

CareerSource Gulf Coast

Local Workforce Development Area 4

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ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

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

Bay County, Florida

Mr. Philip Griffiths, Chair
Bay County Board of County Commissioners
840 W. 11th Street
Panama City, FL 32401
(850) 248-8140
pgriffitts@baycountyfl.gov

Gulf County, Florida

Mr. Sandy Quinn, Chair
Gulf County Board of County Commissioners
1000 Cecil G. Costin, Sr. Boulevard
Port St. Joe, FL 32456
(850) 247-8870
commissioner4@gulfcounty-fl.gov

Franklin County, Florida

Mr. Noah Lockley, Jr., Chair
Franklin County Board of County Commissioners
33 Market Street, Suite 305
Apalachicola, FL 32320
(850) 653-8861
noah@franklincountyflorida.com

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

(See Attachment C - Interlocal Agreements)

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

(See Attachment C - Interlocal Agreements)

- D. Attach a copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations. At a minimum the by-laws must include:

See Attachment I – Bylaws

- i. The nomination process used by the chief elected official to elect the local board chair and local board members;

Any member of the Board of Directors may be nominated as a candidate for any office of the Corporation with the following exception: only private sector representatives may be nominated as candidates for the office of Chairperson.

Nominations for membership shall be as follows:

Private Sector Appointments: Private sector appointments shall include representatives of business in the local area, who: are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and are appointed from among individuals nominated by local business organizations and business trade associations. A majority of the members of the local board shall be representatives of business in the local area as described in paragraph 107 (b) (2) (A) (i-iii), WIOA.

Education Appointments: Education representatives shall be appointed in accordance with the Workforce Investment and Opportunity Act, 113-128, which states that each local board shall include representatives of entities administering education and training activities in the local area and shall include a representative of eligible providers administering adult education and literacy activities under title II; shall include a representative of institutions of higher education providing workforce investment activities (including community colleges). 107 (b) (2) (C) (i, ii) WIOA. School Superintendents will serve on the Workforce Board until the expiration of their term with the respective School Board or until resignation. One School Superintendent will serve as a Board member and the position will rotate between the three counties' superintendents on an annual basis.

Labor Appointments: Representatives of labor organizations shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees and also shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists. Labor representatives will serve on the Workforce Board until the expiration of their position with their respective labor organization or until resignation. 107 (b) (2) (B) (i, ii), WIOA.

Economic Development Appointments: Shall include a representative of economic and community development entities. Economic Development positions will serve on the Workforce Board until the expiration of their county positions as Economic Development Council representatives. 107 (b) (2) (D) (i) WIOA.

Mandatory Partners: Representatives shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area and shall also include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area. 107 (b) (2) (D) (ii, iii) WIOA.

Other Appointments: May include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; may also include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth; may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment; may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; may include representatives of philanthropic organizations serving the local area; and each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate. 107 (b) (2) (B) (iii, iv) (C) (iii) (D) (iv, v) E, WIOA 113-128; (CSGC by-laws, Pg. 6, #3, attachment I)

- ii. The term limitations and how term appointments are staggered to ensure only a portion of memberships expire in each year;

Terms of Office: In order to comply with regulations, the initial appointment of Board members shall be staggered terms of one (1) to three (3) years. The initial appointment shall be as follows with all succeeding appointments to be for a term of three (3) years.

INITIAL TERMS OF BOARD MEMBERS

<u>Bay County</u>	
Private Sector	1, 2 & 3 years
Education	1 year
Labor	1 year
Economic Development	1 year
CBO	1 & 2 years
<u>Franklin County</u>	
Private Sector	1, 2 & 3 years
Economic Development	1 year
Education	1 year
CBO	1 year
<u>Gulf County</u>	
Private Sector	1, 2 & 3 years
Education	1 year
Labor	1 year
CBO	3 years

- iii. The process to notify the chief elected official of a board member vacancy ensuring a prompt nominee;

In accordance with Section 107 (a) of Public Law 113-128, a Local Workforce Development Board (LWDB) shall be certified by the Governor. LWDB vacancies will occur on a routine basis. Any vacancy shall be filled in the same manner as the original appointment in accordance with Section 107 (b) (1) of Public Law 113-128. CareerSource Florida staff shall be advised of any changes in membership. Notice of vacancies will be provided to Local Elected Officials within 10 days. Every effort will be made to fill vacancies within 45 days. (CSGC bylaws, Pg. 5, last paragraph, attachment I)

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

Board members who are statutorily designated members of the Board pursuant to WIOA may, at the Board member's discretion, appoint a permanent designee to serve on the Board in the Board member's absence, subject to the Board's acceptance of the designee by regular vote. The Board member shall retain the right to attend and vote (except for non-voting members) at any and all regular meetings, but the permanent designee, once accepted by the Board, may, in the Board member's absence, attend and vote (except for those non-voting members) at any and all meetings. Such attendance and voting by the designee, shall be as if the Board member attended and voted himself/herself for all By Law attendance and voting requirements, including, but not limited to, establishing a Board quorum.

Members of the Board or their approved permanent designees that represent organizations, agencies, or other entities shall be individuals with optimum policy making authority within the organizations, agencies, or entities. A majority of the members of the local board shall be representatives described in paragraph (2) (a) (1) above. The importance of minority and gender representation shall be considered when making appointments to the Board. (CSGC by-laws, Pg. 5g, attachment I)

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

Regular meetings of the Corporation shall be announced electronically and be held each month unless otherwise provided by the Board of Directors. The meetings will be video and teleconferenced between a site in Bay County and a site in Gulf or Franklin County that will be designated and noticed prior to the Board meeting. A calendar of times and sites of the regular meetings shall be distributed among all members of the Board of Directors in a timely manner.

(CSGC by-laws Page 9, #3, attachment I)

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

The Board of Directors shall meet in accordance with the provisions set forth in Article VII of these By-laws. It shall be the duty and responsibility of each Board member to attend the meetings, and any three consecutive unexcused absences, as determined by the Board, shall be deemed as sufficient reason for replacement of the Board member incurring such absences, unless such member is appointed specifically by law. Non-mandated Board members must attend 50 percent of the scheduled meetings in a six-month period. (CSGC by-laws, Page 3, Sect. 1, 2nd paragraph, attachment I)

- vii. Any other conditions governing appointments or membership on the local board.
In accordance with Section 107 (a) of Public Law 113-128, a Local Workforce Development Board (LWDB) shall be certified by the Governor. LWDB vacancies will occur on a routine basis. Any vacancy shall be filled in the same manner as the original appointment in accordance with Section 107 (b) (1) of Public Law 113-128. CareerSource Florida staff shall be advised of any changes in membership. Notice of vacancies will be provided to Local Elected Officials within 10 days. Every effort will be made to fill vacancies within 45 days. (CSGC bylaws, Pg. 5, last paragraph, attachment I)

- E. Describe how the chief elected official is involved in the development, review and approval of the local plan.

CareerSource Gulf Coast requests that each Board of County Commissioners in our LWDA select a member to attend regularly scheduled LWDB meetings. The local workforce services plan process (including a timeline) was approved by the LWDB, and a draft plan was provided to both the LWDB and CEOs for input/feedback prior to the approval by the respective CEOs.

(2) Local Workforce Development Board (LWDB)

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

CareerSource Gulf Coast Workforce Board – Region 4

Jennifer Conoley, Chair
Gulf Power Company
1230 E. 15th Street
Panama City, FL 32405-6132
Cell: (850) 527-0999
Jennifer.Conoley@NextEraEnergy.com

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

N/A

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

In the December 2019 meeting of the LWDB, the completed section “Workforce Development Area Vision and Strategic Goals” of the 4-year plan was presented and discussed. Board members were requested to provide feedback and ideas. Board members were sent sections of the plan for review and asked for feedback as each section was completed. The draft plan in its entirety was provided in advance to the board members and was reviewed, discussed and approved in the February meeting 2020 of the LWDB.

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

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

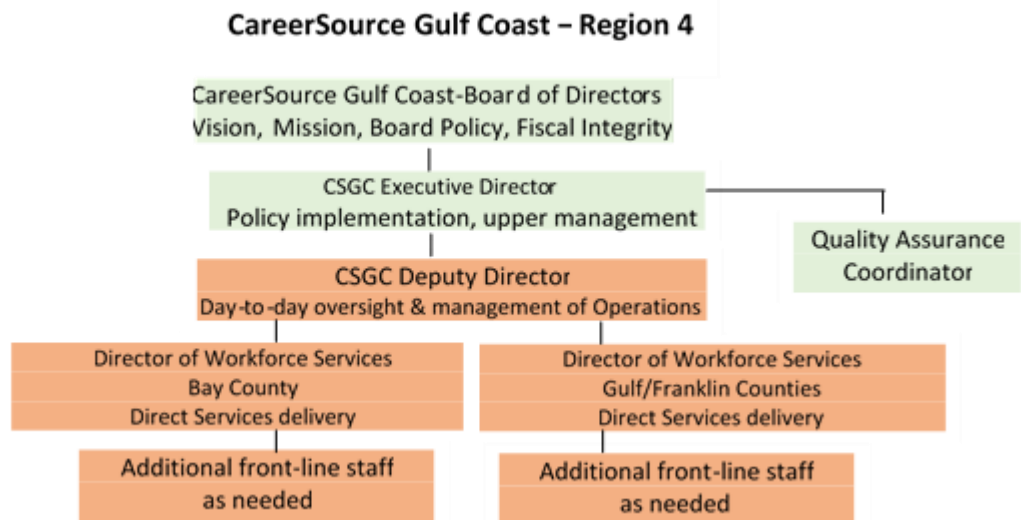
Gulf Coast State College was designated by the CEOs as the grant sub recipient/fiscal agent, selected to receive and disburse grant funds.

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

The administrative entity for LWDB 4 is the Gulf Coast Workforce Board, d/b/a CareerSource Gulf Coast. Board members selected and hired an Executive Director, who in turn hires staff. Some staff members are empowered to hire additional staff with approval of the Executive Director.

- C. Identify if a single entity is selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, and describe how the entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy [2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy](#).

Gulf Coast State College (GCSC) has been the fiscal agent for the Gulf Coast Workforce Board d/b/a CareerSource Gulf Coast since the Board was established in 1996 (See Attachment C – Interlocal Agreements). GCSC is also the One Stop Operator for the region’s full-service job center, an arrangement reached through a competitive process. Part of the mission of GCSC is to provide education and training as a public institution. While there is no contractual agreement with GCSC to provide workforce training, clients may elect to obtain training funded through workforce dollars at GCSC (See Attachment D - One Stop Operator Contract). Local Workforce Development Board staff also provide career services as authorized by FS445.07 (6). A firewall exists as described in the Board’s Approved Request to Provide Direct Services (see org. chart below).



(4) One-Stop System

- A. Describe the local one-stop system (including the number, type and location of the comprehensive center(s) , and other service delivery points).

The CareerSource Gulf Coast Job Center is operated by Gulf Coast State College (GCSC) at 625 Highway 231 in Panama City, Florida. The job center houses 28 staff employed through CSGC funds, eight employees funded through DEO (including Vet staff), special project board staff, Welfare Transition, and SNAP staff. The job center is the front door to workforce services for Bay, Franklin and Gulf Counties. The CareerSource Gulf Coast Board also maintains satellite physical one-stop job centers in Franklin and Gulf Counties when funds permit. Services are also available on-line at www.careersourcegc.com .

