include data and other information to substantiate the identified need and training vendor(s) who might be able to address the training need. - The Vice President of Operations will ask to schedule a Scholarship Committee meeting to present the request and suggested alternative training vendor(s) for approval. - The Vice President of Operations shall post a notice of intent to contract with identified training vendor(s) on the CSB website for a period of 30 days to solicit comments from interested providers and or stakeholders. - Upon the completion of the public comment period, the Vice President of Operations shall report to the CSB President to outcome of the public comment period. - The president shall make the decision as to who to contract and begin the training. - The President shall schedule acknowledgment of the action at the next regularly scheduled CSB Executive Committee.
Community-based or Private Organization to Serve Individuals with Barriers to Employment	(3) When the Local WDB determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve individuals with barriers to employment, as described in paragraph (b) of this section. The Local WDB must develop criteria to be used in determining demonstrated effectiveness, particularly as	- The one-stop operator and/or the Vice President of Industry Relations or designee is authorized to notify the Vice-President of Operations that there are community-based or another private organization with demonstrated effectiveness in serving individuals with barriers. The Vice-President of Operations may also authorize to accomplish this in consultation with the one-stop operator. - The notification must include data and other information to substantiate the demonstrated effectiveness of the training program. - The Vice President of Operations will schedule a Scholarship Committee meeting to present the request/information and consult with the CSB President prior to proceeding with a contract with the training vendor.

Category	Excerpt CFR 680.320	Process/Dir
	it applies to the individuals with barriers to employment to be served. The criteria may include:	The following information shall guide CFR 380.320
	(i) Financial stability of the organization;	Financial Stability shall be determined by the Finance Department Director or CFO limited to: - In business for at least 1 year - Dun and Bradstreet Analysis to assess risk - Verification the provider was not previously suspended as a training provider offered by the U.S. Department of Education, or a
	(ii) Demonstrated performance in the delivery of services to individuals with barriers to employment through such means as program completion rate; attainment of the skills, certificates, or degrees the program is designed to provide; placement after training in unsubsidized employment; and retention in employment; and	Performance for individual with barriers not always meet the same criteria as performance shall include a review of preceding 12-month period) to include CFR 680.320. Performance must meet 50 factors.
	(iii) How the specific program relates to the workforce investment needs identified in the local plan.	Because WIOA encourages and requires addressing barriers, the local plan clearly prioritizes individuals. No specific action is required.

Category	Excerpt CFR 680.320	Process/Directives
	b) Under paragraph (a)(3) of this section, individuals with barriers to employment include those individuals in one or more of the following categories, as prescribed by WIOA sec. 3(24): (1) Displaced homemakers. (2) Low-income individuals. (3) Indians, Alaska Natives, and Native Hawaiians. (4) Individuals with disabilities. (5) Older individuals, <i>i.e.</i>, those aged fifty-five or over. (6) Ex-offenders. (7) Homeless individuals. (8) Youth who are in or have aged out of the foster care system. (9) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers. (10) Eligible migrant and seasonal farmworkers, defined in WIOA sec. 167(l). (11) Individuals within 2 years of exhausting lifetime eligibility under TANF (part A of title IV of the Social Security Act). (12) Single parents (including single pregnant women). (13) Long-term unemployed individuals; or* (14) Other groups determined by the Governor to have barriers to employment. *By policy in the State of Florida, long-term unemployed is defined as 13 out of the last 26 weeks.	

CareerSource Brevard has placed a priority on and budgeted funds for demonstrated effective work-based strategies that meet employers' workforce needs, including on-the-job training, employed /incumbent worker training, registered apprenticeships and paid work experience.

Training for WIOA Youth and the Welfare Transition program will also follow the

Regional Targeted Occupations List. At the discretion of the President of CareerSource Brevard, an expanded RTOL may be used.

CareerSource Brevard case management staff determines the customer's need for WIOA funded training services following completion of an interview, evaluation, or assessment, and career planning based on the following criteria:

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services.
- Candidate is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
- Candidate has selected a training program or training services that are directly linked to the demand occupations that will lead to employment opportunities in the local area or the planning region.
- Candidate has the skills and qualifications to successfully participate in the selected training program.
- Candidate doesn't currently possess skills in a demand occupation, or candidate possesses skills in a demand occupation that doesn't pay a self-sufficient wage.
- Candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.
- On-the-Job Training Services: Candidate has been unable to secure self-sufficient employment with current skills. Customer is in need of assistance with training in a targeted occupation in order to become more skilled with the goal to retain employment following the subsidized OJT training period.

CareerSource Brevard provides occupational skills ITA-based training services through an open training provider application process. Applications must meet the minimum standards established by CareerSource Florida.

CareerSource Brevard maintains a Scholarship Memorandum issued periodically that governs funding allocated to ITA and Employer based training. This memorandum establishes the wage tiers and mix of services to meet business and job seeking customer needs. This memorandum allows adjustments on a periodic basis.

Individual Training Accounts (ITA)

ITAs are linked to in-demand employment opportunities in the local area. CareerSource Brevard will provide ITAs for qualified WIOA career seekers in need of financial assistance to obtain the education and job skills necessary for a career that will lead to self-sufficiency. ITAs are issued for specific training programs and training providers and may be used at any approved institution for payment of tuition, books and fees. ITAs are categorized into three tiers based on whether the occupational training is for an entry level position, bridge position, or high-wage position. The tiers, average wage and maximum investment are defined in the tables below:

INDIVIDUAL TRAINING ACCOUNTS (ITA)

THRESHOLDS FOR ALLOWABLE ITA INVESTMENT		
Tier	Average Entry Wage	Maximum Investment
Entry	\$ 9.99 or Less	\$3,000
Bridge	\$10.00 - \$14.99	\$7,800
High	\$ 15.00 and Up	\$9,500

These Tiers may be adjusted as necessary to meet the needs of job seekers and employers. ITAs, in the form of a voucher as payment to the training institution, are issued on a semester or class basis and service providers must track the total amount issued to ensure that limits are not exceeded. ITAs may be used for education, job skills training, and associated needs required for employment in one or more of the careers named on the RTOL or to obtain specific skills certification leading to one of the occupations in demand.

Work-based Training

Work-based training is employer-driven with the goal of unsubsidized employment after participation. It involves a commitment by the employer(s) to fully employ successful participants after they have completed a training program. It is a successful training strategy for participants and employers in that participant finds high quality work and the employer develops a highly skilled workforce. It is the policy of CareerSource Brevard to maximize “work-based training”. This policy shall apply to all work-based training unless otherwise indicated by a specific grant or funding source. In such cases where there is a variation from this policy, the grant documents, special grant conditions or the strategic plan governing the implementation of the special grant, shall take precedence. Training types are as follows:

Training Type:	Description:
On-the Job (OJT)	The business hires the participant, provides training per contract and specified training plan, Business retains participant who successfully completes training
Customized (CT)	Used by business to meet training needs through talent pipeline development. Contract with training provider to develop and deliver training. Business commits to hiring participants who successfully complete training.
Incumbent Worker (IWT)	Used by business to upskill existing employees for the purposes of retention, lay-off diversion or promotion that leads to backfilling into less skilled position. WIOA limits IWT to 20 percent of the Adult and Dislocated Worker funds allocated to the region. IWT only participants are not included in WIOA performance accountability calculations.
Registered Apprenticeships (RA)	A national training system that combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation.” Participants are employed and may participate in an OJT, ITA or a combination of the two. Incumbent worker and customized training may also be utilized.
Pre-apprenticeships (PA)	A program or set of strategies designed to prepare individuals for entry into Registered Apprenticeship Programs (RAP) or other job opportunities. Pre-apprenticeships may last from a few weeks to a few months and may or may not include wages or stipend.
Industry Recognized Apprenticeship Program (IRAP)	IRAPs are a new and flexible form of high-quality apprenticeship programs that provide individuals with opportunities to obtain workplace-relevant knowledge and progressively advancing skills.
Transitional Jobs (TJ)	Transitional Jobs are subsidized, time-limited, paid work experience in the public, private or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have inconsistent work history. The purpose of Transitional Jobs is to connect these individuals with opportunities to build workplace skills and job history. All eligible

	Adult and Dislocated participants may participate in transitional jobs. Once a customer has been determined eligible for a funding source, they must complete an initial assessment and meet one or more of the criteria specified in the local policy.
Work Experience (WE)	Work Experience is a planned, structured, learning experience that may take place in a workplace for a limited time. Work experience may be paid or unpaid, as appropriate and consistent with other laws, such as the Fair Labor Standards Act, and may be in the public, private or nonprofit sector. Work experiences must include academic and occupational educational components. These are most appropriate for youth and adults with limited to no employment experience, dislocated workers who need exposure to new industries/occupations, unemployed workers, underemployed workers, and long-term unemployed workers. Internships are provided via a contract between employers with emphasis on matching work site opportunities with the training, interests and aptitudes of WIOA participants for targeted industries.

ON THE JOB TRAINING (OJT)

THRESHOLDS FOR ALLOWABLE OJT INVESTMENT		
Tier	Average Entry Wage	Maximum Investment
Low	\$12.00 - \$14.99	\$7,800
High	\$15.00 and Up	\$9,500

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

The CareerSource Brevard Board assures that the One-Stop Career Center System and partners will adhere to the principles of consumer choice requirements as outlined in provisions of the WIOA.

WIOA Title I-B assigns responsibilities to the state and local levels to support participants in need of training services for the purpose of enhancing their job readiness or career pathway, ensuring their access to career training through a list of approved training providers and programs. Training services are provided in a manner that maximizes consumer choice in the selection of an eligible provider.

CareerSource Brevard's Eligible Training Provider List and RTOL are posted on the CareerSource Brevard website. The RTOL was developed after extensive research in the local, regional and statewide Labor/Job Market. In addition, the CareerSource Brevard Board of Directors, consisting of local business experts, reviews and approves this RTOL annually or as needed. Customers interested in pursuing training services are encouraged to review these tools to explore and research the training programs listed prior to selecting a training program in a growth and demand occupation. CareerSource Brevard staff ensures that each customer is made aware of the full array of training services available under WIOA. Program staff do not promote any training provider; however, provide relevant performance outcome data for consumers to make informed training decisions.

Occupational skills training shall be provided in a manner that ensures informed customer choice in the selection of training for regionally in-demand occupations and prudent use of public funds in the selection of such providers. This process ensures

transparency and supports informed customer choice in the evaluation and selection of training providers and programs.

Guidelines for establishing ITA's are to be used to access approved training programs provided by "eligible training providers (ETPs)." ETP's are vendors who are approved, maintained and located on the statewide ETP list.

If a customer selects a training provider and/or training program that is outside of our region, our Board has established a policy that requires a waiver request to be submitted and approved by the CareerSource Brevard President or designee. It is the intent of the Board to fund only those training programs on the regional or state TOL. CareerSource Brevard customers who select a training provider and/or training program within one of the contiguous regions of Brevard do not have to request a waiver for approval. Contiguous regions are defined as those who share a border with Region 13 including Regions 11 (CareerSource Flagler/Volusia), 12 (CareerSource Central Florida) and 20 (CareerSource Research Coast).

In addition, CareerSource Brevard ensures that there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

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

The in-demand occupations of the current workforce and those related to the emerging industries in the area are a priority for CareerSource Brevard and its business and education partners. We strive to make available training programs that meet the needs of employers per occupation and the skill level as measured by the industry-recognized certification attained via the training program.

Board staff ensures programs link directly to occupations on the RTOL. CareerSource Brevard has for the last 10 years maintained a customized RTOL. The RTOL process is the mechanism by which the State of Florida and LWDBs direct public workforce funding to programs in order to meet high demand/ high wage business employment needs. The RTOL process gives local discretion and flexibility and will allow us to better meet local employer and worker needs. The RTOL revisions also allow for occupational training (usually ITA) requiring or resulting in an industry recognized certification, credentials or degree upon completion. Out-of-Region Training Providers, generally in contiguous counties, are approved to accommodate the needs of local business and job seeking customers. Information regarding occupational skills training programs and local and regional demands for those linking occupations is available on our CareerSource Brevard website.

The Eligible Training Providers and Programs webpage provides important data: 1) the RTOL and 2) the Eligible Training Provider List (ETPL). This same webpage has an easy-read data table with alphabetically listed occupations with the occupation's

projected annual growth, annual opening, average wage and entry wage per each listed occupation. Each occupation has a drop-down box for the user to view all the training providers in the five-county area for that specific occupation.

The ETPL indicates important details such as: Certification, Program Length, Total Student Costs, PELL Eligibility and Minimum Reading and Math Skills Required of the potential student. The ETPL also specifies program performance: Program Completers, Found Employment Rate and the Average Wage at Placement into Employment for those who have participated in the past. All of this data educates the individual so that an informed decision can be made concerning provider/program choice.

Occupations in the industry priority areas provided by our economic development are given priority when discussing current and future training programs. Information is readily provided to our educational partners for their own institutions' future considerations. As CareerSource Brevard discusses emerging industries and in-demand occupations with business and educational partners, all considerations for "timing" are given priority. Our educational partners require time to create curriculum that meets the industry requirements.

Career and Professional Education (CAPE) programs within the secondary education system for Brevard County connect to in-demand occupations and require industry-recognized certifications to meet the needs of the employer. As the local school district submit applications for CAPE industry certifications, CareerSource Brevard provides Letters of Endorsement, indicating the specific business demand.

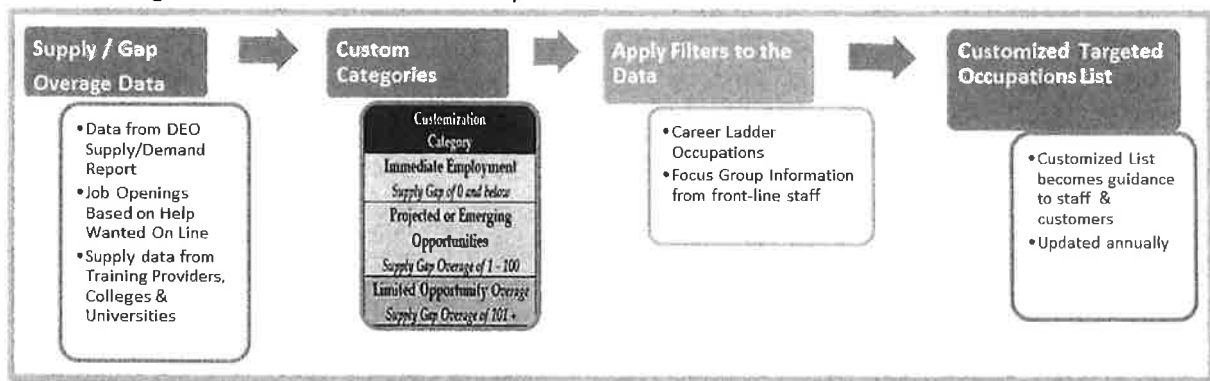
The CareerSource Brevard staff guides customers to use the available labor market resources available through Employ Florida and through Florida Research and Economic Information Database Application (FREIDA). Participants willing to relocate or those living in outlying areas of the region may use providers on the State's Eligible Training Provider list in other areas of the state. Having knowledgeable staff to guide customers allows for employed citizens. For in-demand training CareerSource Brevard uses a wide variety of data and resources to ensure that our LWDB is fully apprised of trends and issues. DEO provides excellent support at the local workforce level to support data driven strategies which support in-demand training.

