

04/12/16

FINAL

CareerSource ESCAROSA

Local Workforce Development Area I

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Date Submitted: April 29, 2016

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INTRODUCTION

These guidelines direct the first local plan submitted by your area under the Workforce Innovation and Opportunity Act. WIOA requires each local workforce development board (LWDB or local board) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan to the state. The WIOA four-year plan will be effective July 1, 2016 – June 30, 2020. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Affected entities and the public must have an opportunity to provide input in the development of the plan. The local board must make the plan available through electronic means and in open meetings in order to ensure transparency to the public.

The LWDBs must provide leadership in assembling their plan. LWDBs also should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners must be an integral part of the planning process. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. Each plan will address how the LWDB will coordinate service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education.

Each LWDB's plan should be based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers. The plan must include an identification of the education and skill needs of the workforce and employment needs of the local area and include an analysis of the strengths and weaknesses of services to address these identified needs. The assessment must include the best available information or evidence of effectiveness and performance information for specific service models as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. The LWDB should provide a complete view of the system-wide needs of the local workforce development area.

The plan must address how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan should align with the business- and market-driven principles of the CareerSource Florida network.

PROCESS FOR PLAN SUBMITTAL

All plans must be submitted no later than 5:00 p.m. (EST) on April 30, 2016 by emailing the completed plan to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com.

Prior to plan submission, please ensure:

- The local board has reviewed and approved the plan;
- The board chair and the chief elected official have signed the signature page , with an original submitted to CareerSource Florida by mail and a scanned copy sent to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com;
- The structure and numbering follows the plan instructions format;
- The plan is one continuous and searchable PDF document that includes all attachments;
- Responses to all questions are informative and concise;
- The name of the region, the page number and plan submission date are listed in the footer of the document;
- A table of contents with page numbers is included and each page of the plan is numbered; and
- Text typed with a font size of 11 or greater.

Please send an email to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com to confirm plan submission and begin its official Department of Economic Opportunity (DEO) review. Upon submission, all plans will be reviewed immediately for completeness and adherence to plan formatting requirements. If there are questions or concerns, LWDBs will be notified. The content of plans will be reviewed by both DEO and CSF staff with a recommendation for approval/disapproval provided to the CSF Board of Directors at its meeting scheduled for May 26, 2016. A recommendation for approval will be made unless the staff review indicates that: (1) there are deficiencies in local workforce investment activities that have not been addressed, or (2) the plan is determined inconsistent with WIOA and the regulations of WIOA, including required public comment provisions.

KEY DATES

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

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

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

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

ORGANIZATIONAL STRUCTURE

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

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

Escambia Board of County Commissioners

Grover C. Robinson, IV – Chair

221 Palafox Place Suite 400

Pensacola, FL 32502

850-595-4940

District4@myescambia.com

Santa Rosa Board of County Commissioners

Lane Lynchard – Chair

6495 Caroline Street, Suite M

Milton, FL 32570

850-983-1877

Comm-lynchard@santarosa.fl.gov

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

The Interlocal Agreement between Santa Rosa Board of County Commissioners, Escambia County Board of County Commissioners and Workforce Escarosa, Inc., (dba CareerSource Escarosa), hereinafter referred to as Escarosa, is **Attachment A**

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

Please see **Attachment A**.

- D. Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations:
- i. The nomination process used by the CEO to elect the local board chair and members;

The Interlocal Agreement stipulates under Section II B) and C), the process and responsibility of each Board of County Commissioners appointments to the Board. A general purpose business organization submits nominees for private sector business appointments to the appropriate Board of County Commissioners for the county being represented. Private sector representation as stipulated in the Interlocal Agreement will be equal between both counties. Other required members such as labor, are approved by both boards of county commissioners.

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

Escarosa's By-Laws (Article III Section 4) stipulate Board membership and staggered terms (**Attachment B**). Escarosa was established in 1996 and at the initial process of implementing the organization, the terms were staggered. As the organization has been in existence for 20 years, the terms have remained staggered due to normal resignations and expirations or terms. The terms of the members are monitored by the Executive Director to insure vacancies are addressed.