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

The hours of operation for the comprehensive one-stop job center centers are as follows:

- Bay County Center (full service) – Monday through Friday from 8 am – 4:30 pm
- Gulf County* (satellite) – Monday through Thursday, 8 am – 4 pm; Friday by appt. only.
- Franklin County* (satellite) – Monday through Friday from 8 am – 4 pm

*Hours of operations for the satellite locations are subject to change based upon funding levels and local conditions.

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

Gulf Coast State College is the entity that operates the full service one-stop job center. Satellite centers are currently operated by board staff.

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

Gulf Coast State College (GCSC) is the entity that was competitively procured to provide career services in the LWDA's comprehensive one-stop job center. GCSC staff work alongside DEO and Board staff to provide career services in the comprehensive one-stop job center. In satellite centers, LWDB staff provide career services as approved by CareerSource Florida and in compliance with FS 445.007(6).

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

Gulf Coast State College is the sole operator of the full service one-stop job center in the region. In conjunction with the CareerSource Gulf Coast Board, Gulf Coast State College manages and provides a complete array of services to job seekers and employers including a single point of entry, unassisted core services, assisted core services, intensive services, and referrals to training providers. The college's CareerSource Gulf Coast Job Center staff have the expertise to design, administer, and deliver all workforce development activities and have demonstrated the ability to adapt and conform to changes in policy, practices and priorities to meet local community and customer-based needs.

- F. Pursuant to the [CareerSource Florida Administrative Policy 093 - One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meet the certification requirements.

CareerSource Gulf Coast (CSGC) has one comprehensive one-stop job center in the region's metro, Panama City.

The CSGC Job Center (one-stop job center) has met the criteria for One Stop Credentialing pursuant to reviews by the Florida Dept. of Economic Opportunity's Programmatic Monitoring Team.

CSGC developed a One Stop credentialing tool per CSF Administrative Policy 92 in July of 2017. Applying this tool to the CSGC Job Center (one-stop job center), the center meets all requirements.

Effectiveness: Based upon the region's historically high performance on one-stop job center based goals, the Center is very effective. Per results of the latest CareerSource Florida Performance Funding model, CSGC was the state's top earner for the "excel" category (meaning the top performer in the state). CSGC consistently rates in the top quartile of the state for WIOA performance and meets or exceeds Wagner-Peyser goals on the Federal Common Measures.

Physical and Programmatic Accessibility: CSGC staff remain abreast of developments regarding improvements to services for persons with disabilities and share that information with Center staff. The Center itself is equipped with wheelchair accessible computer desks and computer monitors designed for use by the visually impaired. Information is shared with customers regarding the availability of auxiliary aids and services as needed.

Continuous Improvement: CSGC has procedures in place to address all issues related to achieving, managing, and improving performance. The Center Director and Regional Training Coordinator work together to ensure that staff attend training as needed, including Tier I certification and subsequent continuing education. CSGC regularly reviews surveys completed by job seekers and employers to detect areas for improvement and uses that information to ensure that services are delivered as efficiently and effectively as possible.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

A. Information on existing and emerging in-demand industry sectors and occupations; and Local Workforce Development Area Four (LWDA 4), located in Northwest Florida includes three counties: Bay, Gulf, and Franklin. The Panama City MSA is the only metropolitan statistical area in the region and is in Bay County. The other two counties are considered rural. The region has an estimated population of 211,865 and continues to grow, experiencing a 9.88% growth since 2006. In November 2019, there were 95,430 individuals employed in the region at an average annual wage of \$43,004.

Currently, the region's top industries include Accommodation and Food Services, Retail Trade, and Health Care and Social Assistance. Please see table below for a complete breakdown of employment by industry.

The table below shows the industries with the highest number of employees in Workforce Region 04, FL for the 2nd Quarter, 2019.

Rank	Industry Sector	Number of Establishments	Number of Employees
1	Accommodation and Food Services	701	12,905
2	Retail Trade	945	12,379
3	Health Care and Social Assistance	616	9,354
4	Public Administration	124	7,563
5	Construction	1,036	6,828
6	Educational Services	56	5,538
7	Administrative and Waste Services	429	5,375
8	Professional and Technical Services	659	5,039
9	Manufacturing	157	3,112
10	Real Estate and Rental and Leasing	411	2,755
11	Other Services, Ex. Public Admin	447	2,184
12	Wholesale Trade	190	2,155
13	Transportation and Warehousing	159	2,016
14	Finance and Insurance	251	1,869
15	Arts, Entertainment, and Recreation	128	1,660
16	Information	72	842
17	Agriculture, Forestry, Fishing & Hunting	37	403
18	Utilities	19	198
19	Management of Companies and Enterprises	30	173
20	Mining	6	58
21	Unclassified	49	21

Labor Market Statistics, Quarterly Census of Employment and Wages Program

The existing in-demand occupations are tied to hospitality (restaurant and lodging), education and healthcare services, and construction. Since the Hurricane Michael, the need of skilled construction trades has been on the rise.

EXISTING IN DEMAND OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 4 - BAY, FRANKLIN, AND GULF COUNTIES

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth			FL†	BLS‡
1	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3,001	3,506	505	16.8	5,220	9.46	NR	NR
2	35-3031	Waiters and Waitresses	2,799	3,025	226	8.1	4,592	9.17	NR	NR
3	35-2014	Cooks, Restaurant	1,296	1,457	161	12.4	1,687	12.62	PS	NR
4	31-9092	Medical Assistants	567	677	110	19.4	634	14.28	PS	PS
5	29-1141	Registered Nurses	1,638	1,739	101	6.2	782	27.53	A	B
6	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,070	1,159	89	8.3	1,230	11.50	NR	NR
7	25-9041	Teacher Assistants	1,083	1,155	72	6.6	971	23,580.00	PS	SC
8	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	556	622	66	11.9	512	18.60	PS	PS
9	47-2152	Plumbers, Pipefitters, and Steamfitters	606	667	61	10.1	587	19.49	PS	HS
10	49-9071	Maintenance and Repair Workers, General	1,085	1,145	60	5.5	919	14.83	PS	HS
11	43-4171	Receptionists and Information Clerks	819	871	52	6.3	921	12.84	HS	HS
12	41-2021	Counter and Rental Clerks	753	804	51	6.8	835	13.64	HS	NR
13	25-2021	Elementary School Teachers, Except Special Education	750	801	51	6.8	486	40,678.00	B	B
14	37-3011	Landscaping and Groundskeeping Workers	839	885	46	5.5	861	11.93	NR	NR
15	15-1132	Software Developers, Applications	121	166	45	37.2	117	40.67	A	B
16	43-4051	Customer Service Representatives	2,331	2,372	41	1.8	2,414	11.70	PS	HS
17	25-3098	Substitute Teachers	603	644	41	6.8	578	9.38	B	B
18	11-1021	General and Operations Managers	756	796	40	5.3	539	38.73	A	B
19	43-5081	Stock Clerks and Order Fillers	1,387	1,427	40	2.9	1,457	11.54	HS	HS
20	31-1014	Nursing Assistants	730	769	39	5.3	706	12.28	PS	PS

Emerging industry sectors for the region are related to financial activities; professional, scientific, and technical services; healthcare, and construction. The fastest growing occupations (ranked by percent growth) are Software Developers, Physical Therapist Assistants, and Nurse Practitioners.

EMERGING INDUSTRIES

WORKFORCE DEVELOPMENT AREA 4 - BAY, FRANKLIN, AND GULF COUNTIES

Rank	NAICS Cod	NAICS Title	Employment			Percent Growth
			2019	2027	Growth	
1	523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	217	256	39	18.0
2	621	Ambulatory Health Care Services	4,314	4,975	661	15.3
3	492	Couriers and Messengers	226	255	29	12.8
4	722	Food Services and Drinking Places	10,692	11,827	1,135	10.6
5	531	Real Estate	2,298	2,515	217	9.4
6	611	Educational Services	577	613	36	6.2
7	541	Professional, Scientific, and Technical Services	5,390	5,726	336	6.2
8	488	Support Activities for Transportation	800	848	48	6.0
9	423	Merchant Wholesalers, Durable Goods	1,570	1,662	92	5.9
10	930	Local Government	8,710	9,176	466	5.4
11	446	Health and Personal Care Stores	709	742	33	4.7
12	444	Building Material and Garden Equipment and Supplies Dealers	1,286	1,343	57	4.4
13	238	Specialty Trade Contractors	4,084	4,263	179	4.4
14	551	Management of Companies and Enterprises	184	192	8	4.3
15	524	Insurance Carriers and Related Activities	503	519	16	3.2
16	336	Transportation Equipment Manufacturing	747	770	23	3.1
17	441	Motor Vehicle and Parts Dealers	1,300	1,339	39	3.0
18	442	Furniture and Home Furnishings Stores	438	449	11	2.5
19	561	Administrative and Support Services	5,704	5,833	129	2.3
20	562	Waste Management and Remediation Service	446	455	9	2.0

EMERGING OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 4 - BAY, FRANKLIN, AND GULF COUNTIES

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth			FL†	BLS†
1	15-1132	Software Developers, Applications	121	166	45	37.2	117	40.67	A	B
2	31-2021	Physical Therapist Assistants	69	88	19	27.5	93	26.38	A	A
3	29-1171	Nurse Practitioners	71	87	16	22.5	46	46.37	M+	M
4	15-1133	Software Developers, Systems Software	62	75	13	21.0	47	43.44	B	B
5	31-9092	Medical Assistants	567	677	110	19.4	634	14.28	PS	PS
6	13-2052	Personal Financial Advisors	97	115	18	18.6	80	60.41	B	B
7	29-1122	Occupational Therapists	54	64	10	18.5	33	36.16	M+	M
8	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3,001	3,506	505	16.8	5,220	9.46	NR	NR
9	13-1161	Market Research Analysts and Marketing Specialists	134	155	21	15.7	131	25.74	B	B
10	29-1123	Physical Therapists	83	96	13	15.7	42	39.96	M+	D
11	13-1151	Training and Development Specialists	119	137	18	15.1	115	18.78	B	B
12	29-2081	Opticians, Dispensing	71	81	10	14.1	52	18.41	A	HS
13	15-2031	Operations Research Analysts	79	90	11	13.9	50	49.70	M+	B
14	15-1121	Computer Systems Analysts	108	123	15	13.9	73	42.97	A	B
15	47-4041	Hazardous Materials Removal Workers	67	76	9	13.4	77	14.85	A	HS
16	29-1126	Respiratory Therapists	105	119	14	13.3	55	24.05	A	A
17	11-3031	Financial Managers	109	123	14	12.8	81	45.28	B	B
18	15-1134	Web Developers	87	98	11	12.6	62	25.05	PS	A
19	35-2014	Cooks, Restaurant	1,296	1,457	161	12.4	1,687	12.62	PS	NR
20	29-2021	Dental Hygienists	151	169	18	11.9	93	29.87	A	A

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

To meet the needs of employers in demand industry sectors, CareerSource Gulf Coast and its educational partners work closely together to determine how to translate those needs into the training of potential employees or employed workers. The CareerSource Gulf Coast Business Services Team regularly reaches out and meets with employers in demand industries to identify both short term and long-term needs and solutions. Area training institutions have advisory boards made up of representatives from the relevant sectors and also host ad hoc groups for growth sectors such as manufacturing and defense contracts. These relationships have and continue to guide the development of training.

(2) Please provide 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)).

CareerSource Gulf Coast conducted analysis of the knowledge and skills needed to meet the employment needs of the employers in the region. Based on that research, the region’s top job knowledge and skills including tools and technology are listed below.

Top Job Skills Table – All Industries

The table below shows the top advertised detailed job skills found in job openings advertised online in Workforce Region 04 - CareerSource Gulf Coast, FL in November 2019.