The DEO Bureau of Labor Market Statistics (LMS) produces industry and occupational employment predictions along with occupational wage estimates for Florida and each of the 24 Workforce Regions. LMS presents the results of the latest statewide employment forecast along with a statewide Demand Occupations List based on the previous year's wage criteria adjusted by the U.S. Bureau of Labor Statistics' Employment Cost Index. The statewide Demand Occupations List identifies the labor market needs of Florida's business community and encourages job training based on those needs, with emphasis on jobs that are both high demand and high skill/high wage and is used as a baseline for establishing RTOLs. Subsequently, DEO releases the statewide Demand Occupations List as well as regional Demand Occupations Lists and sends an announcement to CareerSource Florida and the RWBs. To develop the RTOL, CareerSource Brevard takes the following steps:

REGIONAL TARGETED OCCUPATIONS LIST (RTOL) DEVELOPMENT PROCESS		
Step/ Time Line	Activity	Resources Used/Action Required

REGIONAL TARGETED OCCUPATIONS LIST (RTOL) DEVELOPMENT PROCESS		
Step/ Time Line	Activity	Resources Used/Action Required
1 Early March	Establish Draft Regional Targeted Occupations List	- Review Statewide/Regional TOL - Internal Review by Industry Relations, Program Managers and Career Counselors - Utilize Labor Market Information (LMI) from multiple sources.
2 Mid- March	Key Partner & Training Vendor Filtering	Solicit Feedback from - Training Vendors - School District - Other Economic & Business entities
3 Late March	Alignment with Economic Development Priorities	Determine how occupations fit with LWDB 13 Key Industry Analysis which include: - Florida Targeted Industries - Florida Infrastructure Industries - Local Economic Development Priorities
4 April	Business & Industry Filtering	Solicit Feedback from the following groups: - Industry Workforce Committee - Eastern Florida State College Industry Councils - Training Vendors provide CIP to SOC crosswalk information when available and pertinent.
5 April	Customization	See Section below for description of this process.
6 May/ June	Final Approval by the CareerSource Brevard Board of Directors	Consent Action Item at the May/June BOD Meeting
7 June	Final Actions	Post final RTOL on website by June 30th.

The following contains the customization process”:



LWDB 13 levels of training subsidy issued to participants through ITAs are established in local policy and updated periodically. Region 13 utilizes a wage tier model which ties the amount of subsidy to the projected average entry wage for the occupation. The tiers are

“entry”, “bridge” and “high wage”.

The local planning strategy for the RTOL includes the following local decisions which impact the strategies for development of the RTOL:

- CareerSource Brevard utilizes the Demand Driven -Solutions Based model to organize and operate the One-Stop or Career Centers. This model assists job seeking customers by focusing on business needs rather than the traditional “funding silo driven” method of providing services. As such, CareerSource Brevard wishes to maximize the involvement of business and industry groups in the update and development of the RTOL.
- The CareerSource Brevard Industry Relations Department has ongoing and periodic business engagement events and is charged with the responsibility of soliciting active feedback in the development and update of the RTOL.
- CareerSource Brevard intends to update the RTOL on a yearly basis but has established provisional methods to include occupations which are determined as emerging or necessary to meet a specific industry need.

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

CareerSource Brevard utilizes an industry sector focus to effectively provide training opportunities to both businesses and job seekers in Brevard County. All training opportunities associate with occupations listed on the RTOL.

It is paramount that Industry Relations staff and Career Advisors work together to adequately develop training opportunities and prepare jobseekers for training in the identified key industries. Industry Relations staff specialize in each of the key industries and utilize their expertise to build training opportunities that meet the needs of businesses. Training opportunities may include on-the-job (OJT), work-based training, or customized training. Additional support is provided to employers through industry-specific job fairs and recruiting events.

To adequately prepare job seekers for training opportunities, Career Advisors utilize comprehensive assessments, labor market information and the Eligible Training Provider List (ETPL) to determine potential pathways and conduct career exploration with the job seekers. Staff also review relevant job openings with the job seeker. Once determined that the job seeker is interested in training, staff follow the process outlined above.

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

- (a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).**
- (b) Include the local area’s design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).**

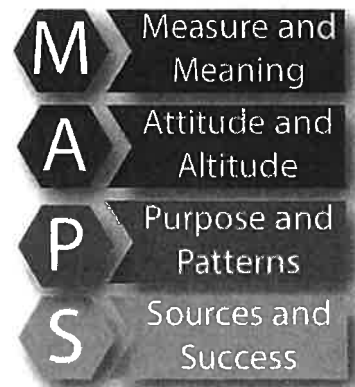
(Responses to a and b) There are numerous workforce activities throughout the region

focusing on Youth. There are faith-based, community-based, education-based, as well as Federal, State and Local Government funded programs. The CareerSource Brevard Youth model is called “NextGen” which is a no cost program for eligible young adults seeking to gain work experience, enter the job market and plan



for, or launch a career. Youth activities include occupational skills exploration, pre-employment/work skills training, counseling, and opportunities for academic skill building, job development, various work experience opportunities, job placement, and follow-up. The NextGen model was highlighted in the March 26, 2015, USDOL Employment and Training Advisory System (TEGL 23-14) Operating Guidance as an “Example of Local Areas Successfully Servicing Larger Numbers of Out of School Youth (OSY).” The NextGen model targets three customer groups, each: Out of School Youth (OSY) Out of School Youth referred from Partner Programs (OSY-Partner Programs) and In School Youth (ISY).

The OSY refers to out of school youth with a high school diploma or equivalent who are not engaged in another activity that would prevent them from participating in two days of MAPS training. This group is offered as a cohort-only style and provision of services is cycled twice per month, per Career Center. Interested customers begin with an information session to determine eligibility and submit their application to the program. Once accepted, MAPS training is completed. Training is two days and covers topics such as local labor market information, determining and building upon your strengths, human resources and ethics basics, dress for success, presentation skills, financial literacy, resume and portfolio development, mock interview practice and real interviewing opportunities. In addition to training, OSY customers receive one-on-one coaching each day of training that covers goal setting, working through barriers, developing a bridge plan and scheduling future appointments with their Career Advisor. MAPS has the ability to be hosted on-site or virtual based on the needs of the participants.



The OSY-Partner Programs customer group consists of youth who are participating in Adult Education and therefore cannot participate in MAPS training. The customer flow for this group begins with an on-site information session to those nearing completion of an education program where initial assessments, applications and eligibility are completed. Following the information session, objective assessments and a career pathway plan are completed and coordinated with the partner agency. Each customer receives an individualized case management process that includes the Career Advisor and the partner agency. CareerSource Brevard supports transition to employment, on-the-job training or post-secondary education. Due to the onset of the recent pandemic, Adult Education implemented weekly webinar sessions to offer to all students. This program, known as the “Career Live” webinar, is a one-hour, topic-based presentation and discussion designed to provide students with opportunities for career pathway and employment learning. CareerSource Brevard participates during one session per month, sharing labor market information, emerging and in-demand industries, and information about the NextGen program.

Finally, the third customer group is for In School Youth (ISY) and refers to those youth who meet the statutory definition of attending school. CareerSource Brevard has an OSY Expenditure Rate in excess of 80%, therefore the ISY customer group is kept small, and services are prioritized by neediest youth. Neediest youth include referrals from agencies or programs for individuals with disabilities, pregnant or parenting, homeless, offender or foster youth, or a college student with barriers nearing completion of a post-secondary program. The customer flow for ISY includes an information session to determine eligibility, by appointment only, followed by an objective assessment and Career Pathway Plan developed in coordination with the referral agency. ISY receive a customized version of MAPS training covering topics such as youth compliance, Skillup Brevard (for customer service, business etiquette and teamwork), and financial literacy. ISY may be placed in paid work experiences and case management is a coordinated effort with the referral agency. CareerSource Brevard supports the transition to employment.

Due to WIOA being heavily focused on work experience activities, youth who visit CareerSource Brevard who are not in school and do not have a high school diploma or GED are generally referred back to the education system. When enrolled, WIOA Youth services are made available to them.

In-School and Out-of-School Youth with disabilities are offered the same services and activities. All youth are assessed, and accommodations are provided on an individual basis. Most often identified are learning disabilities.

The NextGen outreach strategy includes engaging dropouts via partnerships with the public school system where youth active in the High School Equivalency (HSE) program are referred to CareerSource Brevard for inclusion in the NextGen program. CareerSource Brevard staff also work directly with Elementary and Secondary Education Act (ESEA) Title I Schools to provide outreach to graduating seniors and pregnant teens programs. Community partnerships with the Department of Juvenile Justice and foster care providers, among others, include referrals of youth and joint staffing, where appropriate. In recent years, CareerSource Brevard has placed significant emphasis on building new partnerships with community-based organizations to attract hidden talent. Additional partnerships have been established with organizations such as the My Community Cares/ The G.O.D Project, Macedonia Education Technology and Career Academy (METCA), Summit of Seven, AMI Kids for youthful offenders, the College Internship Program for disabled young adults and Ready for Life for dropouts and youthful offenders.

Work experience activities offered to the various youth customer groups include paid/unpaid work experiences, On-the-Job training, internships and apprenticeships, and job shadowing. Paid work experiences are prioritized to youth with the most significant barriers to facilitate employment readiness (homeless, offenders, individuals with disabilities, foster and Adult Education youth). This is a structured work-based learning opportunity to apply current skills, learn new skills, and establish or increase employment. On-the-Job training is offered to youth ages 18-24 with a high school diploma, or college students nearing completion of post-secondary education, who have been assessed as work-ready and are seeking full-time employment. This is a structured, industry skills-specific training for a job candidate who does not meet all of an employer's hiring requirements but is willing to hire and train the candidate to perform the job. Internships and Apprenticeships are offered to youth with a high school diploma

and at least one industry-related credential or nearing the attainment of one. This is a structured, industry skills-specific work-based learning opportunity at a business that aligns with the trainee's desired career path. Job Shadowing becomes incorporated into a participant's career pathway plan and can be utilized in a virtual setting.

CareerSource Brevard has an OSY Expenditure Rate in excess of 80%. The NextGen service model includes a workshop encompassing assessment, life skills training, and goal setting/planning. After completing these modules, the youth and Career Advisor create a bridge plan to link them to ongoing services, which include career coaching and skills training to earn an in-demand industry-recognized credential, continued support to get a job, learning job search techniques, developing a resume portfolio, career coaching, paid work experiences, on-the-job training, and supported job search assistance. Due to staff integration, youth customers may participate in other grants at CareerSource Brevard. Likewise, applicants for other grants who fall within the applicable age-range are screened for suitability for WIOA youth services.

The Next Gen program model is supported by the December 2015, Workforce Strategies Initiative publication "Connecting Young Adults to Employment". This study identifies five job qualities noted as important by youth agencies. These qualities are as:

- Stable employment (not contract or temporary employment) (72 percent);
- Self-sufficiency or family-supporting wages (65 percent);
- Full-time jobs (61 percent);
- Opportunities for advancement and pay increases (56 percent); and
- Predictable, set hours (48 percent)

In-School and Out-of-School Youth with disabilities are offered the same services and activities. All youth are assessed, and accommodations provided on an individual basis. Most often identified are learning disabilities. The Disability Program Navigator (DPN) teams with other agencies to develop business outreach and training services for regional businesses. Future planning of collaborative services may include WIOA staff enrolling youth and referring to Vocational Rehabilitation (VR) for assessment based on the educational or vocational career path and an identified disability. Individuals pursuing post-secondary options must provide the schools with current documentation to complete a 504-accommodation plan. VR plays a key collaborative role in providing individuals with disabilities access to a variety of specialized providers; medical, mental health, psycho/social, rehabilitative engineers, and vocational evaluators. Accommodations such as iPads® provided to individuals for use in the workplace or educational environment to address hearing or learning limitations are an effective, low-cost solution easily provided by Vocational Rehabilitation. Assessment and/or evaluation results and recommendations shared with the customer and their WIOA Career Development Representative (CDR) are incorporated into the Career Planning process. The DPN & Integrated Resource Team remains a resource to the Career Representative and client throughout the service delivery phase.

The CareerSource Brevard youth program aligns with USDOL's goals of preparing workers for good jobs and assuring the attainment of the skills and knowledge that ensure workers succeed in a knowledge-based economy. The program specifically targets at risk youth that are current or former high school dropouts with the greatest challenges to finding good jobs. The program is designed as a holistic approach to provide technical training, educational training, workplace essential skills, and social

skills. Youth will participate in a continuum of services designed to permanently remove the “at-risk” label and set them on their chosen career pathway.

We have incorporated into the local youth program design the 14 program elements of WIOA:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies. Included in the framework enrolled youth will have the opportunity to attend GED prep classes and/or obtain a high school diploma. CareerSource Brevard works closely with Adult Education partners to provide GED instructors for these activities. Tutoring and mentoring will be provided through the instructors, on-line vendor, volunteers, interns, and AmeriCorps participants. Through the use of TABE Academy, staff is able to prescribe computer-based remediation classes for youth and are available for one-on-one tutoring as needed.
- Alternative secondary school services, or dropout recovery services, as appropriate. CareerSource Brevard addresses these issues to some extent; however, these activities are under the purview of the Adult Education programs administered by the local school districts. Staff has established MOUs to address general partnership framework but have also developed strong ties at the frontline service level by having LWDB staff outreach to Adult Ed/GED classes throughout the region and providing one stop services such as employability skills training and job search/placement activities at various Adult Ed locations.
- Paid or Unpaid work experiences that have as a component academic and occupational education (Not less than 20% of funds shall be used for this) which include: Summer employment opportunities and other employment opportunities available throughout the school year. Work experiences are paid and are made available as needed and as budget is available to youth customers. A key member of the NextGen team is the work-based training coordinator who creates OJT and work experience opportunities and matches the young adults to them.
- Pre-apprenticeship programs. The region has been very involved in the development and ongoing activities associated with pre-apprenticeships in partnership with Brevard Adult Education’s programs.
- Internships and job shadowing. CareerSource Brevard has developed and maintains ongoing activities related to internship programs. CareerSource Brevard focus is primarily on paid internship opportunities however employers who are seeking unpaid interns may list those opportunities on the Employ Florida site as well.
- On-the-job training opportunities On-the-job training programs and Paid Work Experience have been a priority. Many of the youth lack experience and need the employer-based training strategies. OJT is a great way to establish employment opportunities, improve partnerships with employers, and provide job seekers with a better chance of being retained by offsetting some of the initial training cost of a new employee
- Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area. Youth enrolled in these training programs will have access to post-secondary training that will lead to industry recognized credentials. Youth 18 and older can be co-enrolled and qualify for ITAs through WIOA adult funding when available.

- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. Next Gen has an established design that will concurrently offer education, technical training, and/or OJT/PWE. Locally efforts will continue to work internally to design additional programs, and externally with technical schools and community colleges to design programs that offer concurrent activities that will lead to employment in targeted occupations. An example of this type of program is the recently launched “Get There Faster” initiative in partnership with Brevard Adult and Community Education, Brevard Public Schools and PepUp Tech. Through a grant received from CareerSource Florida, we have collectively designed a short-term, accelerated learning program training participants for Salesforce administrative roles. WIOA-eligible Brevard Adult Education students are able to earn their GED while taking the Salesforce training program concurrently, thus allowing them to gain in-demand skills that will lead to successful careers in a short amount of time.
- Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate. The LWDB has experience with community service and peer centered activities, and that knowledge will be incorporated into further partnerships with local organizations to enhance upon existing programs. In addition, CareerSource Brevard utilizes Metrix learning modules to provide coursework about leadership, work styles and co-worker relationship etiquette.
- Supportive services may be made available to all youth participants. Primarily these services consist of transportation, clothing and employment related supplies. Next Gen has developed relationships with homeless shelters and other community, faith based, and government funded programs to provide assistance when applicable. Partners include Goodwill and Early Learning Coalitions. Local youth funding is used to fund support services when those services are unavailable from other agencies.
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months that may occur both during and after program participation. Mentoring is currently provided to a limited number of customers who are also enrolled in education foundation programs. CareerSource Brevard will actively recruit mentors from employers who hire through PWE/OJT, AmeriCorps, and faith and community-based organizations.
- Follow-up services for not less than 12 months after the completion of participation, as appropriate. CareerSource policies and procedures require post-exit follow up services for at least once per quarter and more frequently if determined necessary. The Staffing Specialist assigned to the individual when enrolled may maintain responsibility for seeing youth through until follow up is completed, serving as a mentor to the program participant, as well. Those who don’t require as intensive a follow up are transferred to the follow up unit where designated staff provide those services.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate. Career Counselors are responsible for comprehensive career service counseling and identifying the need for additional types of counseling. Individuals needing counseling for other barriers are referred out to partner agencies who are experts at working with individuals with alcohol and drug abuse issues.

- Financial literacy education. This is a component of training, touching on financial reality and responsibility. Additionally, CareerSource partners with numerous financial institutions, and community-based organizations as well as internal staff who are trained in financial literacy. Workshops are available at regularly scheduled times at selected one stop locations. In addition, CareerSource Brevard has established a strong partnership with United Way to host a monthly “Money Management and Budgeting” Workshop at all three one-stop locations. All participants are encouraged to attend and receive money management worksheets and a free budget planner.
- Entrepreneurial skills training. Hosted by BuildED, CareerSource Brevard and other RWB young adult customers have the opportunity to take a one-day program, “The 21st Century Entrepreneurship Workshop” that focuses on the entrepreneurial mindset, encourage ownership, what the professional world is really like and how to build your career.
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area (career awareness, career counseling, and career exploration). This is a key component of training at the onset of a youth’s participation. Career Advisors have numerous tools to use including local Targeted Occupations List, DOL website, State of Florida, EFM, and others to provide information about in-demand occupations within strategic industry sectors.
- Activities that help youth prepare for and transition to post-secondary education and training. All of the activities discussed in the program design and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners such as employers, local school districts, community colleges, private schools, junior achievement, education foundations, and other government funded programs and other community-based and faith-based organizations provide a system of support for youth to succeed in their career and their personal lives.

CareerSource Brevard has also been instrumental in providing additional youth training and career-readiness programs and services through grants from various private and public sources. Included are the following:

Juniors to Jobs – This annual youth summer employment program was launched in 2014 through a partnership with Brevard’s largest municipality, the City of Palm Bay, and the Greater Palm Bay Chamber of Commerce as well as funding provided from the US Council of Mayors. The program model provides a three-day Work Readiness Training educating students on topics such as workplace essential skills training, resume writing, interviewing 101, working in a diverse environment, being smart about social media, making a great first impression, career assessments, and financial literacy and budgeting. After completion of the Work Readiness Training, students interview for and obtain a five-week paid internship with a local employer. As part of the program, all students were tasked to complete five online Dollar Wise financial education modules. The program is targeted to youth between their junior and senior year of High School. Since inception, this program has hosted over 100 students. In 2019, the annual program ended due to the COVID-19 pandemic.



Cocoa Works - Beginning in 2015, CareerSource Brevard had the opportunity to replicate the Juniors to Jobs program through the City of Cocoa. Using funding from the City of Cocoa, CareerSource Brevard facilitated a summer youth training program focusing on teaching high school juniors and seniors the skills they need to obtain employment. This includes a paid Work Experience opportunity with the City. Since inception, this program has hosted over 75 students. This remains an ongoing program offered annually.

City of Titusville – Each year, CareerSource Brevard supports the City of Titusville's summer youth employment program by providing a four-hour work readiness training. The City hosts their program internally, but all youth are pre-screened for NextGen eligibility as well.

Job Corps - Job Corps offers a comprehensive array of career development services to at-risk young women and men, ages 16 to 24, to prepare them for successful careers. Job Corps employs a holistic career development training approach which integrates the teaching of academic, vocational, employability skills and social competencies through a combination of classroom, practical and based learning experiences to prepare youth for stable, long-term, high-paying jobs. The Job Corps design includes the following features:

1. A defined set of core competencies in academic, vocational, information technology, employability and independent living skills which represent the fundamental skills students need to secure and maintain employment;
2. Standardized systems for financial reporting, data collection, student benefits and accountability; and
3. Nationally established performance outcomes, goals and quality expectations.

The Job Corps design is based on the principles of quality services and individualized instruction to meet the needs of each student. Training approaches and methods of implementation vary to allow tailoring of service components and delivery methods, effectively use resources and meet individual student and employer needs. The program is administered by the United States Department of Labor and has assisted more than 1.6 million young people nationwide. Brevard continues a longstanding relationship with Job Corps.

TANF Summer Youth Earn and Learn – In 2018, CareerSource Brevard implemented its own county-wide summer youth employment program targeting TANF-eligible youth between the ages of 16 – 18. Similar to the other programs, youth complete a two-day work readiness training before receiving a paid internship. Employer partners are countywide and represent a variety of industries. Since program inception, we have served over 65 youth in this program. As long as the budget is available, CareerSource Brevard plans to offer the program every summer.

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

With use of industry recognized standardized testing, staff will determine when individuals are unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the family or in society. Staff observation of English limitations documented in case notes is the primary method of documenting this

basic skills deficient category. Computer literacy is necessary to function in society, and a lack of that can be shown through needing assistance to complete computer-related applications or other tasks.

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

CareerSource Brevard has chosen to define “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 society based on a youth meeting one of the criteria listed in chart contained on this page. The primary assessment tool is the TABE. Wonderlic General Assessment of Instructional Needs (GAIN) is also used; however, staff is currently reviewing the possibility of using the CASAS (Comprehensive Adult Student Assessment System). Individuals who score below a ninth-grade level in reading or math are referred to adult basic education programs or to TABE Academy for prescribed computer-based classes in areas of need. Career Advisors will assess an individual’s verbal, written, and computer skills during the WIOA objective assessment and enrollment process. Staff will also discuss other barriers to employment that require support services or additional counseling from partner agencies. It is largely incumbent upon the staffing specialist to assess the youth and develop the appropriate strategy to best serve the individual. Staff observation is a means to determine lack of computer or English proficiency. This may not include enrollment into the LWDB youth program if it’s not in the individual’s best interest.

Youth Unable to Compute, Solve Problems, Read, Write or Speak English

- Reading, Math or Language comprehension below 9th grade.
- Math computation to include word problems at or below 9th grade
- Complete basic computer literacy through online assessment, or as evidenced by inability to complete online applications or tasks, or inability to use Microsoft Office products.
- Communicate in English via everyday conversation/interaction. May include grammar usage.

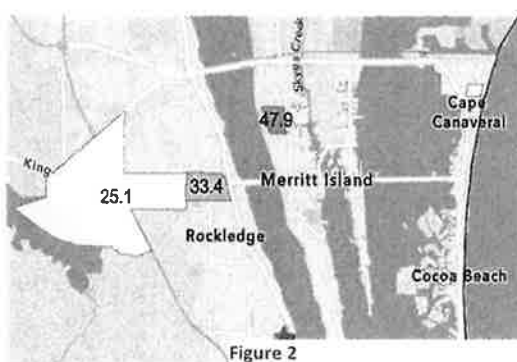
- (e) Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).**

1. Are doing poorly in school based on indicators such as poor attendance rates, achievement test scores, grades, or other measurements related to successful learning;
2. Have been determined by the school district or another community partner to be “at - risk” for one of the barriers to employment as prescribed by WIA(WIOA);
3. Currently have a job below an adequate level for self-sufficiency; in other words, termed “underemployed”;
4. Have a family history of teen pregnancy or underemployment;

5. Have been terminated from paid employment during the past 12 months;
6. Have worked less than three consecutive months in the same job during the past 12 months, including never worked;
7. Post-secondary students within a semester before or after graduation (from a Bachelor's Degree or lower program), seeking to enter their career field of choice and who have less than 3 months' employment history in the field desired.
8. Youth dependents (spouse or children) of active-duty military including drilling National Guard or Reservists and military retirees who are within 1 year of their official retirement date.

In an effort to assist in understanding the WIOA directives for in-school youth which specifies that "Low Income", as defined by WIOA §3(36), or lives in a high poverty area, the Florida Department of Economic Opportunity maintains a [web portal](#) for the high poverty areas. The following data is provided to assist in identify youth who live in those areas:

Census Tract	% Of Poverty 2020	Reference
607	40.7	Figure 1 (North Brevard)
625	25.1	Figure 2 (Central Brevard)
626	33.4	
699.06	47.9	
686.03	26.2	
642.02	25.4	Figure 3 (South Brevard)
647.01	26.5	
649.02	31.5	
651.28	44.6	
713.47	29.1	
713.42	37.9	



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

Self-sufficiency utilized by CareerSource Brevard is contained in Policy PLN 01-08 "Self-sufficiency Policy". Self-sufficiency may vary depending on the program and/or funding source. CareerSource Brevard periodically conducts a study to determine the household wage required for a family to attain self-sufficiency. It is not CareerSource Brevard intent for this study to be a determinate of a fair wage, but a reference in considering wages needed to meet the costs of housing, food, clothing transportation, health care, and other necessities without Federal, State, or local intervention. This study is a tool to assist customers in developing their plans to attain self-sufficiency. CareerSource Brevard has determined that self-sufficiency for CareerSource Brevard is currently at \$20.00 hourly, however this is currently under review and will be revised based on current economic factors. This is based on calculations for a family of three (3) using the most current Brevard/Region 13 Living Wage Study. This self-sufficiency hourly rate may be adjusted as the CareerSource Brevard President directs based on the study and may be waived when the President or designee determines that there is an industry, employer or jobseeker need which can be substantiated. The following applies depending on the situation:

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

Unemployed Adults: Annualized Family earnings of 250 percent or more of the Lower Living Standard Income Level (LLSIL) based on family size as determined annually by the Secretary of Labor. Earnings are calculated by totaling the household's gross WIOA-countable income for the last six months and then doubling that amount.

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

Dislocated Workers: There is no income threshold or limit that the individual or family must meet in order to receive services as a dislocated worker. Training may be available to DW when after an interview, evaluation, assessment or career planning/case management a person is determined unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. Dislocated workers who have become re-employed in "stop-gap" jobs (a job with a lower rate of pay than the job of dislocation or if they are working substantially under the skill level of their previous occupation) may receive training if training is determined necessary in order to obtain or retain employment that leads to economic self-sufficiency.

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

Additional Considerations

Eligible adults and dislocated workers employed in an industry identified as in decline by the CSB President or designee shall be deemed as having income below the thresholds referenced above.

Welfare Transition

Individuals must meet earnings eligibility outlined by state and federal regulations. WT participants may receive transitional services for two years so long as their earnings do not reach or exceed 200 percent of the Lower Living Standard Income Level (LLSIL).

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

As WIOA regulations provide local areas the discretion to provide supportive services as they deem appropriate, CareerSource Brevard has developed and maintains operational policies and work instructions to direct issuance and coordination supportive services and needs-related payments as outlined in PLN00-92. It is CareerSource Brevard's expectation that supportive services should be viewed individually and creatively to enable customers to fully participate in education and training activities contained in his/her employment plan. It is also expected that decisions regarding appropriate funding should, to the fullest extent possible, be made by the staff person most familiar with the customer, to be accompanied by well-documented rationale in the customer's employment plan and case file.

To qualify for supportive services, a customer must: demonstrate a need that will prevent him/her from successfully accessing services or accepting or retaining employment; be unable to afford the cost associated with addressing the need; demonstrate that the need cannot be met through other programs providing such services; be determined eligible for one or more CSB funding sources; and; provide required participation hours when applicable. A participant budget is created and maintained as per allowable levels of services for non-transportation services tracking annual issuance. Part of the developed procedure is monthly or quarterly review of program issuances, participant budgets and program resources to manage overall delivery of services and maintain coordination.

Locally, supportive services have a cap of \$2,000 per person per program year (July 1 to June 30). Staff may authorize non-budgeted support services as items not to exceed \$350 per program year, permitting that the assistance is a line item listed in the policy and the customer has met all eligible criteria. For all types of assistance that are estimated to exceed the \$350 threshold, the Career Counselor must submit a scholarship support service request to the scholarship unit for review and final approval.

Supportive services to the customer may include:

- Assistance with transportation
- Assistance with childcare and/or dependent CareerSource Brevard
- Assistance with first impressions such as clothing (non-uniform related), hygiene, hair care, grooming.
- Assistance with uniforms or other work-appropriate attire
- Assistance with books, materials, supplies and tools required to participate in a training program or accept employment.
- Assistance with test preparation fees, testing fees and other fees necessary to establish a credential which is not part of an approved ITA.
- Assistance with medical, eye, corrective lenses, dental examinations, procedures/evaluations not covered by any insurance or community programs.

- Assistance with fees necessary for fingerprinting, badging, background checks, drug testing and physicals, Driver's License and Vehicle Registration.
- Assistance with overnight lodging required for testing or training.
- Assistance with automobile repair.
- Assistance with entrepreneur support services legally required for business start-up such as business license, bonds, etc.
- Assistance with computers, technology, internet access and associated peripherals is for the benefit of customers to fulfill a training strategy as outlined in the customer's plan and/or meet the mandatory participation requirements.
- Other assistance for services, items or activities not specifically listed in other parts of this policy that are needed for the customer to remove barriers and/or participate in their training or work activities.
- Assistance for reasonable accommodation for Individuals with Disabilities. Individual must have a work or training barrier which meets the ADA definition of a disability. The assistance cannot be for any of the employer or educational required accommodations. Reasonable accommodations focus on modifications or adjustments to the tasks, environment or to the way things are usually done that enable individuals with disabilities to have an equal opportunity to participate in an academic program or a job.
- Assistance with disaster/emergency situations for items necessary to provide services for National Dislocated Worker Grants (DWG) work.

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

One of the goals of CareerSource Brevard to achieve its strategic vision is to improve services to individuals with disabilities and other protected groups to increase their access to high quality workforce services and prepare them for competitive integrated employment. Disability statistics provided by the American Community Survey show that in 2016 approximately 94,000 persons with disabilities in Florida, aged 21-64 classified themselves as "not working but actively looking for work". While we do not have the breakdown by region, this statistic further highlights the potential of an innovative model designed to streamline the process of getting back to work or working for the first time. CareerSource Brevard plans to accomplish this goal by use of the following service strategies and objectives:

- Bring together core program entities' staff, key partner staff and the business community to integrate services and supports, "blend" and "braid" funds, and leverage resources across multiple service delivery systems to improve services to individuals with disabilities and other protected groups.
- Create systemic changes in service delivery design and relevant programs by establishing partnerships, processes, policies, alternate assessments, and programs that better connect education, training, workforce, and supportive services to improve employment outcomes of individuals with disabilities and other protected groups in existing career pathways programs.
- Using the newly implemented Crosswalk Agency Referral Portal, CareerSource Brevard continues to establish robust official referral processes with key partners in the community who serve individuals with disabilities. Partnerships include Brevard County Public Libraries, Department of Children and Families, Hope Florida – A Pathway to Prosperity, Family Promise of Brevard, Vocational Rehabilitation of Brevard County,

Brevard Achievement Center, Resource Center for Disability Solutions (RCD), Space Coast Health Centers and Serene Harbor. CSB has also engaged some of these partners in specialized community resource fairs and job fairs.

- Promote more active engagement with the business sector to identify the skills and support that workers with disabilities and other protected groups need and to better communicate these needs to the core programs' staff, other key partners, education and training providers, job seekers, and state decision-makers.
- Continue to provide physical and programmatic accessibility to employment and training services for individuals with disabilities.
- Access the physical and programmatic accessibility of all our centers and training vendors' facilities.
- Work with our core program partner, Vocational Rehabilitation, to provide youth with disabilities extensive pre-employment transition services so they can successfully obtain competitive integrated employment. CSB hosts quarterly meetings with Vocational Rehabilitation and Brevard Adult and Community Education to increase collaboration and strengthen partnerships to serve individuals with disabilities. Vocational Rehabilitation provides a Senior Counselor to CSB's centralized career center on a weekly basis to meet with customers seeking information and specialized services.
- Continue to strengthen our local partnership with Brevard Achievement Center (BAC), whose mission is to "provide persons with disabilities innovative services and opportunities to achieve personal success." We currently share space with BAC and offer some introductory and orientation workshops for persons with disabilities who are also customers of BAC. We host targeted on-site recruiting events for BAC to increase placement opportunities for individuals with disabilities, and BAC participates in our annual job fairs.
- Improve the employment outcomes of individuals with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits, by refining and expanding services available through our local centers to connect them to existing successful career pathways programs.
- Provide more and diversified job-driven training opportunities for individuals with disabilities and other protected groups, including work-based training approaches such as on-the-job training, Registered Apprenticeships, internships, paid work experience, transitional jobs, etc.
- Increase the number of individuals with disabilities and other protected groups who earn credentials, including high school diplomas, industry-recognized certificates, and two-year and four-year postsecondary degrees, which enable them to compete for employment along a career pathway in targeted industries and other high-demand and emerging occupations.