Rank	Detailed Job Skill	Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	995
2	Problem solving	Basic Skills	219
3	Interpersonal skills	Interpersonal Skills	202
4	Must be flexible	Basic Skills	173
5	Attention to detail	Basic Skills	166
6	Work independently	Basic Skills	163
7	Honesty	Basic Skills	161
8	Organizational skills	Basic Skills	157
9	Discharge planning	Registered Nurse (RN) Skills	152
10	Verbal communication skills	Interpersonal Skills	141

Source: Online advertised jobs data

Top Knowledge (Tools and Technology) – All Industries

The table below shows the top advertised detailed tools and technologies found in job openings advertised online in Workforce Region 04 - CareerSource Gulf Coast, FL in November 2019.

Rank	Detailed Tool or Technology	Tool and Technology Group	Job Opening Match Count
1	Microsoft (MS) Office	Office Suite Software	313
2	Ladders	Ladders	151
3	Microsoft Word	Word Processing Software	126
4	Microsoft PowerPoint	Presentation Software	112
5	Cash Register	Cash Registers	105
6	Forklift	Forklifts	92
7	Personal protective equipment	Hazardous Material Protective Apparel	90
8	Jacks	Jacks	82
9	Motor vehicles	Automobiles or Cars	75
10	Saws	Saws	67

Source: Online advertised jobs data

In-Demand Industry Sectors

Industry	Top Job Skills	Top Tools & Technology	Demand Certifications/Licenses
Accommodations & Food Service	<ul style="list-style-type: none"> • Customer Service • Inventory Control • Positive Attitude • Honesty • Greeting Customers 	<ul style="list-style-type: none"> • Fryers • Delivery Trucks • Freezers • Cash Register • Ice Machine 	<ul style="list-style-type: none"> • Commission on Dietetic Registration (CDR) Certifications • ServSuccess Certifications
Educational Services	<ul style="list-style-type: none"> • Customer Service • Problem Solving • Prioritization Skills • Providing Information 	<ul style="list-style-type: none"> • Microsoft MS Office • Motor Vehicle • Cash drawers • Span Lights • 	<ul style="list-style-type: none"> • American Red Cross – First Aid • Teacher Certification

Healthcare & Social Assistance	<ul style="list-style-type: none"> • Customer Service • Discharge Planning • Communication • Medication Administration • Direct Nursing Care 	<ul style="list-style-type: none"> • Microsoft MS Office • Electrocardiography (EKG) Monitor • Medical equipment • Medical software 	<ul style="list-style-type: none"> • Nursing Credentials and Certifications • CPR • Social Worker Credentials • National Association of Emergency Medical Technicians (NAEMT) • Licensed Counselors
Construction	<ul style="list-style-type: none"> • Building/Construction • Customer Service • Training Employees • Prepare Disbursements • Scheduling/Coordination 	<ul style="list-style-type: none"> • Levels • Manlift • Hand Tools • Power Tools 	<ul style="list-style-type: none"> • Commercial Drivers License (CDL) • Roofing • Plumbing • Electricians • HVAC

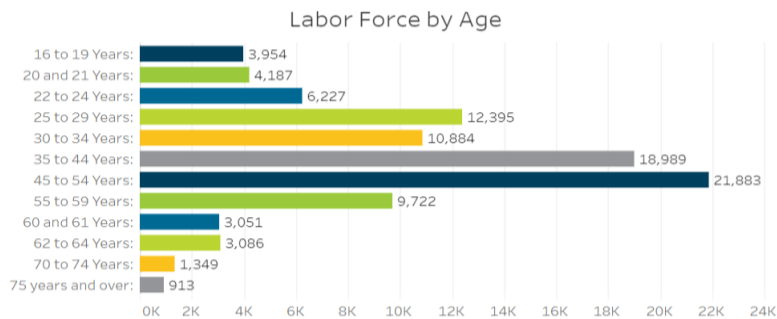
In-Demand Occupations

Occupation	Top Job Skills	Knowledge/Tools	Educational Requirement
Combined Food Preparation and Serving Workers, Including Fast Food	<ul style="list-style-type: none"> • Active Listening • Service Orientation • Speaking • Coordination • Monitoring 	<ul style="list-style-type: none"> • Customer Service • Food Production • Sales and Marketing • Public Safety 	<ul style="list-style-type: none"> • No formal educational credential required • ServSuccess Certification
Waiters and Waitresses	<ul style="list-style-type: none"> • Active Listening • Service Orientation • Speaking • Social Perceptiveness • Coordination 	<ul style="list-style-type: none"> • Customer Service • POS software • Sales and Marketing • Food Production 	<ul style="list-style-type: none"> • No formal educational credential required • ServSuccess Certification
Cooks, Restaurant	<ul style="list-style-type: none"> • Monitoring • Active Listening • Coordination • Critical Thinking • Speaking 	<ul style="list-style-type: none"> • Food Production • Customer Service • English Language • Production and Processing 	<ul style="list-style-type: none"> • No formal educational credential required • ServSuccess Certification
Medical Assistants	<ul style="list-style-type: none"> • Speaking • Active Listening • Reading Comprehension • Social Perceptiveness • Monitoring 	<ul style="list-style-type: none"> • Customer Service • Medicine and Dentistry • English Language • Clerical • Computers 	<ul style="list-style-type: none"> • Post-secondary, non-degree award
Registered Nurses	<ul style="list-style-type: none"> • Active Listening • Social Perceptiveness • Service Orientation • Speaking • Coordination 	<ul style="list-style-type: none"> • Medicine and Dentistry • Customer and Personal Service • Psychology • English Language • Education and Training 	<ul style="list-style-type: none"> • Associates Degree

(3) Please provide 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 in the local area, including individuals with barriers to employment (WIOA §108(b)(1)(C)).

Labor Force and Unemployment

The unemployment rate has declined by .1 percentage point over the year to 2.9 percent in October 2019. In the month following Hurricane Michael, unemployment has decreased dramatically from a peak of 6.9 percent in November 2018 to 2.9 percent in October 2019, a decrease of 4.0 percentage points. The labor force has decreased slightly since Hurricane Michael (Oct. 2018 labor force = 99,078 to 98,318 in October 2018). The largest age group in the local labor force is ages 45-54.



Persons with Barriers to Employment

The most recent information on unemployment rates for persons with disabilities is from the U.S. Census Bureau, 2017 American Community Survey.

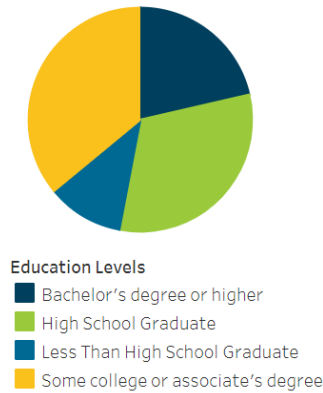
	Bay County, Florida		Franklin County, Florida		Gulf County, Florida	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Total:	108,139	+/-413	5,717	+/-145	8,159	+/-257
In the labor force:	80,008	+/-1,316	4,261	+/-239	5,827	+/-371
Employed:	74,873	+/-1,370	3,909	+/-260	5,489	+/-364
With a disability	6,339	+/-599	373	+/-102	324	+/-122
No disability	68,534	+/-1,339	3,536	+/-271	5,165	+/-373
Unemployed:	5,135	+/-598	352	+/-126	338	+/-161
With a disability	858	+/-228	101	+/-71	9	+/-15
No disability	4,277	+/-560	251	+/-110	329	+/-163
Not in labor force:	28,131	+/-1,212	1,456	+/-217	2,332	+/-296
With a disability	10,132	+/-737	527	+/-127	889	+/-214
No disability	17,999	+/-857	929	+/-175	1,443	+/-235

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Education of the Workforce

In 2019, the most common educational attainment level of LWDA 4 labor force was some college or an associate's degree at 35.9% followed by high school diploma (including equivalency) at 31.6 %, followed by Bachelor's degree or higher at 21.4%. Only 11 percent of the labor force had attained less than a high school diploma.

Labor Force by Education



Mining, Logging, and Construction

In October 2019, the employment was 5,700. The over the year change in October 2019 (+200 jobs, +3.6 percent) was 500 more when compared to October 2017. The number of jobs in this sector has slightly been increasing.

Manufacturing

In October 2019, the employment was 3,100. The number of jobs was unchanged from a year ago and the same when compared to October 2017.

Trade, Transportation, and Utilities

In October 2019, the employment was 17,100. The over the year change in October 2019 (+1500 jobs, +9.6 percent) was 800 more when compared to October 2017. The number of jobs in this sector has grown over this past year.

Information

In October 2019, the employment was 800. Employment in this sector remained unchanged over the year and is down by 100 when compared to October 2017. The number of jobs in this sector has been fairly constant over the past years.

Financial Activities

In October 2019, the employment was 4,300. The over the year change in October 2019 (-400 jobs, -8.5 percent) was 200 less when compared to October 2017. The number of jobs in this sector has decreased over the past two years.

Professional and Business Services

In October 2019, the employment was 11,300. The over the year change in October 2019 (-100 jobs, -0.9 percent) was 400 less when compared to October 2017. The number of jobs in this sector has been trending downward over this past year.

Education and Health Services

In October 2019, the employment was 11,300. The over the year change in October 2019 (-600 jobs, -5.0 percent) was 500 more when compared to October 2019. Multiple healthcare facilities including one large hospital closed for an extended period due to damage from Hurricane Michael. Many of these facilities are reopening which we anticipate employment to rebound.

Leisure and Hospitality

In October 2019, the employment was 13,400. The over the year change in October 2019 (-700 jobs, -6.3 percent) was 400 less when compared to October 2017. The number of jobs in this sector has declined over this past year.

Other Services

In October 2019, the employment was 2,900. The over the year change in October 2019 (-100 jobs, -3.3 percent) and was the same when compared to October 2017. The number of jobs in this sector has been fairly constant over the past three years.

Government

In October 2019, the employment was 14,200. The over the year change in October 2019 (-100 jobs, -0.7 percent) was 300 less when compared to October 2017. The number of jobs in this sector has decreased over the past year.

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

CareerSource Gulf Coast offer a wide variety of workforce development activities to both jobseekers and businesses in the region. Services offered to individuals include career services such as job leads/referrals, resume development, career counseling, and career planning/exploration. The One Stop Centers provide resource rooms and designated staff to work with targeted populations including veterans with significant barriers to employment, individuals with a disability, military spouses/dependents, SNAP participants, and TANF participants. In addition, scholarships that fund training for in-demand occupations are also available to individuals at our approved training providers in the region.

CareerSource Gulf Coast provides valuable services to businesses in the region including access to local and current labor marketing information, assistance with recruiting applicants through job postings and recruiting events, and assistance with screening candidates through suppressed job orders, interviews, and skills assessments.

CareerSource Gulf Coast has excellent relationships with local economic development and business organizations. These relationships, coupled with long term partnerships with Gulf Coast State College, Haney Technical Center, Florida State University – Panama City and the local school districts allows us to broker education and training opportunities to meet workforce needs.

From a perspective of strengths, our education partners are led by people with vision and an

understanding that flexibility is key to meeting the training needs of a changing economy. Bay County has a population in which 89% of persons twenty-five years of age and older have at least a high school diploma. That provides a workforce capable of being trained to meet the needs of industry change.

As for weaknesses, Bay County has experienced population decrease post Hurricane Michael. The primary challenge is the lack of housing and lack of affordable housing. CareerSource Gulf Coast is actively involved in multiple rebuilding/recovery efforts throughout the region to assist with solutions to this problem.

Another weakness in the region relates to educational infrastructure. In order to complete many health care professional certifications, clinical rotations are required. Unfortunately, qualified facilities in this area are at capacity. Some educational institutions are moving towards simulated clinical settings; in Florida, the legislature has passed into law (Chapter 2014-92) rules to allow up to 50% of clinical training to be conducted in a simulated session. While the law is catching up to the needs, the funds to provide the properly furnished environment are still lacking. Locally, Gulf Coast State College has begun integrating simulation technology into its curriculum.

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

EMPLOYMENT

Description	Assessment
CareerSource Gulf Coast Job Center – Operated by Gulf Coast State College. Comprehensive One Stop provides career services per WIOA (see 134 (c) (2), access to training houses Veteran’s programs, SNAP and WT Programs, SCEP, Wagner-Peyser, Labor Exchange Services, Access and referrals to all required.	Meets One Stop Certification requirements. Met or exceeded all Wagner Peyser Indicators of Performance Report for PY 2018-2019. The Job Center staff attends and completes training as required. LWDA 4-CareerSource Gulf Coast Local Plan Modification 3-14-2018 Page 15

EDUCATION

Gulf Coast State College	
Description	Assessment
Gulf Coast State College was established in 1957 as the State’s first public 2-year institution after the Legislature established a network of Community Colleges. The school offers four vocational Bachelor’s Degrees, 13 AS Degrees, 16 AAS degrees and 41 technical, PSAV and Workforce College credit certificates as well as 75 AA degree transfer tracks. The College is accredited by the	<p>NURSING: Job Placement Rate – 95.98% <i>(based on four-year average)</i> Licensing Exam Pass Rate** – 82.17% Pass rate <i>(based on 2018 data)</i></p> <p>SONOGRAPHY Job Placement Rate– 96.8% Licensing Exam Pass Rate – 92.7% <i>(based on five-year average)</i></p>

<p>Southern Association of Colleges and Schools. GCSC's students who complete vocational programs in demand occupations have high pass rates for state licensing exams.</p>	<p>RESPIRATORY CARE Job Placement Rate– 89% Licensing Exam Pass Rate – 92.% <i>(based on 2017 data)</i></p> <p>PHYSICAL THERAPY ASSISTANT Job Placement Rate– 100% Licensing Exam Pass Rate – 100% <i>Based on two-year average (2017 and 2018)</i></p> <p>WIOA SPONSORED PARTICIPANTS – ADULTS Job Placement Rate– 100% Average Wage at Placement – \$20.12 <i>(based on 2018-2019 PY)</i></p> <p>WIOA SPONSORED PARTICIPANTS – DW Job Placement Rate– 100% Average Wage at Placement – \$20.92 <i>(based on 2018-2019 PY)</i></p>
<p>Haney Technical Center</p>	
<p>Description</p>	<p>Assessment</p>
<p>Haney Technical Center was established in 1968 and is a part of the Bay District Schools. The school offers a variety of career and technical educational programs along with Adult Education, and GED. Workforce sponsored programs at Haney include: LPN, Welding, HVAC, Computer Systems and as appropriate, Aviation Maintenance and Electrician. Haney's Vocational programs have a high completion and placement rates. However, they did lose many students following Hurricane Michael which impacted completion and job placement rates this past year.</p>	<p>DATA BASED ON 8/1/2018-7/31/2019</p> <p>LPN Completion Rate– 70% Job Placement Rate – 95%</p> <p>WELDING Completion Rate– 74% Job Placement Rate – 70%</p> <p>COMPUTER SYSTEMS Completion Rate– 29% Job Placement Rate – 80%</p> <p>AVIATION MAINTENANCE Completion Rate– 100% Job Placement Rate – 80%</p>

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

Program	Description	Assessment
<p>Cornerstone – Gulf Coast State College serving out of school youth 16-24</p>	<p>Cornerstone is funded through WIOA OSY dollars and other foundation and agency dollars. Cornerstone is housed at the CSGC Job Center and focuses on assisting young people to obtain their GED/diploma and work towards employment that would make them self-sufficient. The program also teaches Financial Literacy and</p>	<p>WIOA Performance Indicators are used to assess the program. Cornerstone exceeded all performance measures for the PY 2018-2019 program year which included:</p> <ul style="list-style-type: none"> Employed 2nd Q after Exit – 93.3%

	provides opportunities for leadership development through community service.	<ul style="list-style-type: none"> • Employed 2nd Q after Exit – 89.7% • Credential Attainment Rate – 97.4%
Arc of the Bay	Provision of employment preparation/career exploration services for students aged 18-41. Students must have a 504 plan or IEP to qualify.	<u>N/A</u>

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

The strategic vision of CareerSource Gulf Coast (CSGC) is to develop strong partnerships that will result in the development of a globally competitive workforce.

Our goals are to:

- Create and sustain a network of partners to provide a guiding force for community prosperity through education, training, developing an economic climate for growing business and jobs, and support the success of our youth.
- Provide the very best service to every customer every day
- Create strong connections between Veterans and our business community
- Facilitate the creation and operation of community-based initiatives which support CareerSource Gulf Coast's goals.
- Partner to create a globally competitive workforce.

The primary indicators of performance under WIOA tie neatly to the details of CSGC's strategy to support regional economic growth and economic self-sufficiency.

- 1) Percentage of participants in unsubsidized employment in the second quarter after program exit;
- 2) Percentage of program participants found in unsubsidized employment in the fourth quarter after program exit;
- 3) The median earnings of participants referenced in (1), (Youth and Adults/DW);
- 4) The percentage of Youth participants who obtain a recognized post-secondary credential, secondary school diploma or recognized equivalent while participating or within a year of exit (secondary credential only counts towards performance if the participant is found in employment, the military, advanced training or training leading to a post-secondary credential);
- 5) Percentage of Youth participants in a program year who are participating in an education/training program (leading to credential or employment) who are achieving measurable skill gains;
- 6) Percentage of Youth participants found in education, training or employment during the second and fourth quarters after exit (2 measures) and;
- 7) Effectiveness of services to employers: Employers penetration rate. For Florida's Continuous Improvement Performance Program, this is defined as the number of businesses which receive "high value" services.

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

CareerSource Gulf Coast (CSGC) has been responsible for carrying out four of the six core programs listed at Section 116 (a) (3) (A)(II), WIOA. CSGC has worked with partners in Vocational Rehabilitation,

Adult Education and Literacy Programs over the years and will expand on those relationships to better align resources in order to achieve our shared vision and goals in LWDA 4.

We have met with our local Vocational Rehabilitation partners and have executed an MOU/IFA. We are working through new and better referral processes to ensure a seamless transition for clients without duplication of services. We are weaving together our employer services for both entities so that we don't inundate employers with several staff visits from different agencies. We have also learned about our ability to use the Partnership Plus program to better serve our Ticket to Work clients together. We have close connections to our Adult Education partners. All three school superintendents who oversee the Adult Education and Literacy programs for this region are rotating members on our board and we often sponsor students into their programs.

- (3)** 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 Gulf Coast (CSGC) has traditionally been a high-performing board and expects to continue this level of excellence under WIOA. Performance is carefully monitored by staff and service providers and corrective action pursued immediately. CSGC will apply the same performance management techniques to achieve efficiency in our operations consistent with factors developed by the State Board.

CSGC's Deputy Director sits on the Continuous Improvement Performance Program workgroup and works with service provision staff to insure a thorough understanding of those performance measures so that the information is recorded properly in Employ Florida.

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

CareerSource Gulf Coast (CSGC) was a recipient of funding under the Disability Employment Initiative and is an Employment Network. This experience has improved our staff's ability to serve jobseekers with disabilities. The full service and satellite job centers have been equipped with technology to assist the legally blind to access services. The full-service job center hosts a Disabled Veterans Outreach (DVOP) unit. CSGC and service provider staff are culturally and ethnically diverse and dedicated to upholding non-discrimination standards. Representatives from Vocational Rehabilitation (VR) and the Division of the Blind Services (DBS) attend our Board meetings and provide advice and technical assistance as requested.

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

CareerSource Gulf Coast's Executive Director regularly meets with area education, economic development, local elected officials, regional partners, and business partners to develop a vision and goals appropriate to the region's needs. Our vision and goals are reviewed annually by the LWDB, of which many of our partner agencies are members or attendees.

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

The Federal performance accountability measures, as defined and executed by CareerSource Gulf Coast (CSGC) fully support economic growth and workforce self-sufficiency. By determining

employer and business needs, CSGC’s job center can make lasting placements which lead to wage increases. The relationship between CSGC, the employer community, economic development and education allows us to broker training that benefits all parties and contributes to economic growth and self-sufficiency.

- (7) Indicate the negotiated local levels of performance for the federal measures (WIOA §108(b)(17)). CSGC has negotiated Performance Goals for PY 19-20 and had those goals approved by DEO. See the Chart below.

PY 2019 - 2020 Local Performance Goals	
Measures	PY 2019-2020 USDOL-Approved State Performance Levels
Adults:	
Employed 2nd Qtr After Exit	90.2%
Employed 4th Qtr After Exit	85.5%
Median Wage 2nd Quarter After Exit	\$8,600.00
Credential Attainment Rate	90%
Dislocated Workers:	
Employed 2nd Qtr. After Exit	83.2%
Employed 4th Qtr After Exit	79.2%
Median Wage 2nd Quarter After Exit	\$7,600.00
Credential Attainment Rate	82.2%
Youth:	
Employed 2nd Qtr After Exit	75.5%
Employed 4th Qtr After Exit	70.2%
Credential Attainment Rate	75.5%
Wagner-Peyser:	
Employed 2nd Qtr After Exit	66.2%
Employed 4th Qtr After Exit	64.2%
Median Wage 2nd Quarter After Exit	\$4,850.00

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

CareerSource Gulf Coast (CSGC) uses a variety of methods to measure performance and effectiveness of the fiscal agent, service providers, and one-stop system. All of these components of the CSGC system are monitored by our Quality Assurance team and our fiscal department undergoes state and independent audits annually, making for three reviews per year utilizing approved tools. In addition to formal monitoring by the QA team, the CSGC system is reviewed by Department of Economic Opportunity teams.

On a monthly basis, CSGC staff produces a report using indicators of performance to meet state and federal goals (where possible). The data systems, queries and formulas to which we have access are used to allow management to review and make course corrections and to present a monthly “plain English” report to the Board.

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

Adult and Welfare Transition:

Self-sufficiency is defined as an income, based on family size that exceeds 250% of the Federal Poverty Level or the LLSIL (Lower Living Standard Income Level), whichever is higher.

Dislocated Worker:

Self-sufficiency is defined in this case to be an income which is at least 80% of the income level at the time of dislocation.

Employed Worker:

The CareerSource Gulf Coast definition of a self-sufficient employed worker is defined as a worker earning over \$25 an hour or over 250% of the federal poverty level or LLSIL (whichever is higher for family size) OR a worker not in danger of losing employment without training OR a worker who would not have an opportunity for advancement after training is considered self-sufficient.

COORDINATION OF SERVICES

- (1) **Coordination of Programs/Partners:** Describe how individualized career services are coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF) 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.

The Board maintains communication with and provides information to all partners detailing the services and resources available and makes training and use of the Job Center facility available upon request. Under the direction of the CSGC management, joint meetings, workshops and webinars are used to maximize resources within the region to ensure all programs are aware of each partner's services. Training among providers, close working relationships, and strong communication channels help to avoid duplication of services offered by other organizations.

All workforce providers will confirm that participants are not already being served by another provider or will be jointly enrolled in programs with a service delivery plan that details which partner is providing what and will enter participant data into appropriate databases promptly. To avoid duplication of services, the Job Center will promptly record all supportive services and case notes into the Employ Florida Management System and collaborate with other community partner agencies, as appropriate.