CareerSource Brevard utilizes the Ticket to Work (TTW) Model to increase the employment options for persons with disabilities who are committed to becoming employed. One of the key features of this model is the processes and techniques which quickly focus the customer on employment and the steps necessary to gain and retain a job. This is paramount and makes it easier to work through the remaining real and perceived barriers as well as the impact to Social Security payments. Persons with disabilities who hold tickets or are eligible for the Social Security Administration's TTW program are often low income, under-skilled and often disconnected individuals. This model can best be described in phases and allows for a greater volume of persons with disabilities to access the resources while improving the odds that the job seeking customer can be successful in working with a career center professional. Two of the three phases involved are "virtual" services. That is – using phone,

web-based connection (e.g., Microsoft Teams) and a personal computer.

Phase		Service Method	Summary
1	Pre-Employment	Virtual by EN	Customer initiates access to the resources engaging with an on-line video describing the service, completes an online application which includes forms required by TTW, interfaces with the Employment Network Coordinator (EN) using phone and computer resources for pre-employment activities. The result of this virtual phase is a determination by the ENC that the customer is a ticket holder, suitable, motivated to work with career center staff and the ticket has been assigned. EN will make a case note in employflorida.com which in turn will be a turnover point for Phase 2 to begin. DEO will provide a suitable service code to identify participants with tickets assigned.
2	Employment Search /Skills Improvement	Staff assisted services	DVOP or formula funded Case Manager will provide WIOA intensive services and/or training services designed to achieve an employment outcome whereby the eligible job seeker with a disability would earn a sufficient wage to achieve milestone payment outcomes
3	Follow-Up	Virtual by EN	Once the eligible job seeker with a disability is exited from the WIOA program with a positive outcome of employment, the EN is required by the ticket to work program to conduct quarterly follow-up during post-employment. This is necessary for up to five years. This follow-up is conducted by an experienced ENC and is a short virtual touch point. This follow-up, however, is imperative to meet both program requirements and the success of the program.

In pursuit of providing service strategies to all customers with special needs and disabilities, CareerSource Brevard coordinates with various agencies who provide services to persons with disabilities. As specified in WIOA, the Equal Opportunity Officer investigates all grievances regarding and allegations of discrimination based on race, color, sex, national origin, disability, age, citizenship, political affiliation, beliefs, genetic information or marital status. If an individual has a complaint regarding level of services or customer service Region 13's policy is to try and resolve the issue at the lowest level. As per policy a complaint will first be referred to the Center Manager level and if not mutually resolved to the customer's satisfaction, they are afforded the opportunity to submit the grievance in writing to the Vice President of Operations for further investigation. If no resolution is obtained, they are able to provide a written grievance to the CareerSource Brevard President and Executive Committee for final resolution. To better meet the needs of other protected groups, training is provided to ensure all staff is aware of the proper procedures regarding grievances and complaints. The EEO Officer will also conduct training regarding the different avenues in which a grievance or complaint may be filled.

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

Re-employment Services

Re-employment services are provided to unemployment claimants and Reemployment Services and Eligibility Assessment (RESEA) program participants. These programs have common elements: written notice/invitation to participate in services, orientation to the one-stop center/services available, and completion of an initial assessment. In addition to these services, staff also conduct additional activities for RESEA participants including creation of an employment development plan, labor market information overview, and assignment of a work search activity. In addition to these services, staff provide job search and resume building. If a skills gap or training need is identified, the job seeker will be referred to WIOA orientation for further services.

The Initial Assessment is used by staff when recommending appropriate programming options for reemployment assistance clients.

The work test is covered during center orientation, i.e., register in EF, complete the background wizard, build a resume, etc. In the event a job seeker refuses a job referral or employment offer, they are reported to DEO Re-employment Assistance Services.

CareerSource Brevard provides tools for job seekers to fulfill their weekly work search requirements. These tools include access to computers, fax machines, telephones, workshops, career counseling and referrals to appropriate jobs in each one-stop Career Center.

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

CareerSource Brevard Policy PLN 09-02 contains the local policy and procedures. The application of priority is as follows:

Priority	Application of Priority
1	Veterans and/or eligible spouses ("covered persons") who are public assistance recipients and/or low-income adults; and/or basic skills deficient who meet existing program eligibility requirements.
2	Nonveterans ("non-covered persons") who are public assistance recipients and/or low-income adults; and/or basic skills deficient who meet existing program eligibility requirements
3	Veterans ("covered persons") and/or spouses who meet existing program eligibility requirements.
4	Nonveterans ("non-covered persons") who meet existing program eligibility requirements.

Veterans Priority of Service:

The Jobs for Veterans Act (JVA), PL 107-288, signed into law on November 7, 2002, requires that there be priority of service for Veterans and eligible spouses in any workforce preparation, development, or delivery program or service directly funded in whole or in part, by the U.S. Department of Labor (38 U.S.C. 4215). The Priority of Service regulations, codified at 20 CFR 1010, were issued December 19, 2008, and require qualified job training programs to implement priority of service for Veterans and eligible spouses, effective January 19, 2009.

The regulations require that CareerSource Brevard identify Veterans and eligible spouses at the "point of entry," which can be at the One-Stop Centers or virtual delivery points such as through Employ Florida Marketplace (EFM). CareerSource Brevard staff have been trained to inform all Veterans or eligible spouses at the time of their arrival at any of the CareerSource Brevard One-Stop centers that they are eligible for priority of service. CareerSource Brevard staff advise customers of their entitlement to priority of service; the full array of employment, training, and placement services available under priority of service; and any applicable eligibility requirements for those programs and/or services.

Priority of service means Veterans and eligible spouses (“covered persons”) shall be given priority over nonveterans (“non-covered persons”) in obtaining all employment, training and placement services. The eligible Veterans or covered persons shall receive access to the service or resources earlier in time than the non-covered person and when the service or resource is limited. The identification of priority of service doesn’t mean that the Veteran or eligible spouse must immediately verify their status at the point of entry. If the Veteran or eligible spouse is planning to enroll into other programmatic services that require an eligibility determination to be made, then they will be asked to provide validation of any required items.

CareerSource Brevard priority of service covers WIOA, youth, Trade Adjustment Assistance (TAA), Wagner-Peyser programs and reemployment services/referrals. Eligible Veteran employed workers visiting the One-Stop center may take advantage of Wagner-Peyser program services with priority level of service. Nonveterans/ non-eligible spouses who meet the mandatory target criteria must receive the secondary level of priority. This means that the nonveteran/non-eligible spouse falling within the mandatory class of candidates to be served will receive priority over Veterans and eligible spouses who do not meet this mandatory priority.

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

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

CareerSource Brevard has a history of strong partnerships with local business, educators and other partners. Representatives of the core programs will share information to develop a better understanding of each other’s programs and services. This will provide a seamless continuum of services for customers and will serve to reduce duplication. Ultimately the goal of the core partners is to assist customers in becoming self-sufficient and productive. This LWDB continues to align our programs and ensure business and individual customers are aware of the full array of available services. One of the goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that employment and training services provided by the core program entities identified in WIOA are coordinated and complementary so that job seekers acquire skills and credentials that meet employers’ needs. CareerSource Brevard plans to accomplish this goal by implementing the following objectives:

- Convene initial and periodic meetings of the core programs’ key staff to discuss and determine how to best coordinate and complement service delivery so that job seekers acquire the skills and credentials that meet employers’ needs.
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entity key staff will have access to this plan. All will be invited to participate in these strategic meetings and

work with CareerSource Brevard to determine what changes, if any, are needed based on this input from local employers.

- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CareerSource Brevard to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
- Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
- Develop, execute or update Memoranda of Understanding and Infrastructure Funding Agreements with core program entities and other key partners that will document agreed upon strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
- Advocate for and support an integrated information system at the state and local level that would allow entities that carry out the core programs to better coordinate service delivery for joint customers and cross program referral.
- Work closely with Adult Education to help students obtain relevant industry recognized certifications along with their GEDs.

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

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

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

Employer engagement is facilitated by the Business Services Unit who works diligently to educate business customers by providing information on financial incentives and other advantages of using workforce services. The Business Services Unit reaches out to businesses through contact lists developed from participation at job fairs, business development events, economic development activities, human resource associations, local area chambers of commerce, and economic development efforts. In addition, engagement efforts are conducted to outreach registered employers within Employ Florida that have not utilized services within the past year. CareerSource Brevard leverages these relationships to provide value-added services to identify the skilled human capital that meets their workforce needs. These services may include OJT, IWT, work experience, apprenticeships and customized training provision for in-demand jobs or high growth industry sectors within the local area.

CareerSource Brevard ensures engagement access for businesses and career seekers

to our service delivery system by providing the following:

- Recruitment and pre-screening of qualified applicants.
- Easy access to post job listings through EF.
- Information about job and industry growth trends and forecast information
- Wage data and other valuable labor market information.
- Hiring and training incentives.
- Strategic planning in partnership with education and training providers to analyze and apply workforce intelligence to improve the talent pipeline in support of sectors in demand.
- Strategic planning and partnerships with other community organizations to maximize outreach of training and employment opportunities.
- Mapping of the talent pipelines for various sectors to identify where the talent is needed now, and in the future.
- Increasing the quantity and quality of the talent pool in Brevard County by defining career pathways for individuals that will ensure a continuous supply of qualified talent.
- Communication of the in-demand skills needed by high growth industry sectors to educational and training organizations in order to improve responsiveness and better prepare workers for the sector.
- Enhanced career services including assistance with employability workshops, skills assessments, job referrals and WIOA eligibility screening for (UI) claimants.
- Referrals to UI claimants to an array of training and education resources.
- Provision of assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs and the delivery of employment and training activities.
- CareerSource Brevard facilitates a very active business services team that proactively offers services to employers to meet their workforce needs. These services are focused on, but not limited to, providing job listings, job referrals, labor market information, OJT's, IWT's, Work Experiences, and Skillup Brevard or other resources for upskilling an employer's current workforce.
- Virtual and on-site recruiting events and job fairs, including CSB's annual "Paychecks for Patriots" veteran-focused event.
- Development and implementation of "Ask the Recruiter" Question and Answer Panel virtual monthly sessions, designed to allow multi-industry employers to share information about their companies and job opportunities; provide resume and interview advice/best practices; tips on social media, networking and how to leverage connections; hot to overcome job search fatigue; job retention strategies; professional branding and marketing tips, and much more to job seekers attending these sessions.
- Career Exploration Workshops to allow industry representatives to speak to career seekers interested in a specific industry focus.

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

CareerSource Brevard is committed to promoting Registered Apprenticeship (RA)

opportunities as a career pathway for job seekers and as a job-driven strategy for employers and industries. Resources are made available to support participants of apprenticeship programs in the form of ITAs, OJT contracts for new hires, supportive services to include training materials such as books and tools and employed worker training funds for companies that carry out programs under the National Apprenticeship Act. CareerSource Brevard works with the Florida Department of Education Division of Career and Adult Education and the regional apprentice training representative to assist in the expansion of existing or development of new apprenticeship programs based on employer demand in the region. The coordination with eligible training providers, employers, joint apprenticeship training programs, and local educational institutions at the secondary and post-secondary levels also provides support to these programs to meet industry demand and align with local workforce initiatives. Additionally, apprenticeship programs are promoted to employers as a solution to the challenges of finding workers with the skills required to fill essential positions.

Local apprenticeship programs are promoted to job seekers as a career pathway in our centers through partner organizations co-located in our centers, the organization website, flyers, resource rooms, and career development planning with center staff. CareerSource Brevard also assists apprenticeship programs with the placement of apprentices not currently engaged with a participating employer by providing referrals of job seekers to employers seeking an apprentice.

Most recently CareerSource Brevard staff has spearheaded local efforts to establish pre-apprenticeship program for trade occupations (Heating & Air Conditioning Installer – Servicer, Plumber, Pipefitter Sheet Metal, Heating & Air Conditioning Installer – Servicer, Plumber, Pipefitter Sheet Metal Worker Line Erector (Lineman) and Electrician in partnership with Brevard Adult Education. CareerSource Brevard has also implemented the following activities to promote apprenticeships:

- Hosting annual Apprenticeship Career Fairs in partnership with the apprenticeship training representative, CareerSource Flagler/Volusia and CareerSource Research Coast to bridge career seekers with apprenticeship organizations
- Hosting dedicated Pathways to Apprenticeship workshops to educate customers on how to research, locate and connect with local registered apprenticeship programs
- Hosting virtual registered apprenticeship information and recruiting events to allow customers to interact with apprenticeship organizations
- Hosting Apprenticeship Program Roundtables between CSB staff and apprenticeship organizations to discuss apprenticeship opportunities in Brevard, the candidate application process and how CSB can assist with promotion to the public and recruitment
- Hosting apprenticeship exploration convenings as a mechanism to partner local employer needs with willing training providers
- Staff training on apprenticeship opportunities to raise awareness and increase referrals of qualified customers to local organizations
- CSB staff participate on Apprenticeship Florida Navigators Team
- Participation as requested by local, state and national organizations to provide frontline perspective and best practices in Brevard for showcasing resources and encouraging career seekers to consider apprenticeships as viable employment and career opportunities.

CareerSource Brevard has partnered with the South Bay Workforce Investment Board from

California on USDOL Grant Growing Advanced Manufacturing Apprenticeship Across American Training Program or GAMAAA. Through our work with the Aero-Flex Pre-Apprenticeship we are able to capitalize that existing framework to meet the workforce development needs common to our region's aerospace and aviation manufacturing industry partners. This unique training model gives employers the opportunity to design a customized training or utilized several pre-developed training programs meeting not only needs of the industry but each participating employer.

To meet the requirements of the TEGL the CareerSource Board of Directors has two representatives which have enhanced our awareness and use of apprenticeships.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

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

All of the required WIOA partners are included in the CareerSource Brevard one-stop delivery system. CareerSource Brevard system of Career Centers directly provides the full array of employment services and connects customers to work-related training and education. CareerSource Brevard provides high-quality career services, education and training, and supportive services customers need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current workforce. CareerSource Brevard has established strong, robust and sustained partnerships with core programs. The local workforce development board provides guidance and oversight of a wide range of core programs. Coordination is managed within a direct line of supervision with coordinated service delivery and accountability. The CORE WIOA Programs are outlined below:

Six CORE WIOA Programs		
TITLE	PROGRAM	DESCRIPTION
WIOA TITLE I	Youth Employment and Training	WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.
	Adult Employment and Training	WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, Veterans, and individuals who are basic skills deficient.
	Dislocated Worker Employment and Training	WIOA dislocated worker program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they

Six CORE WIOA Programs		
TITLE	PROGRAM	DESCRIPTION
		must be eligible (or have exhausted) unemployment compensation.
WIOA TITLE II	Basic Education for Adults	Adult Education and Literacy services include adult education; literacy, workplace, family literacy, and English language acquisition activities; and integrated English literacy and civics education, workplace preparation activities, and integrated education and training.
WIOA TITLE III	Wagner-Peyser Employment Services	Wagner-Peyser Employment Services, often referred to as basic labor exchange services provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
WIOA TITLE IV	Vocational Rehabilitation Services	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate.

In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs provide access through the one-stops:

- Career and Technical Education (Perkins V)
- Community Services Block Grant
- HUD Employment and Training Programs (as applicable)
- Job Corps (Via a Referral)
- Local Veterans' Employment Representatives
- Disabled Veterans' Outreach Program
- Senior Community Service Employment Program (SCSEP)
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs (TAA)
- Unemployment Compensation Programs

Outlined below is a description of roles and resource contributions of these partners:

PARTNER PROGRAMS ACCESS THROUGH THE ONE-STOPS	
PROGRAMS	CONTRIBUTIONS/ROLES/RESOURCES
Career and Technical Education (Perkins V)	• Board and planning representation • Adult Education – basic skills training, GED training and testing • Post-Secondary- occupational Skills Training through ITAs • Job placement assistance • Promotes CareerSource Brevard

PARTNER PROGRAMS ACCESS THROUGH THE ONE-STOP	
PROGRAMS	CONTRIBUTIONS/ROLES/RESOURCES
	programs and services in their Career and Technical Education Centers by providing collateral materials flyers etc. • Involves CareerSource Brevard management staff in their Advisory Boards.
Community Services Block Grant	• Planning and coordination of services • Training services provided through community block grants and limited supportive services • Job placement assistance • Promotes CareerSource Brevard programs and services in their offices by providing collateral materials flyers etc.
HUD Employment and Training Programs (WHEN APPLICABLE)	• Board and planning representation • Workforce Services Agreement and coordination of referral between entities • Financial literacy workshops and seminars • Individual counseling services on home buying, credit repair, etc. • Job placement assistance • Promotes CareerSource Brevard programs and services in their offices by providing collateral materials flyers etc.
Job Corps	• Co-location of staff onsite at the One Stop Career Centers • When a local resident is released from Job Corps and requests assistance – services are provided.
Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program	• CareerSource Brevard provides Direct services as approved by CS Florida
Senior Community Service Employment Program (SCSEP)	• Board and Planning representation • Co-location of staff onsite at the One Stop Career Centers • Job placement assistance • Promotes CareerSource Brevard programs and services in their offices by providing collateral materials flyers etc.
Temporary Assistance for Needy Families (TANF)	• CareerSource Brevard provides direct services as approved by CS Florida
Trade Adjustment Assistance Programs	• CareerSource Brevard provides Direct services as approved by CS Florida
Unemployment Compensation Programs; and	• CareerSource Brevard provides information and local navigation assistance to DEO's

PARTNER PROGRAMS ACCESS THROUGH THE ONE-STOP	
PROGRAMS	CONTRIBUTIONS/ROLES/RESOURCES
	centralized State Unemployment Compensation program.