- (2) **Coordination with Economic Development Activities:** Describe how the local board coordinates workforce investment activities carried out in the local areas with economic development activities carried out in the local area (or planning region) in which the local area is located and promotes entrepreneurial training and microenterprise services (WIOA §108(b)(5)).

CareerSource Gulf Coast has been a member of all economic development organizations, both regional and local, since it was chartered as a workforce region in 1996. Our board believes that close partnerships with both economic development and education partners are critical to successful workforce solutions for participants of our programs and for the business community, as well as for the economic prosperity of the region as a whole. Our administrative offices are co-located with the Bay County Economic Development Alliance on the campus of Gulf Coast State College where we work together in an Economic and Workforce Center of Excellence.

Through this co-location and partnership, we are constantly working together to assist in the attraction of new businesses to the region as well as sustaining and expanding existing businesses. CSGC provides labor force and employment services information to business owners in these efforts. Because of our close connection with Economic Development partners we are able to understand the workforce needs of employers prior to them opening or expanding their business. We are aware of all project activities and are often part of the team that works with new business prospects considering our region for re-location or start up. Additionally, we are supportive of the Millaway Institute, located on the campus of Gulf Coast State College.

The Millaway Institute for Entrepreneurship (M.I.E.) is a commercial and social accelerator that supports our community of innovators and aspiring entrepreneurs, focusing technology startups.

The Institute helps inventors and entrepreneurs as they explore transformation of ideas into commercial products, services, and companies.

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

CareerSource Gulf Coast (CSGC) has closely partnered with our counties' secondary and postsecondary training providers since we became a chartered workforce board. CSGC will continue to coordinate activities with our education partners in the local area coordinating resources to avoid duplication of services. In 2014, CSGC collaborated with Gulf Coast State College and Bay District Schools to create and implement a Career and Technical Education Council, which resulted in a partnership to support a Career Technical and Education Director position for the county. The CTE Director has since been hired and funded solely by the school district but continues to work closely with the partnership to strengthen career related academies at the secondary level (middle/high school). Since this partnership began career academies have increased exponentially. This partnership allows better coordination to develop strategies for our students which link them to career pathways and training for occupations in the area. The CTE Council was superseded by Alignment Bay County in 2014, however the partnership supporting the CTE Director is still active. In the spring of 2014 these primary partners (Bay District Schools, CSGC, Gulf Coast State College and the Bay County Economic Development Alliance) came together to discuss the need to develop strategies to improve outcomes for youth, from pre-birth to career. This initiative, Alignment Bay County, is patterned after and advised by Alignment Nashville (AN). This collective impact organization brought together community/business leaders, community organizations, and local government and education partners to coordinate resources for the benefit of the K-12 students. The organization develops desirable long-term outcomes with mid-term and short-term goals along the way. The Alignment Nashville model has seen major successes in the years since its establishment.

Alignment Bay County (ABC) has passed its developmental stage and has four overarching goals. The four long term goals developed by ABC are:

1. Support children's health and well-being, birth to career
2. Improve student achievement for every student
3. Increase career and college readiness
4. Increase civic/community/family involvement in all schools

CareerSource Gulf Coast (CSGC) has been, and continues to be, engaged in education and community initiatives tied to workforce investment.

- (4) Coordination of Transportation and Other Supportive Services:** Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11)).

CareerSource Gulf Coast (CSGC) serves an area with extremely limited public transportation options. In Franklin and Gulf counties, public transportation is limited to serving the disabled, elderly, indigent, transportation disadvantaged, and veterans, to medical appointments and grocery shopping. Even those services are very limited and costly. In Bay County, there is a Trolley (bus) system, but it is still not conducive to use by working citizens, has limited routes, hours, and funding. Services are difficult to use as timeliness and convenience are not guaranteed. It can take up to three hours for a mother to get her children to daycare and herself to work due to few routes and transfers. The Deputy Director serves on the Bay County Transportation Disadvantaged Board providing input and information. Where applicable and when funds allow, CSGC provides Trolley passes and gas cards to allow participants to engage in employment and training activities. Trolley services do not run on Sunday or before 6:00 a.m. or after 8:00 p.m.

- (5) Coordination of Wagner-Peyser Services:** Describe plans and strategies for, and assurances concerning maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services (WIOA §108(b)(12)).

The CareerSource Gulf Coast Job Center houses all DEO partner programs available (LVER, DVOP, Wagner-Peyser), as well as WIOA and TANF/WT. Currently, the Senior Community Employment Program has office space in the job center. Vocational Rehabilitation visits one day per week and the Community Action Agency (Tri-County) sends a worker to the Resource Room for a few hours per month. All partners are integrated into operations and function as part of the system as a whole.

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

CareerSource Gulf Coast has existing partnerships with providers of adult education and literacy. We currently refer clients to adult education for Literacy, diploma attainment and General Equivalency diploma preparation and ESOL programs as appropriate. Any applications submitted to the Board will be reviewed consistent with the requirements of Title II, Section 232.

- (7) Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help individuals become self-sufficient.

CareerSource Gulf Coast has worked diligently since the first days of the “WAGES” program and SNAP (formerly FSET) to reduce the number of people in need of TANF and Food Stamps Assistance,

so much so that CSGC has gone from contracting with three providers of WT services and caseloads of 446 in October 1998 to 146 cases as of the end of PY 18/19 and one service provider. The SNAP caseload stood in the mid-600s before the latest iteration of SNAP as a mandatory program and 272 were served last program year. CSGC uses the employer contacts of our Employer Service Representatives, training and employer/participant incentives to assist benefit recipients to obtain and retain employment.

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

CareerSource Gulf Coast partners with the Division of Vocational Rehabilitation and the Division of Blind Services through Memorandum of Understanding. The purpose of the MOU is to facilitate cooperative workforce training and employment placement efforts. The goal for the MOU and the work undertaken by all three entities is to facilitate cooperation, collaboration and coordination including planning, referrals and preventing duplication for the advancement of our mutual clients. CSGC is also a Ticket to Work Employment Network and seeks out EF registrants with Tickets to offer service.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

- A. Describe how required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

All the required partners are involved with the one stop delivery system. The CareerSource Gulf Coast job center provides the full array of employment services and connects customers to work-related training and education. CareerSource Gulf Coast provides high-quality career services, referrals to education and training, and supportive services needed by customers to get good jobs and stay employed. The CSGC job center also provides excellent services to businesses so that they can find skilled workers.

CareerSource Gulf Coast's job center staff creates and nurtures ongoing relationships with employers to make them aware of education and training opportunities such as on the job training, incumbent worker training and employed worker training.

The local workforce development board directly manages or has administrative oversight of a wide-range of core programs. Coordination is managed within a direct line of supervision which ensures coordinated service delivery and accountability.

The Six CORE WIOA Programs are outlined below:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL)
- Title II – Adult Education and Literacy programs administered by the Department of Education (DoED)
- Title III – Wagner- Peyser employment services administered by DOL; and
- Title IV – Rehabilitation Act of 1973 programs administered by DoED.

WIOA Title I	Youth Employment & 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 & 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 & 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 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. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs provide access through the LWDA job centers:

Programs	Contributors/Roles/Resources
Career and Technical Education (Perkins)	<ul style="list-style-type: none"> • Board and planning representation • Co-location of staff onsite at the campuses • Adult Education – basic skills training, GED training and testing • Post-Secondary- occupational Skills Training through ITAs • Job placement assistance • Promotes CareerSource Gulf Coast programs and services on their campuses by providing collateral materials flyers etc. • Involves CareerSource Gulf Coast management staff on their Advisory Boards
Local Veterans' Employment Representatives and Disabled Veterans' Outreach	<ul style="list-style-type: none"> • Co-located in CareerSource Gulf Coast job center • Promotes CareerSource Gulf Coast's programs and services as appropriate • Provides a linkage between CareerSource and Veteran Community • Job Placement assistance • Coordination of Services between Veteran's and partner programs
Senior Community Service Employment Program	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at the LWDA job centers • Job placement assistance • Promotes CareerSource Gulf Coast programs and services • in their offices by providing collateral materials flyers etc.
Temporary Assistance for Needy Families (TANF)	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at LWDA job centers
Trade Adjustment Assistance Programs	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at LWDA job centers
Unemployment Compensation Programs	<ul style="list-style-type: none"> • CareerSource Gulf Coast provides information and local navigation assistance to support DEO's centralized State Unemployment Compensation program.

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

CareerSource Gulf Coast continually seeks out opportunities within the region to develop MOU's and/or Service 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 our success by ensuring that we are sharing promising and proven practices by doing what is best for our communities to enhance the overall economic development.

To demonstrate this point, CareerSource Gulf Coast manages/oversees several optional workforce programs through its centers and CareerSource Gulf Coast staff, which include:

- SSA Employment Network and Ticket to Work program
- Military Family Employment Advocate Program
- Summer Youth Leadership Program (Gulf County Only)
- U.S Department of Commerce Apalachicola Bay Fishery Disaster Recovery Project
- Christian Community Development Fund
- Goodwill
- Hurricane Michael Dislocated Worker Grant

C. The local workforce development board, with the agreement of the chief elected official, shall develop and enter into a Memorandum of Understanding (MOU) between the local board and the one-stop partners.

The LWDB, with the agreement of the chief elected official, developed and entered into a Memorandum of Understanding between the local board and the following one-stop partners:

- ✓ Gulf County District Schools
- ✓ NCBA-MOU/IFA
- ✓ Haney Technical Center-MOU/IFA
- ✓ Gulf Coast State College-MOU/IFA
- ✓ Tri-County Community Council, Inc.- MOU/IFA
- ✓ DOE Division of Blind Services – MOU/IFA
- ✓ DOE Division of Vocational Rehabilitation – MOU/IFA
- ✓ Capital Area Community Action Agency, Inc.

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

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

CareerSource Gulf Coast requires the one stop operator and all of its partners to comply with the Americans with Disabilities Act. At least once a year, the one stop center monitors program

activities and performs facility accessibility checks to ensure universal access. The one stop center has software and equipment available to individuals with a disability including but not limited to handicap accessible doors, bathrooms, computers/computer desks, document reader/computer screen magnifier, and video phones equipped with Video Relay Service which allows the deaf or hard of hearing individuals access to a 3rd party to the call who can sign in English or Spanish to interpret the call. Sign language interpreters are provided at large scale recruiting events hosted by CSGC. In addition, all one stop center staff and partners receive disability training as part of the on boarding process and are also required to complete additional disability training annually.

The CareerSource Gulf Coast region does not include a full Independent Living Center, however, the satellite center (The Disability Resource Center) was housed in the Job Center and their input was sought and implemented in the process of ensuring that the Job Center was properly built for job seekers with disabilities. CSGC also has an advisory partnership with the ARC of the Bay (Association of Retarded Citizens), the board of which the Executive Director of the CSGC is the vice president.

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

CareerSource Gulf Coast Job Centers in our local area assist job seekers with disabilities in all programs, and our region annually assesses 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 Gulf Coast 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:

1. Equitable use – the design is 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.
2. Flexibility in Use - the design accommodates a wide range of individual abilities.
 - a. We provide choice in methods of use.
 - b. We provide adaptability to the user's pace.
3. Simple and Intuitive Use - use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
 - a. We eliminate unnecessary complexity.
 - b. We try to always meet user expectations.
 - c. We accommodate a wide range of literacy and language skills.