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

CareerSource Brevard has implemented the allowable flexibility in WIOA to include the following additional partners in the one-stop centers. CareerSource Brevard manages several optional workforce programs through its centers and CareerSource Brevard staff, which include:

- SSA Employment Network and Ticket to Work
- AARP Foundation 50+

CareerSource Brevard continually seeks out opportunities within the region to develop Workforce Services Agreements with partner organizations including community-based, faith-based, and/or nonprofit organization, as well as employment, education, and training programs that align with our vision mission and strategic goals. Ongoing partnership development is paramount to success by ensuring that CareerSource Brevard is sharing promising and proven practices by doing what is best for the community to enhance the overall economic development. Additional partners currently co-locating within our Career Centers include the Early Learning Coalition of Brevard County, Inc., and Brevard Achievement Center.

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

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

This LWDB Career Centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with self-sustaining wages. The local workforce development board promotes accessibility for all job seekers to our Career Centers and program services and is fully compliant with accessibility requirements for individuals with disabilities within our centers, whenever possible. Career Centers assist job seekers with disabilities in all programs, and our region has annually assessed physical and programmatic accessibility. This includes, but is not limited to, ensuring assistive technology and materials are in place, and front-line staff members are trained in the use of this technology.

CareerSource Brevard adopted a policy on reasonable accommodation which was distributed to all Career Center staff as well as training providers and partner agencies to

ensure all understood and recognize the processes and procedures to follow should a job seeker request or appear to need an accommodation. In addition, we have on staff an individual with extensive training and expertise in serving individuals with disabilities, previously our disability navigator, who is our local resource for any issue that arises.

As with any program delivery or activity, CareerSource Brevard seeks input from its partners, including local independent living centers, and board members on the issue or subject and then incorporates that input into the policy or procedure whenever possible and allowable.

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

CareerSource Brevard and its partner programs and entities that are jointly responsible for workforce and economic development, education, and other workforce programs already collaborate to create a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. This region's Career Centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. The local workforce board promotes accessibility for all job seekers to our Career Centers and program services and is fully compliant with accessibility requirements for individuals with disabilities within our centers.

Career Centers in our local area assist job seekers with disabilities in all programs, and our region has annually assessed physical and programmatic accessibility. This includes, but is not limited to, ensuring assistive technology and materials are in place, and front-line staff members are trained in the use of this technology. In addition, CareerSource Brevard and its partners located within the Career Centers ascribe to the principles of universal design of the facility, materials, service delivery and technology whenever and wherever possible and practical, including the following seven core principles:

UNIVERSAL DESIGN PRINCIPLES		
Principle	Design	Description
Equitable Use	Useful for people with diverse abilities	a. The same means of use is provided for all users: identical whenever possible; equivalent when not. b. We avoid segregating or stigmatizing any users. c. Provisions for privacy, security, and safety are made equally available to all users.
Flexibility in Use	Accommodates a wide range of individual preferences and abilities.	a. We provide choice in methods of use. b. We provide adaptability to the user's pace.
Simple and Intuitive Use	Use is easy to understand, regardless of the user's experience, knowledge,	a. We eliminate unnecessary complexity. b. We try to always meet user expectations. c. We accommodate a wide range of literacy and language skills.

UNIVERSAL DESIGN PRINCIPLES		
Principle	Design	Description
Perceptible Information -	language skills, or current concentration level. Communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information. b. We maximize "legibility" of essential information. c. We make it easy to give instructions or directions.
Tolerance for Error-	Minimizes hazards and the adverse consequences of accidental or unintended actions.	a. We arrange facility furniture, equipment and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded.
Low Physical Effort -	The design can be used efficiently and comfortably and with a minimum of fatigue.	a. Allow user to use reasonable operating forces. b. Minimize repetitive actions. c. Minimize sustained physical effort.
Size and Space for Approach and Use -	Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.	a. We always attempt to provide a clear line of sight to important elements for any seated or standing user. b. We make reach to all components comfortable for any seated or standing user. c. We provide adequate space for the use of assistive devices or personal assistance.

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

CareerSource Brevard facilitates access to services through our website and one stop facilities located throughout the county. To the extent possible one-stops are strategically located to provide physical access to job seekers and employers. We have worked to develop online videos and forms for job seekers, program applicants/participants, and employers to access from external locations. These on-line services include but are not limited to; program orientation, applications for training services, e-signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EFM.

With the onset of the pandemic, CareerSource Brevard made significant enhancements to our virtual services over the recent years for both job seekers and employers. Recognizing the importance of virtualizing nearly all of our operations, CSB staff quickly pivoted to understand and accommodate for the "new world" we were living in.

To reach job seekers at their locations, staff developed and launched all workshops in a virtual format. In addition to the standard employment preparation workshops, CSB developed new targeted workshops to educate and enhance job seekers skills for navigating the new world of technology they would soon experience. Workshops such as “Mastering the Virtual Interview,” “So You Want to Work from Home,” and “Microsoft Teams 101” were implemented.

CSB made a necessary enhancement to customer documentation by procuring and implementing PandaDoc, an electronic internet-based signature system. This new system allowed customers to sign all documents electronically, eliminating any gaps in services during our fully virtual operational period. When staff returned to the office but in a rotating form due to safety concerns, staff working remote did not require additional equipment to utilize the system. Board staff also began utilizing this system for contract administration.

During this same timeframe, CareerSource Brevard introduced the Crosswalk Agency Referral Portal, a robust, online referral system that allows key partners in the community to seamlessly cross-refer customers for appropriate services. The implementation of this system has established an inter-agency network of partnerships, created a warm hand-off for the customer and expedited the process for customers to receive services. When CareerSource Brevard receives a referral, staff reach out to the customer to establish a relationship and begin the orientation process. The portal allows for agencies to confirm receipt of the referral, which provides for a streamlined confirmation.

Also, in the height of the pandemic, CareerSource Brevard began utilizing Premier Virtual, a virtual platform that allowed us to continue serving our businesses and job seekers by hosting recruiting events, job fairs and consortiums. Our annual job fair was not able to occur in person, so Premier Virtual was instrumental in us having 50 employers and approximately 200 job seekers attend virtually. The platform continues to be utilized for virtual job fairs and Information Sessions (such as Healthcare Consortiums and Apprenticeships). Without this tool, CareerSource Brevard would have been limited to services provided to the community.

The One-Stop Operator and Workforce Services Provider has introduced a new position, a remote Customer Solutions Representative (CSR), who is responsible for providing basic services virtually during extended hours Monday – Saturday of each week. These extended virtual career center hours allow us to accommodate the needs of our customers seeking basic services, particularly the customers who are not able to visit or connect with us during the traditional office hours. The CSR monitors telephone calls and customer inquiries via the chat feature on careersourcebrevard.com.

One final enhancement to services during the pandemic was the implementation of Skillup Brevard. Skillup Brevard is a free, online learning platform offered through Metrix Learning providing customers with access to over 6,000 courses. Courses are accessible via computer, tablet, or mobile phone and all are offered in Spanish. Customers can learn in-demand career skills such as Microsoft Office, Google Apps and more, or take industry-specific courses that will help prepare them for certifications in in-demand industries.

(3) Integration of Services: Describe how one-stop career centers implemented and

transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop career center partners (WIOA §108(b)(21)).

CareerSource Brevard advocates and supports an integrated information system at the state and local level that would allow entities that carry out core programs to better coordinate service delivery for mutual customers and cross program referrals. CareerSource Brevard will work with state and local organizations to improve customer services and program management by exploring and possibly implementing integrated intake, case management and reporting systems. Wherever possible CareerSource Brevard will maximize the utilization of technology to consolidate and streamline services to enhance the overall customer experience.

CareerSource Brevard has established policies that address the integration of services for the region's Career Centers that support a customer-centered, fully integrated service delivery system that ensures customers and employers have maximum access to the full range of education, employment, training and supportive services offered through the programs available under WIOA.

CareerSource Brevard Memorandum of Understanding (MOU) with core program entities and other key partners, document agreed-to strategies to enhance service provision to employers and jobs seekers.

In addition, several CareerSource Brevard goals to achieve this strategic vision promote maximum integration of service delivery within our Career Centers for customers and employers.

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

All sub grants and contracts will be procured through CareerSource Brevard formal procurement policy processes such as Request for Proposal (RFP) or Invitation to Negotiate (ITN). The LWDB has established procurement policies and procedures in compliance with Federal and State laws and regulations. These policies and procedures are audited by independent CPAs in the conduct of our annual single audit and are monitored by state staff during the conduct of their fiscal and programmatic monitoring processes.

The competitive process used by CareerSource Brevard to award sub grants and contracts for WIOA funded activities adheres to the guidelines within the procurement and contract policy and guidance provided by 2-CFR-200 sections 200.318 through 200.326. For procurements by sealed bids and/or competitive proposals, the process begins with a public issuance of the ITN, notification of interested parties and a legal public notification in order to ensure as many proposals as possible are received. Proposals are received and reviewed by an internal committee. Submissions are reviewed, precaution is taken to ensure any responding companies are not on the excluded list or that any conflicts of interests exist, and a tentative selection is made by the internal committee. The selection is then presented to the President and later to the Executive Board and Board of Directors for final approval. In the event that only one bid is received after the RFP or ITN has been advertised for 30 days or greater, due diligence is completed per FAR14.408(1)(b) requirements, ensuring; more than three responsible and capable firms were solicited; the scope of work was broad enough and consistent with the marketplace for the types of services solicited; and, the time

allotted for preparing and submitting a proposal or bid was a minimum of thirty days. If no conflicts exist, a review committee will evaluate the proposal for strengths, opportunities, weaknesses and threats, as well as any clarification needed before making a recommendation to the Board of Directors for final approval. If there exists only one source of supply, the requirement is considered exigent, or the awardee has directed CareerSource Brevard to use a non-competitive process, then the award will be made via a non-competitive or single source process and justification.

Upon appropriate final approval, the contract is drafted between CareerSource Brevard and the winning bidder that includes all requirements of 2 CFR 200 sections 200.318 through 200.326 and Appendix II to Part 200.

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

CareerSource Brevard ensures service providers achieve program quality and outcomes that meet the objectives of federal, state and local programs by providing technical assistance and guidance, as needed; regularly monitoring; comparing results with federal and state standards and requiring corrective actions when necessary; following up to ascertain that corrective actions are completed, and documenting progress through regular reporting. Service provider contracts include the required outcomes and quality standards required by CareerSource Brevard. This model along with continuous improvement teams also enhance our continuous improvement. All contractor payments are contingent upon performance.

CareerSource Brevard utilizes various team members with programmatic experience to ensure that contracted service provider programs are in compliance with federal/state/local regulations and to provide technical assistance, guidance and training as needed. The contracted service provider is monitored regularly by internal team members and by the CareerSource Brevard contracted monitoring firm. Any issues discovered are reported to the Vice President of Operations and the service providers. CareerSource Brevard requires contracted service providers who are found to be out of compliance with any contractual agreements, the law, and/or program regulations to respond in writing with corrective action plans.

The progress and success of contracted service providers are reviewed through performance reports and feedback from the community, including the committee process. The reports cover the performance and expenditures of service providers and staff compares outcomes, success rates, cost effectiveness and the service provider's value to the community based on these performance reports, monitoring reports, information from committees and information obtained from the State's management information systems.

CareerSource Brevard has an established application process and quality standards for potential training providers. Applications from potential training providers are accepted throughout the year. CareerSource Brevard has an Eligible Training Provider List Policy, which details the approval process to become an eligible training provider for our local area. CareerSource Brevard has developed a Training Provider Agreement for eligible providers. The Agreement requires that all training providers submit performance information on a regular basis as well as cost information on an annual basis or as costs change. A Training

provider performance review is the tool utilized by CareerSource Brevard to provide performance information. The performance is reviewed by the Business Workforce Committee on an annual basis. The following performance levels apply at this time but are subject to change by policy revision:

	Performance Standards	Annual Performance Criterion
1	Completion Rate	75%
2	Employment Rate in Related Occupation at one year	60%
3	Percentage of individuals who obtain unsubsidized employment	60%
4	Wages at placement in employment	RTOL Wage
5	Retention rate in unsubsidized employment at six months after employment	55%
6	Wages at six months after employment	RTOL Wage
7	Rate of licensure	60%
8	Cost per participant	\$ as supplied by vendor

The Training Provider information is available on the website for review by customers interested in training opportunities and updated regularly. Complaints from participants or the community regarding the performance of a training provider are addressed initially by administrative staff. Staff contacts the training providers, via a telephone or on-site visit, to verify facts. Staff may request a corrective action plan, if the complaint is validated. If staff is unable to resolve the complaint with the training provider and the participant, the complaint is reviewed by the Vice President for resolution.

At any time during the year, staff can make recommendations to the President to cease training for occupations that have resulted in over-training and/or when there is a decline in job openings.

F. COORDINATION OF SERVICES

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

CareerSource Brevard has established strong, robust and sustained partnerships with core programs where core programs do fall under the direct oversight of CareerSource Brevard and the one-stop system. CareerSource Brevard manages and has oversight of a wide range of core programs. Coordination is managed within a direct line of supervision with coordinated service delivery and accountability.

Core Programs managed through direct services include:

- Labor Exchange services provided under Wagner-Peyser staff;
- Veteran's Employment programs;
- WIOA Adult, Dislocated worker and Youth services;
- Trade Adjustment Assistance programs;
- TANF programs authorized under Social Security Act Title IV, Part A;

- Reemployment Services and Eligibility Assessment Program (RESEA) providing employment services to DEO's state Unemployment Compensation recipients;
- Unemployment Compensation program via information and local navigation assistance to DEO's state Unemployment Compensation program.

Core programs and services are coordinated in a variety of ways. Some are managed through a contract provider, under Memorandum of Understanding and Infrastructure Funding Agreements, or some other methods such a participation in a local group, referral, etc. In some cases it is as simple as keeping lines of communication open. This includes:

- Title IV program services through the Department of Vocational Rehabilitation;
- Offender reentry services through the Brevard Reentry Task Force & our local reentry program RISE Brevard (Re-entry Intervention resulting in Successful Employment).
- Department of Juvenile Justice;
- Senior Community Service Employment program;
- Adult education and Literacy programs under Title II, local County Schools Adult and Education;
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act (Perkins V) through multiple training partners and apprenticeship programs;
- Brevard County Community Action Team (Community Services Block Grant); and
- The Florida Department of Education, Division of Blind Services.

Other workforce employment and training programs managed through direct services:

- TANF program employment and training services to the non-custodian parent through the CareerSource Brevard Non-Custodial Parent Employment and Training program
- CareerSource Brevard Supplemental Nutrition and Assistance Program (SNAP) Employment and Training program;
- CareerSource Brevard SSA Employment Network and Ticket to Work program.

When it is determined that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to the individual through CareerSource Brevard center resources, center staff or partners. Career Counselors are highly familiar with the functions, basic eligibility requirements and the services of each program and can appropriately assist customers to access CareerSource Brevard programs and services, make knowledgeable referrals to partner programs as needed and as appropriate given the authorized scope of the program. CareerSource Brevard and its partners work to organize and integrate services by function rather than specific program when permitted under each program's guidelines and as appropriate. The CareerSource Brevard team strives to coordinate staff and partner communication, capacity building, and training efforts. Service integration focuses on serving all customers seamlessly, including targeted populations, by providing a full range of services staffed by cross trained teams fluent with the purpose, scope and requirements of each program.