4. Perceptible Information - the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
 - a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information
 - b. We maximize "legibility" of essential information.
 - c. We make it easy to give instructions or directions.
5. Tolerance for Error- the design minimizes hazards and the adverse consequences of accidental or unintended actions.
 - a. We arrange facility furniture, equipment and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded.
 - b. We provide fail safe features.
6. Low Physical Effort - the design can be used efficiently and comfortably and with a minimum of fatigue.
 - a. Allow user to use reasonable operating forces.
 - b. Minimize repetitive actions.
 - c. Minimize sustained physical effort.
7. Size and Space for Approach and Use - appropriate size and space 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. 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 Gulf Board facilitates access to services by offering services at multiple physical locations. There is one comprehensive job center in the region (Bay County) along with satellite offices at Gulf Coast State College, Port St. Joe, and Apalachicola. In addition, the LWDB partners with local agencies including the public library system, educational institutions, local chambers of commerce, and military bases to promote services at the physical locations and through the Employ Florida (EF) website. Through EF, both employers and jobseekers can access services at any time.

For clients accessing Welfare Transition services in the outlying counties, Skype is provided so that they connect with their case manager in Bay County. All documentation that requires collection is scanned and sent in by staff in the remote counties.

(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 Gulf Coast 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. We 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 Gulf Coast will maximize the utilization of technology to consolidate, streamline services and enhance the overall customer experience.

CareerSource Gulf Coast 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.

These career center policies are clearly referenced in our MOUs and reflect that an appropriate combination and integration of services are made available directly or through partner program referrals. Customers experience a "common front door" at our centers for all one-stop partner programs supported by common registration where possible. Formal and informal assessments evaluating basic skills, career interests and aptitudes are shared with partner programs thus avoiding duplication in service provision.

Whenever possible our intake, case management, and data systems are also integrated between partners to allow for efficient service access. Where systems are not fully integrated at this time, conversations have been conducted between CareerSource Gulf Coast and the partners in an effort to promote this integration. It is our intent to continue this dialogue between partners to continue to advance our efforts. CareerSource Gulf Coast 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. CSGC has begun the process of "going paperless" with casefiles, thereby increasing the security of client information

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

CareerSource Gulf Coast has used a competitive process (Request for Proposals) to secure a Job Center Operator and provider of workforce services in the past under the guidance of DEO and WIOA. CSGC will continue to use the competitive process to procure One Stop Operator Services through an updated RFP which will follow the requirements of WIOA and guidance from DEO.

The RFP process involves a set of rules to safeguard fair and objective decision making when awarding grant funds to a successful proposer. The rules comply with applicable federal, state and

local requirements, i.e. Florida Statutes (F.S.) 287 and Title 2 Code of Federal Regulations (CFR) Part 200. Notice of the RFP is sent to entities on CSGC's Bidders List (a list of local non-profit and for-profit entities interested in conducting business with CSGC). The list is updated when a new entity requests being added to it. Additionally, information regarding the RFP is legally noticed, i.e. published in local newspapers such as the Panama City News Herald and the Port St. Joe Star. Finally, all RFP material is posted on the CSGC's website.

The RFP typically contains the following sections: timetable, bidders' conference, services solicited, contract terms, submission guidelines, and evaluation and appeals process.

Following release of the RFP, a bidders' conference is held providing prospective bidders an opportunity to request clarification regarding the RFP's programmatic specifications from CSGC's staff. All questions and answers from the conference are posted on CSGC's website.

After proposals are submitted, proposal components (i.e. technical narrative, performance, budget, cost allocation/indirect cost proposal, organizational capabilities) are reviewed by a Rating Committee. The Committee makes a recommendation to the full Board for operator selection which the Board discusses and either accepts or rejects.

- (5) System Improvement:** Describe additional criteria or higher levels of service than required to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA §108(b)(6)(A)).

CareerSource Gulf Coast complies with all continuous improvement criteria and procedures listed in Under Administrative Policy 93 including demonstration of compliance with all CareerSource Florida statewide branding, local branding, and national branding standards and practices; demonstration of compliance with staff training and skills certification; and established procedures to capture and respond to job seeker and employer feedback. In addition to these items, CareerSource Gulf Coast has implemented customer service standards to ensure that all customers (jobseekers, employers, and partners) are being provided high quality service with an equal opportunity for all. These standards aim to go beyond the basics and demonstrate a consistent desire to exceed customer expectations and anticipate the customer's need. In support of this effort, staff at the one stop have received additional customer service training.

DESCRIPTION OF PROGRAM SERVICES

- (1) System Description:** Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify 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.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

CareerSource Gulf Coast (CSGC) is charged with serving Bay, Franklin, and Gulf counties. CSGC is focused on creating a globally competitive workforce to facilitate economic development, and to promote prosperity for existing and future business and industry, as well as our residents and overall in our communities.

CSGC contracts job center services to Gulf Coast State College for our full-service One Stop in Panama City, Florida. Two satellite centers, one in each of our rural counties, are staffed by Board employees. CSGC works closely with service providers and partners to ensure that programs are aligned to the greatest extent possible.

CSGC Workforce System Core Programs include:

- WIOA Adult, Dislocated Worker and Youth Services
- Wagner-Peyser Labor Exchange services
- Trade Adjustment Assistance through DEO staff
- Welfare Transition (TANF) services
- Local Veterans Employment & Disable Veterans Outreach Programs
- RESEA
- Senior Community Employment Program
- Supplemental Nutrition Assistance Program
- Ticket to Work

Referral Partnerships are in place for Vocational Rehabilitation, the Division of Blind Services and Adult Education. We work with these partners to continuously improve service delivery processes.

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

CareerSource Requests for Proposals (RFP) for workforce program services. The RFPs provide a clear and Gulf Coast (CSGC) issues accurate description of services to be provided and ensure an open and fair competition encouraging small and minority owned business sources to apply. The RFPs and advertising/notices related to it specify information regarding when the proposals are due and gives the proposers sufficient time to prepare their proposals. The RFPs also specify criteria which shall be used to determine the award.

Requests for Proposals are advertised a minimum of three (3) days in a daily paper and one (1) time in a weekly paper of the county(ies) where workforce program services are being solicited. The Board also seeks to advertise in local minority publications when possible.

A rating committee as appointed by the Board Chair evaluates each proposal. Steps are taken to ensure that each rater adheres to the established Conflict of Interest Policy. Raters are furnished with a copy of each proposal and a rating sheet for evaluating each proposal. Proposals are judged in the potential contractors' ability to perform successfully under the terms and conditions of the proposal, with additional consideration given to such matters as contractor integrity, record of past performance (if available), financial, and technical resources or accessibility of other necessary resources. Upon completion of the proposals' rating, a summary is made by staff averaging the ratings. Staff do not rate proposals, nor do they have a vote in the process. The decision of the committee is presented to the CareerSource Gulf Coast Board for final consideration and approval.

The approval of the proposal by the Board provides approval for only the program concept and the total funding amount, which may be contracted. It does not provide approval for any proposed unit cost(s) or for any specific terms and conditions. These details are negotiated after a full review and discussion of the proposed program and cost between proposer representatives and board staff. The staff brings recommendations for funding and provides full contract language to the board for final approval. Occasionally, special requirements may exist where commodities or services may be purchased on a "sole source" non-competitive basis. These conditions may exist when a commodity or service is available from one vendor, with no known competitors capable of satisfying the requirements; the necessity or emergency for the item will not permit a delay resulting from competitive solicitation (in some cases when the Governor has issued an executive order for an emergency related to disasters); the awarding agent authorizes noncompetitive process is found to be inadequate; on-the-job training (OJT) contracts, except OJT brokering contracts which are selected competitively; or enrollment of individual participants in classroom training. Educational services paid through Individual Training Accounts are only procured from training providers on the Eligible Training Provider List. The Board minimizes the use of "sole source" procurements to the extent practicable, but in every case, the use of "sole source" procurements will be justified or documented. CSGC staff may provide direct services as allowed under Florida statutes and the local direct services plan.

- (3) Expanding Access to Employment:** Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).

CareerSource Gulf Coast expands access to employment, training, and supportive services by offering services at multiple physical locations across the region and by offering services electronically/online, and through targeted outreach and marketing. The CareerSource Gulf Coast (CSGC) Job Center allows easy access to services for individuals with barriers to employment. It is located on the public transportation route and set up as a universal "go-to" site for employment assistance. The Job Center is a full-service center that offers Veterans Services (LVER, DVOP and Military Spouses), TANF and SNAP services and Ticket to Work programming. Satellite offices

provide services in Port St. Joe and Apalachicola. The comprehensive job center and satellite centers have computer labs and staff to assist clients in job search as needed. All locations host hiring events at employer's requests and work with partners to publicize the events to all populations, including individuals with barriers. There are two primary providers of education and training in the region. CareerSource Gulf Coast stations career managers at those locations which are: Gulf Coast State College- Panama City campus, Gulf Coast State College Gulf-Franklin campus, and Haney Technical Center in Panama City. By being co-located, CSGC can more easily facilitate career pathway opportunities for eligible individuals. To maximize resources, students are co-enrolled (when possible) in other partner programs for which they are eligible. Career Managers are versed in the concept of career pathways and therefore, able to knowledgeably present the opportunity to clients. Further, by maintaining career managers who understand the challenges of first time post-secondary students, CSGC ensures that individuals with barriers have the additional support needed to achieve success. CareerSource Gulf Coast also has staff co-located on both military bases to make it convenient for exiting military members, veterans and military spouses to participate in our employment and training services. In addition, the Job Center has multiple staff members that speak different languages available to assist customers at any of our locations, online or by telephone.

CareerSource Gulf Coast has a strong online presence through Employ Florida, our regional website and multiple social media platforms. We are also listed on every chamber of commerce website in our region. Valuable resources regarding employment and training services are available on our website and social media platforms. Timely information related to job openings, hiring events, training opportunities are also posted on social media and consistently shared by the media and other community organizations which expands the reach to more individuals includes targeted groups with barriers to employment.

CareerSource Gulf Coast regularly sends staff out into the community to do targeted outreach about programs and services. As part of that outreach, CareerSource Gulf Coast staff attend community events and meetings and visits offsite locations such as the Bay County Jail, Correctional facilities, public library locations, homeless shelters, and both military bases. Year-round marketing along with strong community partnerships facilitate awareness of, and access to our programs.

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

Key industry sectors for our region are: Health Care and Social Assistance; Admin., Support, Waste Mgmt., Remediation; Manufacturing; Professional Scientific & Technical Svc; Accommodation and Food Services.

CSGC works well with business partners as well as economic development and education partners to ensure that there is a balancing between the need to follow the targeted occupations list with horizon jobs. Since workforce training must be operated as a demand driven system, it is critical to

align the timing of training individuals into key sectors to the availability of jobs for the graduates. CSGC was instrumental in assisting our local technical center launch a new Industrial Pipefitting program and expand the Licensed Practical Nursing Program. We continue to work closely with our economic development organizations to attract industry to the region. In fact, CSGC is often part of the team that meets with business prospects interested in locating or expanding their business in the region. It is important that prospective businesses understand the value that CareerSource Gulf Coast brings to any project under the Florida Flex umbrella of services. Quite often our discussions focus on training strategies to fit the talent needs of these employers. We provide an overview of the existing talent pipeline as well as the one that we can develop with training partners.

CSGC works in partnership with CareerSource Florida as well to make sure that prospects are aware of all incentives at the state level, including training incentives. Recently, we've been involved with multiple sector strategy grants. The AMPT grant provided pre employment training for the advanced manufacturing industry. The training helped build a pool of workers with valuable skills needed for this industry including reading blueprints, performing equipment testing, and bonding and assembling processes. The Community Based Grant provided training and supportive services for the Healthcare Industry and Industrial Pipefitting. The region has a deficit of medical professionals. The grant allowed for the region to increase the number of individuals being trained for in demand healthcare jobs. The region also had a deficit of industrial pipefitters. A recent contract between the US Coast Guard and a local ship builder created 200 local pipefitter positions and an annual hire rate of 100 due to turnover. By funding training and support services, CareerSource Gulf Coast was able to start building a pool of qualified workers for this industry.

- (5) 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 §134(c)(1)(A)(iv)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

Sector Strategy and Pathways to Prosperity grants have enabled us to collaborate closely with industry partners to provide much needed training for prospective workers. AMPT (Advanced Manufacturing Pre-Employment Training) was a manufacturing sector initiative where CSGC worked with our state college and local manufacturing businesses to develop curriculum and identify training candidates, facilitate the training and provide placement services of the participants into manufacturing jobs. The Pathways to Prosperity initiative relates to training and jobs for the Accommodations/Food Service Industry. In partnership with the Arc of the Bay (local nonprofit serving adults with developmental disabilities), and local employers, CareerSource Gulf Coast has facilitated culinary training to individuals with disabilities. The program includes hands on training and then job placement in field of training.

CareerSource Gulf Coast maintains great relationships with business partners across several industry sectors. We participate with our chambers of commerce, regional and local economic development organizations, the defense contractors' roundtable group as well as ad hoc committees formed to focus on specific industry issues.

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

CareerSource Gulf Coast regularly reviews and analyzes high quality, timely labor market data by industry and occupation to sector strategy efforts. Specific data sources include:

- [Employment Projections Data](#) (both by industry and occupation) produced by the Florida Department of Economic Opportunity, Labor Market Statistics
- [Occupational Employment Statistics and Wages \(OES\) Program](#). The information is the result of an occupational employment and wage survey conducted by Labor Market Information, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.
- Employ Florida and [Help Wanted Online Reports](#) to determine real time labor demand through online ads/job postings.
- [Florida Skill Gap and Job Vacancy Data](#) to determine gaps in hard skills, soft skills and gap mitigation techniques.
- Direct feedback from employers collected through onsite visits, surveys, community meetings and professional trade groups.

This information is distilled and discussed with the Board for input.

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

The leadership of CareerSource Gulf Coast maintains close working relationships with the economic development and employer alliances across the region and has a deep-rooted partnership with the area K-20 (school districts and state college). These relationships have guided the development of the area's sector strategies. All partners agree and support the target sectors in alignment with Enterprise Florida's identified sectors.

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

CareerSource Gulf Coast ensures that sector strategies are driven by industry by inviting them to be part of the process. For example, representatives from targeted industries serve on the Local Workforce Development Board as well as the local and regional economic development organizations. In addition, the business services team targets onsite meetings and feedback from employers in targeted industry sectors.

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

Members of the CareerSource Gulf Coast management team have great partnerships with economic development organizations, institutions of higher learning, and other community organizations. On a regular basis, CareerSource Gulf Coast meets with these partners to ensure alignment of service delivery systems.

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

CSGC has a tradition of flexibility to meet local employment and training needs and works closely with state and training partners to meet needs as they emerge. The method and type of transformation depends upon the need; as an example, a recently added employer required an

additional layer of screening and pre-employment training prior to consideration of hire. The process included six steps of elimination prior to a job offer being made. The steps to obtaining a job with this employer were not simply 'apply – basic screening- refer' but 'apply – screen into additional assessment – be selected for pre-employment training – be selected from that training for referral to interview – hire.' The additional complexity of the hiring process for this sector industry was met through CSGC's partnership with Gulf Coast State College.

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

In LWDA 4, measurement is conducted by analyzing services provided to businesses in key sectors. A member of the business service team is assigned a key industry sector. As part of their annual performance goals, they are charged with providing staff assisted, high value services to businesses in that industry. Examples of high value services include job orders, job fair services, mass recruitment services, and providing detailed labor market information. Staff on the business services team focus on building strong relationships with employers, training providers, and other key stakeholders in their industry. As a result, they can solicit feedback from the employers through onsite visits, employer surveys and email/telephone communication to help identify ways to improve the sector strategy. Furthermore, members of the business service team conduct research on their assigned industry sector and stay abreast of industry trends in order to gain and retain credibility and to provide effective and valued services. This allows CareerSource Gulf to sustain the sector strategy.

(6) In-demand Training: Describe how the local board 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)(G)(iii)).

CareerSource Gulf Coast (CSGC) staff receives the Regional and State Demand Occupations list annually from the Department of Economic Opportunity. Staff compare the Regional list with locally available training programs, historical employment needs and employer requests. Board staff strike through occupations without area approved training providers, insufficient local openings and historically (locally) low-paying occupations. After performing these proposal edits and notifying ETPL providers (if applicable), staff request that providers submit any training programs they believe to be in demand. Staff review these applications and, for those that meet income and annual opening criteria, take the applications and proposed list to the Board. Members review and request additional information, sometimes suggesting additions to the list themselves. Staff research the latter and bring the proposed list back to the Board for discussion and final approval.

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

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

CareerSource Gulf Coast uses a variety of methods to engage employers in the region. As part of our strategy, the business services team sets annual goals for the number of employers engaged and retained. Specifically, the team contacts employers through on-site visits,

informational mailings, telephone contact, and electronically through email and social media. As part of that outreach, the team targets employers connected to in-demand industry sectors and small businesses. The CareerSource Gulf Coast also implements a marketing campaign that includes community/public relation activities, digital, radio, television and print advertising, as well as printed collateral material (brochures, flyers etc.) to build awareness and stimulate usage of the workforce system programs. Our Board receives a marketing report at each meeting and provides important feedback on ways to improve and expand our reach through marketing efforts.

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

A large part of employer engagement strategy involves community relations. CareerSource Gulf Coast actively participates in economic development and local chamber of commerce activities, as well as other community/industry focused groups. As a result of community involvement, CareerSource Gulf Coast is able to establish and build strong relationships with area employers. These relationships allow us to understand their needs and then offer solutions through our services. Board members are invited to community events and also refer businesses to use the services of our job centers.

- C. Better coordinate workforce development programs and economic development; and,

The CareerSource Gulf Coast Board actively and consistently participates in local and regional economic development activities. This close involvement allows us to be included in business roundtables regarding the state of the workforce, hear firsthand from prospective, existing and expanding employers the workforce and training needs that they have, and to understand the challenges and successes our education partners have in delivering training. We will continue to utilize these opportunities to better coordinate the delivery of services/programs. The CareerSource Gulf Coast Board has partnered with the Bay County Economic Development Alliance (EDA) to form the Economic Development Center of Excellence whereby both organizations are co-located. The proximity has allowed for improved communication and better coordination. Economic Development partners from two counties are members of the board and give updates at each board meeting.

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

CareerSource Gulf Coast will continue to strengthen the linkage between one stop delivery services and unemployment insurance programs by actively promoting our services to individuals filing a claim or receiving benefits. For example, when individuals register in Employ Florida (EF) and identify as a claimant, a CareerSource Gulf Coast (CSGC) representative contacts them to provide an orientation of one stop services. In the months following Hurricane Michael, CareerSource Gulf Coast launched an outreach campaign targeting disaster unemployment claimants. The campaign was to promote jobs available under the national dislocated worker grant. CSGC participates in the RESEA program which provides assessments, labor market

information, employment plans and job referrals to claimants likely to exhaust their benefits. Lastly, the region, hosts workshops for employers. Connect, the unemployment compensation system, is detailed in the workshop as well as a comprehensive overview of one stop services.

- (8) Priority of Service:** Describe local policies and procedures to prioritize services for veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for individualized career and training services in the adult program.

CareerSource Gulf Coast's (CSGC) Board Policy #45 establishes that CSGC will ensure that priority of services will be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient. Priority to these groups is woven into priority for veterans and eligible spouses. The procedure calls for staff and service providers to promote available services to participants in workforce system programs such as LVER, DVOP, Military Spouse, SNAP and Welfare Transition. Staff will also conduct outreach through community partners which serve the targeted groups.

Since we cannot predict the level at which individuals will access services, we must create an eligibility criterion for non-covered individuals. To that end, CSGC Policy 45 directs that these applicants must meet an income level equating to \$25 per hour or less OR a household income at or below 250% of the Lower Living Standard Income Level or Federal Poverty Level, whichever is higher.

- (9) Training Services:** Describe how training services are provided, including how contracts for training services are used, and how such contracts are coordinated with the use of ITAs (WIOA §134(c)(1)(A)(v)).

Training services will be provided using ITAs to institutions on the eligible training provider list.

- (10) Customer Choice Process:** Describe processes the local board uses to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided (WIOA §108(b)(19)).

Customers interested in training services must select a field from the Demand Occupations List and meet eligibility criteria. The eligible training provider list is on the CareerSourceGC.com website along with the Demand Occupations list. Information is also provided to interested individuals who come into workforce training offices.

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

An individual found eligible for training in a demand occupation is given an ITA document to use for those costs. The amounts on the ITA are updated for each new training period.

- A. Describe any ITA limitations established by the board;
The limit established on ITA's (the "cap") is \$6,000 per program of training.

B. Describe any exceptions to the use of ITAs.

Exceptions to the use of an ITA are On-the-Job training, customized training, test preparation, work-based training (i.e. work experience, apprenticeships) and youth training.

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

Gulf Coast State College offers entrepreneurial training through the Millaway Institute of Entrepreneurship. CSGC supports the Institute by referring potential entrepreneurs/inventors to the program, and by marketing their events.

The college also offers a certificate program in Business Entrepreneurship as well as hosting the Veteran's Business Outreach Center, a program to assist veteran entrepreneurs across a seven-state area. There is also a US Small Business Development Center located in Bay County which offers a variety of business start-up services to entrepreneurs. Staff make referrals to customers interested in starting a businesses to these area partners and works with them to determine if there are further workforce services that can be provided as their plans emerge.

(13) 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 Economic Opportunity and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities.

We are currently working with Oceaneering to process two Registered Apprenticeships with the Florida Department of Education in order to establish them as local training opportunities. Our focus is first on a one-year apprenticeship which results in a wage of \$18.04 an hour. Job seekers will be made aware of apprenticeship opportunities through outreach activities as well as referrals made by partner agencies. Social media is a strong outreach tool for us.

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

CareerSource Gulf Coast (CSGC) works with the business community to meet its training needs, whether for incumbent or customized training. On-the-job training is provided when funds permit, and the project is advantageous to business and the training participant. CSGC has supported career pathway programs in the healthcare field for several years. Clients who have begun their career ladder in WT or SNAP-funded CNA training are sponsored into practical nursing, sonography or other higher-level training. Eligible LPNs who have completed pre-requisites and been accepted into the RN program are supported by WIOA to receive their RN certification. In addition to creating more self-sufficient citizens, this process increases the number of needed healthcare professionals.

CSGC incorporates the incumbent worker training programs, on-the-job training programs, customized training programs, employed worker programs and industry and sector initiatives, career pathway initiatives, and other strategies to support the board's vision and strategic goals.

CareerSource Gulf Coast offers these programs to provide either occupational or educational training to employees of the local area's businesses.

This very specific training (incumbent worker, customized job training and employed worker training) helps the incumbent workers retain a job with changing skill requirements, or helps the employee upgrade their skills, often qualifying them for advancement opportunities with the employer. Advancement often offers increased wages to the employee. The training addresses skill gaps of the incumbent workers which impacts the stability of the company and enhances the employees' continued employability. On-the-job training continues to provide a bridge between employers and workers, offering a timely and cost-effective solution to meet the needs of both. On-the-job training is an effective option for upgrading skills and ultimately retaining employment.