The Florida Department of Education, Division of Vocational Rehabilitation (VR) is a more significant and mandated partner as part of WIOA. VR co-locates within our career centers, allowing VR staff to assist individuals with disabilities who are determined eligible for vocational rehabilitation services. Services include evaluation, counseling, guidance,

developing job seeking skills, physical and psychological restoration, training, rehabilitation engineering, assistance in securing equipment and licenses, job placement and follow-up activities. Persons with disabilities are assisted by all staff in the Career Centers. WIOA case management orchestrates service delivery and would therefore avoid duplication. Cross referrals between Center staff and VR may occur in person, by telephone or by email.

CareerSource Brevard – Demand Driven – Solutions Based

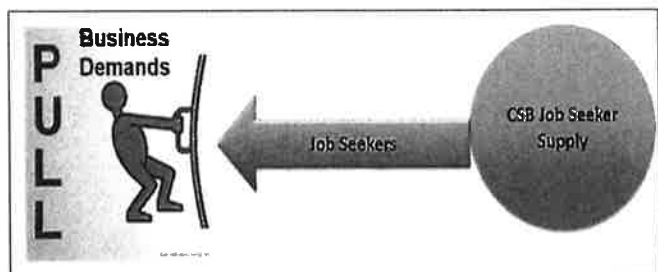
Our Demand Driven System

In 2022, exacerbated by the COVID-19 pandemic, we continue to see historically low unemployment, a tight labor market and the continued dialogue among leaders that the current workforce cannot meet the talent and staffing needs of business and industry. While other entities such as public schools, colleges, and government agencies all play a part in ensuring a quality workforce, CareerSource Brevard's goal is to contribute to the county's economic vitality by providing workforce training and services to meet the needs of targeted businesses and employers. This effort is of course within the resource limits and rules provided by our grantors.



A demand-driven system continues to identify employers as the primary customer. The employer is the end user of our system. In this model, the employer creates a “pull” based on demand or needs they have. The pull is on the supply of job seekers that can meet the employer's needs. This means that the workforce system's task is to provide resources, knowledge, training and experience to help find, prepare, and ensure that persons are trained appropriately to fill the talent pipeline. This includes helping unqualified job seekers to understand what they need to do to meet the business needs and become employed. CareerSource Brevard responds to this “pull” by:

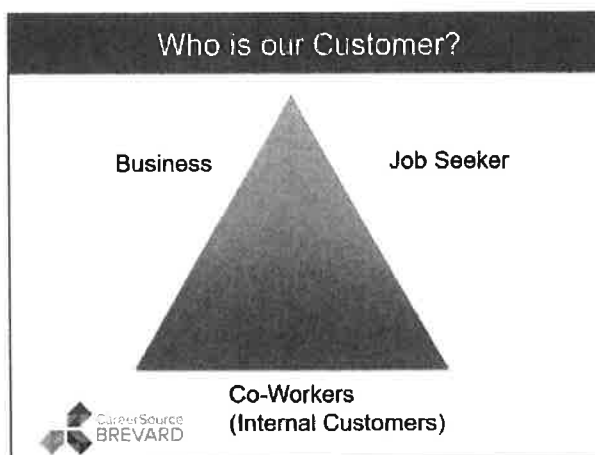
- Looking for and referring applicants who are already qualified.
- Looking for patterns of need among business sectors/clusters or individual companies that can inform the targeting of resources.
- Helping unqualified individuals understand why they are not being considered for a particular employment opportunity and what they need to do to become qualified; Assessing and addressing the services and training needed by job seekers to help them become qualified for employment that is appropriate to their aptitudes and interests.
- Creating, along with the employers, and ensuring delivery of, the training necessary to fill skills gaps.



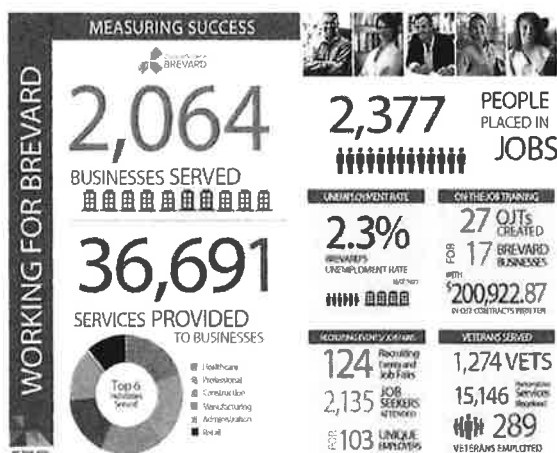
Although employers are the primary customer, they are not the only customer in the demand driven system. In order to ensure employers have what is needed to fill talent pipeline, CareerSource Brevard must also consider the job seeker customer as a critical part of the

equation.

In an effort to ensure that maximum performance is achieved for job seekers and business customers, the demand-driven concept is extended to our co-workers who are considered internal customers. Success comes by balancing all three. The focus requires effective communication about training programs, business needs and job seekers requirements all which are required to document success. Looking at the customer triangle provided, each must do their part. Business Liaisons are the eyes and ears of the system representing employers and serve as agents to connect supply to demand. Career Counselors are the most knowledgeable about job



seeker skills, education and experience. When Career Counselors are armed with employer requirements, they are better educated on the employer's needs, resulting in more quality referrals of job seekers. Since they have a better understanding of qualifications, Career Counselors can better serve the job seekers by making recommendations to ensure a job seeker is ready to meet the requirement. Other staff, including program, planning and administrative support play a key role in documenting performance, reporting and ensuring that our funding agents and grantors are happy with outcomes.



Because of our locally demand-driven process, CareerSource Brevard encourages local employers and workers to drive the discussion about critical hiring areas, training needs, and placement support. CareerSource Brevard follows up with customized services and supports, using federal programs, resources and laws related to talent development.

Through our expert delivery of services, CareerSource Brevard provided 36,691 services to 2,064 businesses and played a role in placing 2,377 people into jobs in PY 2021-22. From young people just beginning

their careers to veterans, citizens, and many others, each of our clients can access not just interview skills, or resume support, but hard-hitting apprenticeships, on-the-job training, and other practical supports integral to career success.

Demand Driven – Solutions Based Customer Service Model

Over the last five years, the workforce development world has been changing across the nation. Specifically, in the Local Workforce Development Board 13 (Brevard County) region, the unemployment rate has drastically declined from 4.4% in 2017 to 2.5% in March of 2022, despite reaching 7.21% in the height of the COVID-19 pandemic (2020). Low unemployment rates, changing demographics among job seekers and new economic

development challenges has required CareerSource Brevard to modify the customer service model and philosophies of providing services to businesses and job seeking customers to adapt to this new world.

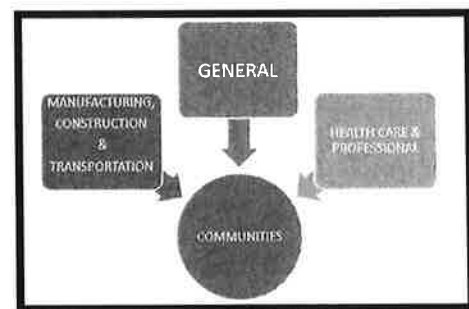
From 2010 until 2018, with the closure of the NASA Shuttle program along with the high jobless rate, CareerSource Brevard developed and operated on the "Business to Jobs" (B2J) customer service model using Business Process Re-engineering principles. This model assisted job seeking customers by focusing on business needs rather than the traditional "funding silo-driven" method of providing services. This integrated service model included cultural changes, operational adjustments and a career center design that met the needs at that time. B2J assisted in sustaining an overall increase in business use of the Career Centers and improved services for job seekers.



Demand-Driven, Solutions-Based Model & Philosophy

In 2018, CareerSource Brevard introduced the Demand-Driven, Solutions-Based Model and Philosophy after county-wide career center customer walk-in traffic dripped to 36,000 in 2018 during the post-space shuttle layoff era. With the abundance of available jobs, many unemployed people often have more employment barriers and challenges that need to be addressed before continuing on their job seeking journey. Lower numbers of job seeking customers using the career centers creates challenges in meeting the business and industry needs for referral of job-ready, skilled applicants. The new model included:

- Frontline customer services not defined by "silo-driven" funding sources such as Welfare Transition, WIOA, etc. Instead, staff were assigned "communities" driven by business customers and industry needs. These communities were graphically displayed and included: Manufacturing; Construction & Transportation; Health Care & Professional; and General.
- Integrated case management functions were provided by staff for most customers.
- The Workforce Services Room, previously utilized for Employ Florida registrations, was no longer needed as dedicated space with a lower volume of customers coming into the centers. This space was allocated to other needed services and staff originally assigned to the WSR could be repurposed. There was no longer a need to provide a hand off of a customer from one work unit to another.
- New customers and those needing job-search related assistance were greeted by staff in the lobby and immediately directed to a general community area within the career center. This direct engagement assisted in the prevention of losing customers after the initial contact.
- This general community area included a centralized arrangement of computers at kiosks used for job searching, resume writing and other services. Surrounding the kiosks that job seekers use were staff members including Career Counselors (CSR's), Customer Solutions Representatives, Employment Security Representatives (ESR's), Recruiters etc. This allowed job seekers access to



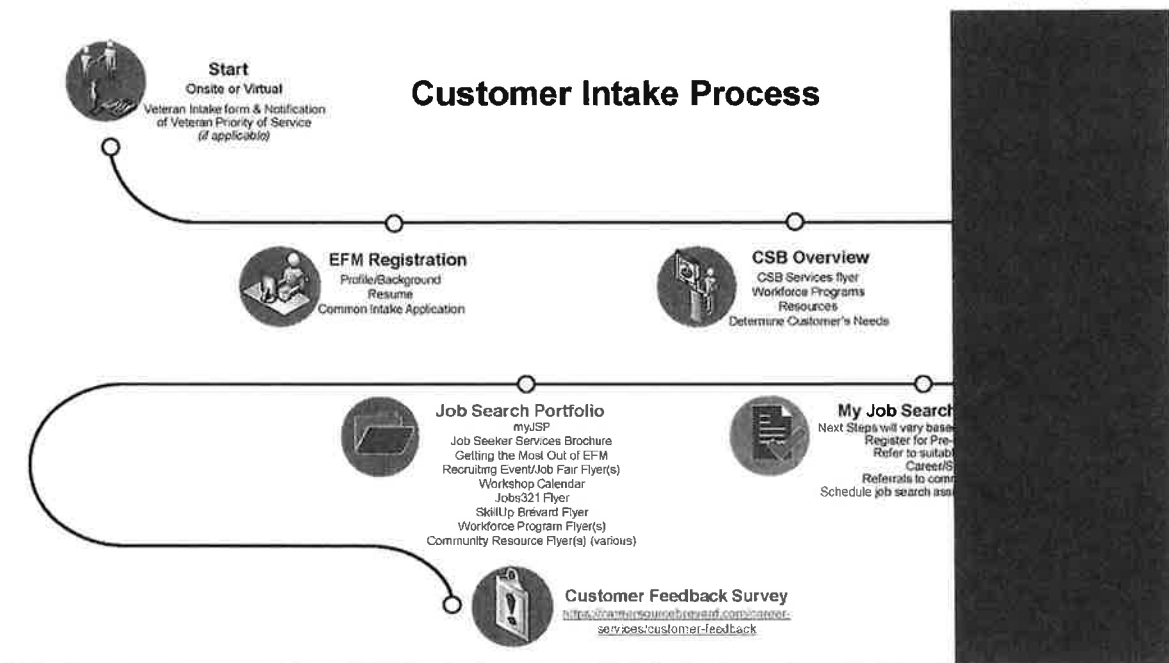
immediate additional assistance or to schedule an appointment as time permits.

- Former Workforce Services Room staff were reassigned to work directly with job seekers in this general community area. Here, they constantly circulated answering questions, providing technical assistance with registration and computer resources for job search.

In 2021, CareerSource Brevard modified the Customer Intake Process to align with CareerSource Florida Administrative Policy 096 – Wagner-Peyser Customer Registration, Application and Services, and to streamline the initial customer experience throughout the career centers in Brevard County.

The Customer Intake Process is used to guide staff in delivering the following informational and staff-assisted services:

- EmployFlorida Registration – Staff provide guidance on navigating EmployFlorida to assist customers in the registration process to find employment and match with open job listings.
- Orientation and Overview of Available Career Services – The informational service 101-Orientation, Staff-Assisted was previously identified as a service that triggered Wagner-Peyser participation. With the updated administrative policy and Employ Florida Service Code Guide, it is now a reportable service only that no longer triggers participation.
- Job Search Plan (myJSP) – At this stage in the process, staff meet with customers to identify their career needs, potential barriers to employment and to determine if additional staff-assisted services are needed. In partnership with the customer, a Job Search Plan is created to outline the next recommended steps, such as attending pre-employment workshops, career and skill assessments, or referrals to WIOA and other suitable workforce programs. Community referrals may also be provided to address identified barriers.
- Job Search Portfolio – At this stage in the process, customers are provided a Job Search portfolio to include all resources provided during their visit or contact with CareerSource Brevard to include Getting the Most Out of Employ Florida, Recruiting Event flyers, Workshop Calendar and free training opportunities.
- Customer Feedback Survey – Customers are encouraged to provide feedback on their experience and recommendations to continuously improve our service delivery.



As part of continuous improvement to the services delivered in the career centers, some of the original elements in 2018 still remain. The “community” designations are still visually displayed in the centers, however, due to the reduction of staff after the aerospace grant ended, we shifted to moving the career advising staff to the general community area. The Career Advisors still serve customers within the industries unless there is an influx of customers in a particular industry where we need to respond very quickly. For example, if there is a heightened demand for training in healthcare and the center has one Career Advisor attached to that industry, the workload would be spread across other Career Advisors.

Integrated case management functions are still provided by staff for most customers, except for Youth/NextGen and Welfare Transition customers. Early in the Business to Jobs model, it was apparent that the integrated case management system was not effective for these two populations. As other grants are added, if there is funding for staffing, Career Advisors are hired.

New customers and those needing job-search related assistance are still greeted by staff in the lobby and immediately directed to a general community area within the career center where there are computers at kiosks for job searching, resume writing and other services. All staff mentioned above are still present and able to provide additional assistance or to schedule an appointment as time permits.

Former Workforce Services Room staff have been reassigned to work directly with job seekers in this general community area. Here, they constantly circulate answering questions, providing technical assistance with registration and computer resources for job search.

(2) Coordination with Economic Development Activities: Describe the strategies and services that are used in the local area to better coordinate workforce development

programs and economic development (20 CFR 679.560(b)(3)(iii)).

Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

CareerSource Brevard recognizes the importance of coordinating workforce and economic development activities in order to focus on long-term economic growth. Workforce and Economic Development leaders within the area have placed a priority on coordinating. Economic Development leaders have always had a seat on the LWDB in order to provide input and participate in workforce planning efforts. On an annual basis CareerSource Brevard reviews the state, local and regional economic development goals to determine the level of alignment of the Regional Targeted Occupations List (RTOL) and Key Industries for the region. Alignment has been approximately more than 90%. The LWDB also participates on the Economic Development Commission of Florida's Space Coast (EDC), works with municipal and community development district economic development efforts. Since such efforts have local, regional and even statewide initiatives, CareerSource Brevard attempts to maximize our partnership with all efforts. Examples of coordinated efforts include:

- The EDC refers new employers to the workforce system, promotes workforce services at workshops, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs. Business Liaison can assist with and understanding of the process.
- CareerSource Brevard participates in and provides letters of support for new projects including allocation of training resources for new or expanding companies. Companies must meet WIOA requirements, have documented training needs and participant employees must meet applicable requirements.
- The EDC has participated in AIM (Advancing in Manufacturing) Sector Strategy focused on Advanced Manufacturing which is now being coordinated by the EDC.
- The EDC has created a Certified Production Technician (CPT) program in partnership with Eastern Florida State College. CSB supports the CPT program by participating on the EDC CPT Advisory Council, hosting a CSB Services and OJT Overview Workshop for all incoming participants, co-hosting dedicated CPT job fairs and providing scholarship funding to WIOA-eligible participants. Since program inception in 2016, CSB has hosted/supported 25 recruiting events dedicated solely (or a portion of the time) to CPT graduates with multiple manufacturers and provided vendor tables to the EDC for promotion of the CPT program.
- Additionally, CareerSource Brevard works directly with Business Associations to identify the workforce needs of the businesses, job seekers and workers in the local area. Business Associations increase the awareness of the region and its services in the community. Ongoing communication is critical to the success of the partnerships. Ongoing meetings to discuss business needs and satisfaction of employers ensure the region has an inside look at the workforce from an economic development perspective

Entrepreneurism is an important marker in the economy, part of the generation or regeneration of communities, and often a beacon for the future. In our community, entrepreneurship is alive and well and supported by programs available through CareerSource Brevard partners. Entrepreneurship is not just about making money or learning to run a business, it is business foundation growth and the creation of jobs. CareerSource Brevard plans to implement a quarterly seminar at the career centers to educate customers and promote entrepreneurship education and opportunities. Connections

will be made with partnership organizations to engage with customers as subject matter experts. CareerSource Brevard maintains a resource listing and partnership connections with the following:

Florida Small Business Development Center at Eastern Florida State College – Brevard Small Business Assistance Council -

<http://www.easternflorida.edu/academics/workforcetrainingandcertifications/sbdc/>.

The Florida SBDC is Florida's provider of small business assistance. As a federally funded organization, the Florida SBDC offers numerous resources, services, workshops and seminars to small business owners and entrepreneurs in order to help them succeed and grow. The Florida SBDC at Eastern Florida State College has been actively serving Brevard County since 1990 as a sub center of the Florida SBDC at the University of Central Florida.

Florida SBDC sponsors seminars and workshops at no cost and fee-based courses and conferences that address a variety of topics, such as business start-up, basic management techniques, business planning, record keeping, specific industry issues, government contracting, international trade, marketing, social media and many others depending on clients' requests and needs.

Florida SBDC also offers consulting at no cost at EFSC locations, and your place of business. Our consultants provide initial interviews in which clients' needs, problems and opportunities are diagnosed and a plan developed to fill those needs. The FSBDC has access to resource and reference materials where small businesses can find useful information on issues such as demographics, taxes, financing, marketing and more.

SCORE Space Coast – SCORE (formerly the Service Corps of Retired Executives) -

<https://spacecoast.score.org/>

SCORE has been serving the needs of America's small businesses for almost 50 years. **SCORE** is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship. Because our work is supported by the U.S. Small Business Administration (SBA), and thanks to our network of over 13,000 volunteers, we are able to deliver our services at no charge or at very low cost.

Our 340+ chapters hold events and workshops locally across the U.S. and its territories, and match up entrepreneurs with local, volunteer mentors. **SCORE** provides professional guidance and information, accessible to all, to maximize the success of America's existing and emerging small businesses. This mission is achieved by identifying, meeting and exceeding client needs and expectations. **Space Coast SCORE** has served the Space Coast business community in Brevard County since 1977. The chapter provides various forms of assistance to over 500 clients each year. Counseling is provided at five locations each week throughout Brevard County.

SBA – U.S. Small Business Administration - <https://www.sba.gov/>

SBA provides free individual face-to-face, and internet counseling for small businesses, and low-cost training to nascent entrepreneurs and established small businesses in over 1,800 locations throughout the United States and US territories.

We Venture at Florida Institute of Technology - <https://weventure.fit.edu/>

We VENTURE at Florida Institute of Technology, is a non-profit organization that ventures to accelerate sustainable business growth for entrepreneurs. We Venture's Women's Business Center Program is funded in part through a cooperative agreement with the U.S. Small Business Administration. we VENTURE offers targeted, highly effective training to start-ups, emerging businesses and second-stage growth-oriented companies, which is designed to deliver increased revenue generation, targeted market penetration, expanded

business relationships, access to critical resources and increased financial expertise. We provide consultations with business experts, workshops to enhance your business skills, mentoring programs for growth-oriented businesses and purposeful networking opportunities that assist “womenpreneurs” in accelerating sustainable business growth and leveraging digital technology.

Brevard County Chamber of Commerce - <https://www.countyoffice.org/fl-brevard-county-chamber-of-commerce/>

Find Brevard County Florida chamber of commerce, and local city business chambers. Chambers of commerce provide information on local business listings and directories, business practices, networking meetings, events, and marketing.

Department of Economic Opportunity - <http://www.floridajobs.org/business-growth-and-partnerships/for-businesses-and-entrepreneurs/business-resource>

Florida is committed to increasing its global competitiveness as a destination for business, capital, talent, innovation, and entrepreneurship. The Department of Economic Opportunity utilizes public and private sector expertise to attract, retain and grow businesses and create jobs in Florida. The links on DEO's page will connect you with those partners and opportunities that will assist you in locating, retaining and growing your business in Florida or for easy access see the index of programs and services.

Veteran Entrepreneur Portal - <https://www.va.gov/osdbu/entrepreneur/index.asp>

The Veteran Entrepreneur Portal (VEP) is designed to save you time with direct access to the resources necessary to guide every step of entrepreneurship. VEP makes it easier for small businesses to access federal services, regardless of its source—and quickly connects Veteran entrepreneurs to relevant ‘best-practices’ and information.

America's Small Business Development Center (SBDC) Florida – Florida's Veteran-Owned Businesses - <http://floridasbdc.org/new-business/>

As the only statewide provider of entrepreneurial and business development services, the Florida SBDC Network plays a vital role in Florida's economic development by assisting entrepreneurs in every stage of the business life cycle.

Since 1976, FSBDCs have assisted hundreds of thousands of emerging and growing businesses by providing the professional expertise, tools, and information necessary to make sound business decisions in a complex and ever-changing marketplace.

In addition to the FSBDC's core service offerings of consulting provided at no-cost, training, and business research, the Florida SBDC Network also provides a comprehensive toolkit of specialized services for qualifying businesses looking to accelerate market growth, including Growth Acceleration, International Trade, Government Contracting, and Business Continuation.

- (3) Coordination with Rapid Response: Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7). The description must include how the LWDB implements the requirements in CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System and CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration.**

As required by WIOA, CareerSource Brevard employs a Rapid Response Coordinator (RR Coordinator), a local representative who plan and coordinate assistance for Florida's employers and workers affected by temporary and permanent layoffs. The RR Coordinator is part of a Rapid Response Team consisting of local and state RR Coordinators, Rapid Response Manager, Targeted Industry, Local Career Center, TAA, Veterans and Communications staff.

The law requires the provision of Rapid Response activities in the event of a disaster, mass layoff, plant closing or other events that precipitate substantial increases in the number of unemployed individuals. The Worker Adjustment and Retraining Notification Act (WARN) offers protection to workers, their families and communities by requiring employers to provide notice 60 days in advance of covered plant closings and covered mass layoffs.

Arranging on-site employer/employee visits and informational sessions

- A WARN notice from the state is sent to the local workforce development area and forwarded to the Vice President of Industry Relations, who engages with the local RR Coordinator, or an announcement in local news media is identified by the local RR coordinator. Sometimes a human resources representative will contact the RR coordinator directly.
- Within receipt of the WARN, the RR coordinator initiates Rapid Response services by contacting the company representative to set up an appointment to discuss services. During the appointment with the company's representative, the "On Site Rapid Response Visit Report" is completed. After the initial meeting with the company representative, information meeting(s) is scheduled for the affected workers based on the company's needs.
- The RR Coordinator contacts agency partners to find out their availability for participation, as needed, in accordance with the employer's request.
- The event response plan is determined based on employer/employee needs. The RR Coordinator and the company's HR department meet to discuss what services would be beneficial. This may include scheduling employee informational meetings, setting up job fairs at the employer location if they have room, conducting job search workshops at the company location, and/or inviting partner agencies to speak about their programs. The RR Coordinator utilizes services of other CareerSource Brevard departments as appropriate.
- One-stop Career Center brochures and other program services materials are distributed to the affected employees during employee information meetings. In addition, staff from other Career Center departments, such as Employer Services, may accompany the RR Coordinator on information meetings to encourage jobseekers future Career Center participation. Quick registrations may be used to expedite access to EFM services.
- During layoffs of state employees, affected workers have access to Rapid Response services.
- Upon receipt of a WARN notice, the RR Coordinator will initiate Rapid Response Services.
- Rapid Response Reports are completed after the employer visit. In the event the employer does not return voice mail or email contact initiated by the RR Coordinator, the RR Coordinator will document the attempts to initiate Rapid Response Service and include this information in the monthly report.
- Public awareness marketing materials may be distributed containing information about Career Center services that provide assistance for downsizing and re-

employment for employers and employees.

- The Rapid Response program is a function of responding to an employer's obligation to publicly announce an upcoming layoff event through a WARN notice. Much of the workforce services which benefit the laid-off worker are dependent upon the employer agreeing to cooperate with Brevard and provide access to the soon to be laid-off worker. Timing becomes critical. As access is made available, CareerSource conducts an orientation to services and provides informational packets which include a hard copy registration to gain name and contact information of the effected workers. Acquisition of individual worker information allows CareerSource to register and track these workers as customers, and to measure the effectiveness of outreach services with a goal of enrolling affected laid-off workers into a service or program. Once enrolled, CareerSource Brevard tracks participation to measure effectiveness of services by participation rates, number of job seekers completing assessment, number who conduct job searches in EFM, number who visit the Career Centers on a regular basis, number who post professional resumes in EFM, and the number of workers who obtain employment through job postings in EFM. All performance measured is used to improve service provision. All performance measured is used to improve service provision.

The RR Coordinator also places emphasis on layoff aversion through a variety of strategies including;

- Partnering with local chambers of commerce, Small Business Administration (SBA) and professional associations through active engagement and meeting attendance;
- Monthly analysis of business health in Brevard;
- Offering Incumbent Worker Training (IWT) to provide skills upgrade training, retraining employees to adapt to new markets or technologies, or training managers and supervisors to assume new responsibilities;
- Educating businesses about the benefits of providing short-time compensation by reducing hours temporarily until the business returns to normal operation. Staff with reduced hours can collect partial reemployment benefits; and
- Educating businesses on temporary furloughs where the business lays off employees temporarily or reduces hours until the business returns to normal operation. Affected employees can collect reemployment benefits during their leave from the company.

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

One of the principal goals of the region is to build long-term economic vitality through the attraction and retention of employers with jobs that pay above-average wages in targeted industries. Within the region employers take the lead role in all workforce committees. Each chairperson for the committees are community employers. The members ensure the workforce system is demand driven by providing valuable input and feedback on the local economy and community as a whole. They are able to provide first-hand knowledge of the current employment needs in their industry. This is essential to providing customers with the most up to date information on local LMI details to remain competitive in the local economic

region. The region has a strong collaboration with Brevard County Economic Development groups, Space Florida and the Florida High Tech Corridor.

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

CareerSource Brevard continually reviews industry/sector activity through a variety of resources available. This includes data from DEO Bureau of Labor Statistics, U.S. & Florida Chambers of Commerce, University of Florida, University of Central Florida and University of South Florida information sources as well as Lightcast and various Industry Focused Publications.

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

The President, Industry Relations and Business Services staff are key liaisons between regional industry, education and community leaders. CareerSource Brevard intentionally seeks key industry partnerships to inform our Board and Committees on the development of sector strategies and goals. Our LWDB works with CareerSource Florida to learn about statewide issues and concerns and works to ensure there is a local response. This includes conversations with LWDB's 11 & 12 CEOs on a regular basis to ensure that the sector strategy activity meets regional identified needs. CareerSource Brevard has recently worked in cooperation with CareerSource Central Florida on a regional sector-based partnership application in response to the U.S. Economic Development Association's "Good Jobs Challenge," in response to the COVID-19 pandemic. This grant aims to create regional workforce partnerships that are sector-based and designed to strengthen the systems, aligning employers and training providers to train workers with in-demand skills that will lead to good-paying jobs. If awarded, CareerSource Brevard and CareerSource Central Florida will establish two backbone organizations that will focus on enhancing existing Manufacturing training and will create new Healthcare training programs.

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

CareerSource Brevard has an Industry Relations Department which consists of one sector strategist who supports all key industry sectors, providing support to the Business Liaison staff with the respective industry convenings. With the support of the sector strategist and dedicated business liaisons, this collaboration allows CareerSource Brevard to provide sector strategy services in all key industries including, Aerospace/Aviation, Healthcare, Construction and Information Technology. CareerSource Brevard provides sector strategy support to the local Economic Development entity overseeing manufacturing development. Business Liaison staff are assigned to other key industries such as Construction, Leisure & Hospitality and Transportation & Logistics to ensure those industry needs are included in local planning. These activities help us to continually validate industry needs.

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

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

(Response to D & E) CareerSource Brevard has worked with industries it originally identified in this plan and has been able to track analyze data over the last several years. During this time, we have had the opportunity to initiate our Information Technology, Healthcare, Manufacturing, Construction and Aerospace/Aviation Sector programs. This LWDB is also currently involved in efforts by local industry representatives to improve the pipeline for companies in the hospitality and transportation/warehousing/logistics industries. When misalignments with services delivery systems are detected, staff works with our One-Stop Operator to adjust processes to meet identified needs. Services are transformed when adjustments are made. Recent adjustments include enhancement of our Eligible Training Provider List (ETPL) with new training providers who meet the needs of manufacturers and information technology companies. Work-based training has been a way for the healthcare industry to mitigate COVID turnover and low unemployment in Brevard. The most recent trend has been healthcare employers exploring apprenticeships. We have included our apprenticeship navigator in our sector meetings, our CSFL Director, Business & Workforce Development Apprenticeships/Healthcare & Life Sciences and have also included our DOE Apprenticeship Training Representative (ATR). Our region will also receive a grant allocation for Aerospace Apprenticeships TBD and Melissa also held our first Apprenticeship job fair.

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

CareerSource Brevard utilizes Labor Market Information, Industry Projections, STEM Occupations List and other Labor Market Statistics products to inform industry partners. Reports from Florida's Department of Economic Opportunity (DEO) are shared as information becomes available. During sector meetings the partners provide valuable feedback to staff concerning their company's (and respective industry) future growth and/or demands. The Business Services Division works directly with these business leaders concerning their business' labor force demands. Sustaining sector strategies had involved grant writing, reallocation of resources, industry contributions and expansion of job duties for Business Liaisons.

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

While the workforce system's core functions remain focused on employment, WIOA's legislative intent was to significantly impact state policies and ultimately provide more access to postsecondary credentials than occurs with workforce and postsecondary systems working independently. CareerSource Brevard has an extensive history of effective alignment between workforce programs and public secondary and post-secondary institutions and agencies particularly those within community colleges and technical training institutions. CareerSource Brevard continues to work collaboratively with the local secondary and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

WIOA requires the coordination of training costs with funds available from other sources. The WIOA legislation stipulates that WIOA funds are to be coordinated with Title V Higher Education Act, such as PELL Grants, FSEOG and Florida Student Assistance. This stipulation is for two main reasons: 1) to avoid duplicate payments in cases where a

participant may be eligible for both funds, and 2) to maximize the use of federal funds so that participants will avoid taking out student loans for training. CareerSource Brevard encourages participants to establish eligibility for PELL Grants, Federal Supplemental Educational Opportunity Grants (FSEOG) grants, Post-Secondary Adult Vocational Grants (PSAV) and other financial aid during the process of determining suitability for participation in a training program.