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

CareerSource Gulf Coast employs one Quality Assurance Coordinator who monitors all workforce programs. The results of monitoring are used for formal and informal training to improve performance. Additionally, performance reports for all programs are discussed at every CSGC board meeting. If performance is not acceptable, the CSGC Deputy Director meets with provider staff to troubleshoot and review data down to the participant level. A plan for improvement is agreed upon and executed. Poor performance by a disproportionate share of students enrolled in a common training program are identified by career managers and referred to the Deputy Director for the corrective action process, which is the same as that listed for service providers, but may include the division chair or instructor of the training program and may result in the training being removed from the provider's accepted training list.

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

CareerSource Gulf Coast does not receive an allocation large enough to operate both In and Out of School Youth programs, therefore all program dollars are allotted for Out of School Youth. The limited amount of In School dollars available are taken up with indirect, shared costs and overhead, leaving a small amount invested in the support of a Career-Technical Education Director. The Framework for Cornerstone (CSGC's Out of School Youth Program) is based on student needs and required goals.

Assess: Students are assessed for basic and occupational skills, work experience, aptitudes and support service needs. The assessments used include the Test for Adult Basic Education, *CareerShines*, *Kenexa's Prove It!* and other assessments as indicated.

Strategies: Information revealed in the assessment process will be used to develop an Individual Service Strategy to assist the young person towards obtaining their goals.

Meet Goals: The Youth served through Cornerstone are dropouts with no diploma or equivalent, so the first goal is to assist them in obtaining their high school diploma or equivalent. The population targeted is not monolithic, however, and the issues surrounding the lack of high school diploma/equivalent must be addressed and they are diverse. Goals are therefore both individualized and tied to performance outcomes.

a. Tutoring study skills and instruction leading to secondary school completion

WIOA youth enrolled at the Tom P. Haney Technical Center's Adult school receive an individual needs assessment which is then used to develop the plan for their individualized instruction module. Career Managers are familiarized with the plan and reinforce the goals with encouragement and other supports, such as tutors. GED Test Tutorial and study guides, YouTube videos, Khan Academy website, and edu.gcfglobal.org are also used for study and tutorials related to academic remediation and GED preparation. Participants are also encouraged to check out the GED prep book from local libraries.

b. Dropout Retrieval

Gulf Coast State College, the local school district and community youth programs, (including faith-based programs) encourage high school drop outs to re-engage in the education process. Credit retrieval programs are available at the technical school and some of the alternative schools in the county.

Cornerstone is also providing outreach in terms of marketing and orientations to those who are considering re-entering school with the goal of high school diploma attainment or its equivalent.

c. Paid and Unpaid Work Experiences

Where appropriate apprenticeships, internships, pre-apprenticeships, job shadowing, and/or volunteer work experience opportunities will be made available to the participant. Organizations such as Zoo World, Gulf Coast Hospital, and Gulf Coast State College IT department have job shadowing and volunteer opportunities available for work experience. Relationships with businesses will consistently be developed in order to create opportunities for growth for youth and development of a talent pipeline for businesses.

d. Occupational Skills Training

For Occupational Skills Training, online and web-based programs such as Prove-It! ®(provides practice tutorials in a variety of different fields) and O*Net (My Next Move) will be used to provide the knowledge, skills, abilities, personality, education, job outlook, and technology that would be required to perform the selected job. Work readiness skills will be provided before the participant is linked to a job shadowing, on-the-job training, internship or pre-apprenticeship opportunity. Integrating basic skills training and job readiness training with occupational "hands-on" skills training is expected to increase engagement in learning and makes it more likely that participants will complete job training and enter post-secondary education or employment.

e. Education offered concurrently with workforce preparation activities and training for a specific occupation or occupational cluster

Where appropriate, students will be dual-enrolled in occupational skills while working towards a diploma or GED. For the most part, participants will be encouraged to obtain their secondary school credential and participate in work preparation activities.

f. Leadership development opportunities

Workshops dedicated to developing leadership are offered, along with opportunities to practice those skills through community projects.

g. Supportive services: performance incentives

The career manager will determine which supportive services are reasonably required based on the participant's circumstances and unique needs, as identified through the assessment process. Only documented needs outlined in the ISS will be addressed. However, this does not prevent newly identified needs from being added, as the career manager is made aware. Attention will be given to ensure that supportive services provided are not available through other agencies and that they are necessary for the client to participate in WIOA activities. Supportive services provided will be limited in amounts and duration; the participant must either be enrolled in the required WIOA program elements or eligible for follow-up services.

h. Adult Mentoring

The Cornerstone career manager will serve as the adult mentor for the older Out of School Youth. The career manager will be aware of all activities in the youth's ISS and will guide, assist in goal setting, act as an encourager, motivator and "champion" for the participant's success. Frequent meetings and opportunities for communication will be instrumental in building the relationship between participant and career manager. Additional mentoring relationships (with others such as employers, fellow co-workers, etc.) will be sought and encouraged to provide for other caring adults in the young person's life.

i. Follow-up Services

Contact with the participant will be maintained for a period of not less than one year. Phone calls and/or one-on-one interaction will be the primary form of contact. In instances where either of the two forms of communication cannot be maintained, emails will be used. Follow-up services shall consist of calling the client or employer to confirm continued employment, engagement in post-secondary training, education, military service, or qualified apprenticeship. If the WIOA youth loses a job or is no longer engaged in either of the aforementioned activities, additional support services specifically tailored to their need will be made available.

j. Comprehensive guidance and counseling; including mental health, drug and alcohol abuse counseling and referrals to such counseling is individualized and handled in accordance to the specific needs of each client. Where appropriate, career managers may refer clients to resources available within the community to address their specific concerns/issues. Pre-negotiated counseling rates have been secured with a local Licensed Mental Health Counselor (LMHC) who has over 20 years of experience in counseling services using cognitive behavioral, solution-focused and existential approaches in addiction/substance abuse, coping skills, depression, emotional disturbances, stress and as well as other related mental health issues.

k. Comprehensive Financial Literacy training and ensure that the training contains interactive components and is relevant to the lives of 16-24-year olds.

Financial Literacy training will be provided via an on-line, off-the-shelf interactive product containing all of the program elements relevant to youth ages 16-24. Training shall consist of checking/savings

account, spending, loans, credit/credit cards, financial products evaluation, identity theft, components, age appropriate financial education, budgeting and how to make informed financial decisions.

I. Entrepreneurial Skills Training

Participants who express an interest in entrepreneurship will be referred to the Business Innovation Center or Gulf Coast State College, where they can receive coaching, counseling, networking opportunities, workshops, seminars and other training services, as required.

m. Labor Market and Employment Information

One of the goals for Cornerstone to achieve with students is a successful transition into the world of work. To that end, career managers will assist them with becoming familiar with the Employ Florida system and understanding how to use Labor Market and employment information. Cornerstone plans to assist students in becoming savvy job seekers who understand their rights in the workplace, the techniques to be successful in

the labor force and the skills needed to search for opportunities suited to their interests and education.

n. Preparation for post-secondary educational opportunities

Based on a participant's chosen career field, additional training may be required to ensure that the client has the appropriate skills training to successfully enter employment. When the eligibility requirements for the WIOA training program are met, and skills deficiencies, if any, are recognized, the appropriate remediation and training tools will be determined. The applicant will have access to the CSGC Job Center Resource and Assessment Rooms for computer/equipment use. The computers in the Assessment Room have been pre-loaded with the Prove-It!® assessment.

Students expressing interest in post-secondary training will be assisted in researching occupations, applying for financial aid and developing a realistic budget to live on during the training.

- i. **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.”**

Describe how the local board 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 C.F.R. §681.290).

When a potential youth participant approaches a CSGC worker for services and he/she cannot understand the youth, a translator for the appropriate language will be located (as per PI #14) and an initial assessment performed to determine the youth’s ability to speak and understand English. This assessment is a matter of observation by the translator and attestation by the youth. If the youth indicates an ability to read English, then a TABE will be administered to determine whether the youth performs above a basic skills deficient level. For non-English speaking clients, Pearson-Vue only provides the GED in three languages: French, English and Spanish. Students who speak French or Spanish will be paired with a tutor to study in the GED-prep books in the language they

Speak. They will also be encouraged to attend ESOL classes to help them become ready for the workplace.

Students who don't speak one of these languages will be connected with translators to develop a service plan.

ii. **Define "requires additional assistance."**

Describe how the local board defines the term "requires additional assistance" used in determining eligibility for WIOA-funded youth programs (20 CFR §681.300).

An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment is defined as one who:

Resides in a county where the unemployment rate exceeds the state average and/or is the child of a person who was a teen parent or from a single parent family, or has been held back one or more grade levels, or is a member of an assistance group that has received within the last six months or is currently in receipt of food stamps or cash welfare, or is disabled or self-attests that he/she has left a job due to lack of basic skills, job skills or substance abuse problems, or receives public housing assistance, WIC, Medicaid or Free/reduced lunch, or resides in a county in which the percentage of poor persons is above the state average, resides in a county in which the percentage of persons under age 18 in poverty is above the state average, or resides in a county on which the percentage of teen births is above the state average.

PUBLIC COMMENT PROCESS

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

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

The CareerSource Gulf Coast Local Workforce Development plan 2020-2024 will be made available for public comment on the careersourcegc.com website on January 27, 2020. Additionally, the plan will be sent to all three Boards of County Commissioners for review, input and approval. The plan will be advertised for public review and comments on January 31, February 1, and February 2, 2020 in the daily Panama City News Herald newspaper and January 30, 2020 weekly in The Star in Gulf County and Apalachicola Times.

- (2)** Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).

The plan was made available electronically on the CSGC website on January 27, 2020, will be sent to each Board of County Commission for review, comment and approval, as well as the plan advertised in each county newspaper welcoming public comment.

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

The Executive Director of CareerSource Gulf Coast introduced the WIOA and CSFL requirements for Local Workforce Services Plan to the CareerSource Gulf Coast Board members on December 10, 2019. At that time, an overview of the Four-Year Plan process was provided. The Board discussed the new mission statement and it was approved. The staff recommended that sections of the plan be provided to the board members and partners as they are completed for review and feedback by the board to staff. This method was appreciated and accepted by the board. The first section was sent electronically to board members and partners on December 5, 2019 as part of the agenda packet for the December 10, 2019 board meeting, the next two sections were provided on January 7, 2020. The final three sections of the plan were provided to the board on January 22, 2020. The Board's membership includes business representatives and Labor Organizations as well as community leaders from the public and private sector. The 4-year plan was presented at the February 11 board meeting for approval, and subsequent meetings with county managers and LEO followed for collaboration and final approval of the plan and by laws.

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

The CareerSource Gulf Coast Executive Director and staff have met with required partners to discuss plan development and solicit input. Many of those partners attend our monthly board meetings as well.

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

None submitted.

SIGNATURE PAGE

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

- Bay County

We will operate in accordance with the plan/ addendum as well as applicable federal and state laws, rules, and regulations.

Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Jennifer Conoley, Board Chair
Name and Title (printed or typed)

Philip Griffitts, Chairman Bay County BOCC
Name and Title (printed or typed)

Date

Date

SIGNATURE PAGE

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

- Franklin County

We will operate in accordance with the plan/ addendum as well as applicable federal and state laws, rules, and regulations.

Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Jennifer Conoley, Board Chair

Noah Lockley, Jr. , Chairman
Franklin County BOCC

Name and Title (printed or typed)

Name and Title (printed or typed)

Date

Date

SIGNATURE PAGE

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

- Gulf County

We will operate in accordance with the plan/ addendum as well as applicable federal and state laws, rules, and regulations.

Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Jennifer Conoley, Board Chair
Name and Title (printed or typed)

Sandy Quinn, Chairman Gulf County BOCC
Name and Title (printed or typed)

Date

Date