CareerSource Brevard has pioneered the development and use of a "Scholarship Unit" as a financial aid resource available to qualified customers. Once a customer is determined to be eligible for training services, funds can be accessed through Individual Training Accounts (ITAs). The Scholarship Unit (SU) reviews and approves all training and supportive services. The SU is comprised of senior contractor and Board staff who review the information compiled by the front-line staff to ensure that the training opportunity is appropriate and a good investment of public funds. Each member of the SU votes independently. The SU process is conducted electronically and allows SU members to ask questions of the front-line staff and receive clarification before casting their vote. CareerSource Brevard assists in ensuring that priority is provided to the appropriate persons. Customers will, with staff assistance, choose from a list of eligible training providers to select their training program. Scholarship Unit reserves the right to decline funding an ITA in those instances where the customer and the assigned staff cannot reach consensus on the occupational choice, or if the customer already has a degree in a viable occupation. This Unit is responsible for reviewing and approving all scholarships (ITA's) for CareerSource Brevard sponsored funding, such as WIOA, and WT funds. It is also responsible for the management of supportive services funds. Other responsibilities include:

- Justifying training based upon the student's assessment results and career plan.
- Brokering educational information. This includes performance, cost and requirements of programs offered through local educational entities.
- Brokering information on all available financial aid, including Pell Grants, private training funds and scholarships.
- Providing accurate and timely information regarding anticipated training needs to Career Center Management to facilitate the maintenance of the Career Center budget for training.
- Providing information to the Contractor to assist in maintaining a scholarship and training database as a resource tool for all staff and customers.
- Ensuring that Career Center staff has feedback and information from the Scholarship Unit that helps them with electronic budget preparation, justification of training and projecting future needs.
- The unit also provides review and approval of On-the-Job training, Work Experience, Employed Worker Training and now Transitional Job opportunities for the business and job seeking customers.

CareerSource Brevard has served as a broker, convener, facilitator, engineer and/or implementer of strategic initiatives to align workforce investment and education. Over the next four years, the organization will continue to lead regional stakeholders in the effort to build upon existing successful strategies and spearhead collaborative innovation:

- CareerSource Brevard will place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and jobs seekers through sector partnerships related to in-demand industry sectors and occupations.

- CareerSource Brevard will work with our core partner programs to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels complete the education and training they need to attain industry recognized credentials and as a strategy to meet the skills requirements of business in-demand industries or occupations. In order to achieve these strategic goals our relationship with educational providers in the region is paramount.
- CareerSource Brevard attends the Eastern Florida State College Industry Advisory Councils. This provides EFSC industry information via our Industry Relations staff for the following areas: Manufacturing & Engineering Technology; Computer Science & Information Technology; Business Administration & Office Technology; and Healthcare & Life Sciences.

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

CareerSource Brevard has developed and maintains operational policies and work instructions to direct issuance and coordination of transportation and other supportive services. A participant budget is created and maintained as per allowable levels of services for non-transportation services tracking annual issuance. Part of the developed procedure is monthly or quarterly review of program issuances, participant budgets and program resources to manage overall delivery of services and maintain coordination. Bus passes, reloadable debit cards that can be used for gasoline and coordination with other agencies who provide transportation services are several methods used to provide transportation. Our local policy allows for assistance with car repairs when economical and effective.

Additionally, CareerSource Brevard staff monitors the regional Metropolitan Planning Organizations Transportation Disadvantaged Coordinating Board. This ensures that workforce development can address the needs and issues facing our customers.

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

CareerSource Brevard, in partnership with the state agency, the Department of Economic Development (DEO), provides employment services through the one-stop system under the Wagner-Peyser Act. Funding for state employees is provided through the DEO as well as oversight of human resources and policy guidance in the delivery of WP employment services. CareerSource Brevard management directly hires and fires under approval of the DEO, develops and trains state employees and supervises all day-to-day functions along with the delivery of WP services within the CareerSource Brevard one-stop system in coordination with all other programs and services.

The local state employees play a pivotal role in the overall CareerSource Brevard team and key in the delivery of labor exchange services as well as delivery of basic career services and individualized career services to the local job seeker particularly for those individuals with barriers to employment as defined in WIOA sec.3 (24). DEO employees work hand in

hand with center staff to provide and maintain a seamless service delivery. DEO staff identify as CareerSource Brevard staff and take pride in overall quality of customer service and delivery of quality services.

CareerSource Brevard has developed and maintains operational policies and work instruction for the delivery of programs and program services to include WP employment services under the Wagner-Peyser act. Staff supervision, training and development is seamless across board, partner and state staff. All CareerSource Brevard staff, including DEO staff, manages and tracks delivery of services through a single integrated state management system, Employ Florida Marketplace (EFM), which captures staff-assisted, self-services through labor exchange. In recent years, CareerSource Brevard launched Content Central, a document management system, which allowed for automation of processes and forms not contained in EF.

CareerSource Brevard strives to offer universally accessible services to job seekers. Services are provided through Career Centers and are offered to clients to include the following:

- Center orientation
- Registration in Employ Florida Marketplace (EFM)
- Access to or provision of labor market information
- Completion of an initial assessment
- Career counseling
- Assistance with job searches, referrals and job placements
- Availability of workshops, i.e.: resume writing, on-line job search, interviewing skills
- Assistance with filing claims for Reemployment Assistance benefits, navigation of the Connect system, claiming reemployment weeks, etc.
- Comprehensive and specialized assessment
- Development of an employment plan
- Group and individual career counseling
- Case management for individuals seeking training services
- Short-term and pre-vocational services or referrals

Job seekers may also access training services such as occupational skills training, On-the-Job training (OJT), private sector training programs, skills upgrading and retraining, job readiness training and customized training. At each CareerSource Brevard Career Center, staff greets all visitors and routes them to the appropriate orientation, workshop or service. Each visitor is "swiped" into the Client Tracking System which monitors the wait time and service time for each visitor.

New job seekers are provided with a center orientation and referrals to appropriate partner agencies to assist them in overcoming any barriers to employment. Following the center orientation, new job seekers are assisted with registration into Employ Florida (EF), development of a basic resume and recommendations to attend appropriate workshops and the possibility of job referral(s).

All job seekers are provided with services that may include the provision of labor market information, resume development or editing, interview coaching, assessment, networking and navigating EFM for their self-directed job search. Computers, fax machines, telephones and copiers are all available at no cost to job seekers.

All of the above services and activities assist us in meeting the basic labor exchange as defined in Section 7(a) of the Workforce Innovation and Opportunity Act (WIOA).

CareerSource Brevard also provides comprehensive assessment services and uses the assessment results during the pre-screening. Job seekers are evaluated through our assessment center, using a battery of tools which identify the best match of talent to employers' needs. We provide state-of-the-art career assessments designed for each management and education level of job seeker, to service the universal population from CEO to associate, and PhD to GED, ticket-to-work, youth and candidates with backgrounds

Re-employment Services

Re-employment services are provided to unemployment claimants and Reemployment Services and Eligibility Assessment (RESEA) program participants. These programs have common elements: written notice/invitation to participate in services, orientation to the one-stop center/services available, and completion of an initial assessment. In addition to these services, staff also conduct additional activities for RESEA participants including creation of an employment development plan, labor market information overview, and assignment of a work search activity. In addition to these services, staff provide job search and resume building. If a skills gap or training need is identified, the job seeker will be referred to WIOA orientation for further services.

The Initial Assessment is used by staff when recommending appropriate programming options for reemployment assistance clients.

The work test is covered during center orientation, i.e., register in EF, complete the background wizard, build a resume, etc. In the event a job seeker refuses a job referral or employment offer, they are reported to DEO Re-employment Assistance Services.

CareerSource Brevard provides tools for job seekers to fulfill their weekly work search requirements. These tools include access to computers, fax machines, telephones, workshops, career counseling and referrals to appropriate jobs in each one-stop Career Center.

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

CareerSource Brevard has had long standing, effective relationships with Brevard Public Schools Adult and Community Education (Adult Education) in our area. Adult Education facilitates educational services that provide basic literacy and Adult General CareerSource Brevard Education services to address the goals and objectives of both state and national resources and professional staff to maintain the partnership between all One-Stop Centers and the district's Title II Adult Education program.

CareerSource Brevard continues to work collaboratively with the Adult Education community to implement WIOA. One of CareerSource Brevard goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that training services provided by the core program partners, including Adult Education, are coordinated and complementary so job seekers acquire skills and credentials to meet employers' needs.

Title II of the Workforce Innovation and Opportunity Act legislation requires a partnership among the Federal Government, States, and local workforce development boards to provide adult education and literacy activities. The overarching goals outlined in WIOA for Adult Education includes:

1. Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency.
2. Assisting adults who are parents or family members to obtain the education and skills that
 - Are necessary to becoming full partners in the educational development of their children; and
 - Lead to sustainable improvements in the economic opportunities for their family.
3. Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways; and
4. Assisting immigrants and other individuals who are English language learners in improving:
 - Reading, writing, speaking, and comprehension skills in English; and Mathematics skills; and
 - Acquiring an understanding of the American system of Government, individual freedom, and the responsibilities of citizenship.

Many of these goals directly align with WIOA Adult, Dislocated Worker and Youth program services outlined in WIOA.

Adult Education utilizes space in our career centers to provide community classes. In addition, some of the occupational skills programs have been added to the Eligible Training Providers List (ETPL) to be made available to job seekers in need of training. The MOU with Adult Education provides opportunities to assist persons with limited English to utilize ESOL group or individual resources to improve their abilities. In 2019, CareerSource Brevard and Adult Ed worked together and obtained grant funding to begin the “Brevard Adult Education Pre-apprenticeship program focused on the building trades. In 2020, Adult Ed and CareerSource Brevard partnered to offer Microsoft Digital Literacy Training Seminars to the older worker population. In 2022, CareerSource Brevard and Adult Ed partnered on the “Get There Faster” initiative where we have collectively designed a short-term, accelerated learning program training participants for Salesforce administrative roles. WIOA-eligible Brevard Adult Education students are able to earn their GED while taking the Salesforce training program concurrently, thus allowing them to gain in-demand skills that will lead to successful careers in a short amount of time.

- (9) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620**

Both TANF and SNAP E & T are integrated and co-located in our centers. The one-stop system integrates WT/TANF, SNAP E & T, Vocational Rehabilitation, Adult Education and

Family Literacy Act, Wagner Peyser and WIOA programs. TANF and SNAP E&T customers may be co-enrolled with WIOA Adult for coordinated case management, support services, and training. Similar opportunities are available for age appropriate TANF and SNAP E&T customers with co-enrollment into WIOA Youth. Further, CareerSource Brevard integrates a number of discretionary grant programs as awarded by the state and/or federal government, 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 TANF and SNAP E & T job-seeker customers. Our Career Center resources, workshops, computers, telephones and fax equipment are available during the hours the centers are open. CareerSource Brevard also provides support services, such as assistance with transportation and interview and work attire. Customers are afforded opportunities for educational training and work-based training including paid work experience. In alignment with CareerSource Florida's goal to reduce welfare dependence, once customers find employment, follow-up and transitional services are offered to stabilize and support continued employment and to reduce recidivism. Transitional services allow the opportunity for support services for up to two years, in addition to educational opportunities for professional growth.

G. PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

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

CareerSource Brevard negotiates with the state on a bi-annual basis for the measures known as "Primary Indicators of Performance." The latest negotiation established a performance level for each measure as follows:

Primary Performance Indicator (PPI)	PY22-23 Performance Goals
Adults:	
Entered Employment Rate (2 nd Qtr. after Exit)	90.4
Employment Retention Rate (4 th Qtr. after Exit)	86.1
Median Earnings (2 nd Qtr. after Exit)	\$8,837
Credential Attainment Rate	77.0
Measurable Skills Gain	75.0
Dislocated Workers:	
Entered Employment Rate (2 nd Qtr. after Exit)	90.1
Employment Retention Rate (4 th Qtr. after Exit)	90.2
Median Earnings (2 nd Qtr. after Exit)	\$11,831
Credential Attainment Rate	72.2
Measurable Skills Gain	75
Primary Performance Indicator (PPI)	PY22-23 Performance Goals

Youth Common Measures:	
Entered Employment Rate (2 nd Qtr. after Exit)	83.5
Employment Retention Rate (4 th Qtr. after Exit)	81.5
Median Wage 2nd Quarter After Exit	\$3,855
Credential Attainment Rate	70.0
Measurable Skills Gain	65.3
Wagner-Peyser:	
Entered Employment Rate (2 nd Qtr. after Exit)	65.6
Employment Retention Rate (4 th Qtr. after Exit)	64.2
Median Earnings (2 nd Qtr. after Exit)	\$6,002

In addition, CareerSource Brevard utilizes local measures designed to be leading indicators of performance towards the measures listed above. Those measures are included as performance requirements in the contract of the one-stop operator. The performance goals for these local measures are negotiated with the one-stop operator and workforce services provider. The performance goals for these local measures are negotiated with the one-stop operator and workforce services provider at the beginning of each program year.

The local measures include:

- (a) Five **Entered Employment** measures for Adult, Dislocated Worker, Welfare Transition, Wagner-Peyser and Positive Outcome for Youth (*Did customers obtain employment?*)
- (b) Four **Wage Rate** measures for Adult, Dislocated Worker, Youth, and Wagner-Peyser (*Were customers earning a wage above the poverty level?*)
- (c) Three **Retention** measures for Adult, Dislocated Worker, and Youth (*Did customers remain employed for 1 year after leaving the program?*)
- (d) Three **Measurable Skills Gain** measures for Adult, Dislocated Worker, and Youth (*Did customers demonstrate continued improvement/progress during training?*)
- (e) Three **Credential Attainment** measures for Adult, Dislocated Worker, and Youth (*Did customers successfully complete training?*)
- (f) One Training Enrollment measure for all customers served (*Did customers receive training services?*)
- (g) One measure designed to monitor performance on Special Projects and Grants.
- (h) One measure designed to track reduction in public assistance.

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

CareerSource Brevard will continue its practices and processes that have, to date, resulted in a high-performing board that is business-led, market-responsive, results-oriented and integrated with other workforce development system partners. Our current high-performing board fosters customer service excellence seeks continuous improvement and demonstrates value by enhancing employment opportunities for all individuals.

Policies, practices and processes that define this high-performing board and the way it conducts business include, but are not limited to, the CareerSource Brevard Board accomplishing the following:

- Analysis of strategic alternatives and adjust as necessary the strategies based on changing conditions.
- Monitor the implementation of strategies established and performance achieved.
- Evaluates its budget, resource allocations, cost sharing and expenditures on a routine and periodic basis; The CareerSource Brevard Board maintains a strong focus on performance, results and measures of success.
- The CareerSource Brevard Board's agenda includes financial, strategic, governance, operational and other key workforce issues that provides the structural framework for the board's oversight.
- The CareerSource Brevard Board solicits and considers input from the community and customers.
- The CareerSource Brevard Board maintains a governance structure/framework that is responsive to its stakeholders.
- The CareerSource Brevard Board practices pro-active governance, especially related to board member recruitment and reappointment.
- The CareerSource Brevard Board oversees the quality of leadership and management.
- The CareerSource Brevard Board maintains and adheres to a board leadership succession plan.
- The CareerSource Brevard Board maintains a constant communication with key stakeholders on the organization's achievements and plans.

In addition to the Board's efforts, CareerSource Brevard establishes a performance model in the contract with the one-stop operator and workforce services provider that allows performance-based incentive awards for meeting or exceeding performance goals on three (3) elements:

- Element A – Minimum Performance – Meet or exceed minimum performance goals on 80% of locally defined measures designed to be performance indicators for federal Primary Indicators of Performance measures.
- Element B – Accelerated Performance – Achieve or exceed accelerated performance goals on 50% of locally-defined measures.
- Element C – Programmatic Monitoring – This element is paid at the end of the year and is based on results of DEO and Local Monitoring results. The contractor must have shown improvement over previous year monitoring results in order to earn payment for this element.

It is the intent of the CareerSource Brevard Board that these focused and deliberate policies, practices and processes will maximize the competitiveness of the businesses and the productivity of the workforce, thus increasing economic prosperity in our local area.

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

Customer Surveys (Job Seeker and Employer) are conducted, and results are reviewed monthly by CareerSource Brevard and One-Stop Operator and Workforce Services Provider staff to ensure early identification of system issues and continuous improvement of One-Stop services.

ATTACHMENTS

#	Attachment Description	Link
A	Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B)).	Not applicable. LWDB13 is a single-county entity.
B	Executed agreement between the chief local elected official(s) and the local workforce development board.	To view plan attachments, please visit: https://careersourcebrevard.com/who-we-are/operation-and-leadership/local-workforce-plan
C	Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official.	
D	Current bylaws established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and <u>CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance</u> .	
E	Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.	
F	Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.	
G	Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).	
H	Executed Infrastructure Funding Agreements with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).	
I	Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(b) between the LWDB or other local entities described in WIOA section 107(d)(11)(c) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B))) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use of sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.	
J	A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).	