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

The Boards of County Commissioners are not notified of vacancies at time they occur, as they appoint the members once nominated, but normally do not participate in the nomination process. For Private Sector Business representatives, local chambers and economic development entities for the county in which the vacancy exists, are notified of vacancies so that they can reach out and recruit members for the local workforce boards (LWBs). For required partners, such as labor, education, economic development, and vocational rehabilitation, those organizations normally provide a nomination to fill a spot being vacated by their previous representative. At the time the nominees are identified by the general business entity or required partner, the nominee(s) information is provided to the Boards of County Commissioners for their review and appointment.

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

Escarosa's By-Laws do not allow for proxy voting or designees. (Article II Section 5). To allow for proxy voting, the By-Laws will need to be amended.. By-Laws are reviewed annually and any revisions occur at the September meeting of the Board of Directors.

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

Teleconferencing and webinars are allowable and are used for LWB meetings. (Article II Section 6 – Escarosa By-Laws) Meetings of the Board are announced electronically and all Board materials are posted to Escarosa's website. In addition, a legal ad is placed in the Pensacola News Journal to direct the public to the website and to notify the public of the physical location of the meeting.

- 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,

Escarosa's Board of Directors is actively involved in brokering relations and support for Escarosa's workforce development activities. The Chair, Scott Ginnett, is an active member of the State's Workforce Development Chair's Association; sits on various community initiative advisory councils; other Boards, and promotes Escarosa and its services via these activities. The Chair and Vice Chair encourage interaction of all Board members and involve Board members in Committees of the Board and ensure Chairs of all Committees are Board members. The Escarosa By-Laws stipulate attendance and members can be removed for unexcused absences from the meetings.

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

As previously stated, for required partners/members – organizations that represent that specific partner/member are notified of vacancies and identify potential members for appointment. When the nominees are received, Escarosa provides those nominations to County representatives for review and submission to the Commissioners for appointment. The Board will review membership and may ask the County Commissioners for additional appointments once Florida Statutes are revised and signed by the Governor for the 2016 Legislative Session. This shall be reviewed also at the September Board of Director's meeting.

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

The Chief Elected Officials and his/her representative were notified of the plan process and were provided updates throughout the process. A **rough draft** of the plan was posted to Escarosa website on February 26th and a notice was sent to interested parties, partners, CEOs and Board members for review and input. Any comments received from the rough draft were reviewed and incorporated as appropriate. The **final draft** plan was submitted to the CEOs and his/her representatives for review and comment on March 11, 2016 which also began the 30 day public comment period. A public comment was received on April 8, 2016 and is included under Attachment G.

(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.

Scott Ginnetti, Chair
3670 North "L" Street, 2nd Floor
Pensacola, FL 32505
850-291-2737
Scott.Ginnetti@bhcpns.org
Baptist Healthcare of Pensacola

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

The LWDB was notified of the Plan instructions and timeline at the January 21, 2016 Board of Director's Meeting. The LWDB members were notified via a teleconference call on February 25, 2016, of the rough draft plan posting to our website on February 26th. The members were asked to review the rough draft and asked to participate by offering suggestions/comments throughout the process. On March 11, 2016, the final draft was completed and became available for public comment,. The final draft of the plan was provided to all members and posted to Escarosa's website for review on March 11th. A comment was received on April 8, 2016 and provided to the Board of Directors at the April 21th Board meeting.

(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

Please see Attachment A, Interlocal Agreement, Section III, D. Escarosa is designated by both Boards of County Commissioners as the administrative and fiscal entity for LWDA 1.

- 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

Please see Attachment A, Interlocal Agreement, Section III, D.

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

Escarosa does operate as the fiscal agent and administrative entity for the LWDB as approved in the Interlocal Agreement, and has been designated to do so since 1996. Escarosa is required to submit its annual budget to both Boards of County Commissioners as well as its fiscal audit as performed by an independent accounting firm. All monitoring reports are posted to Escarosa's website for not only their review, but also for public review. Escarosa's By-Laws (Attachment B) stipulates prohibitions of contracting with LWDB members in accordance with State policy. All financial statements are reviewed by the Executive Committee and full Board of Directors, and are posted on our website for anyone's review.

(4) One-Stop System

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

The local one stop system consists of three centers. The full-service center is located in the highest populated area of Escambia County which is Pensacola. The center is located at 3670 North "L" Street. Milton also has a center that provides core services such as WIOA, Welfare Transition, Wagner Peyser, SNAP, PREP and Veteran Services and is located at 5270 Highway 90. Escarosa also operates a one stop in Century which is in the northern part of Escambia County. Information on the full array of services offered by Escarosa is provided via printed materials and posted on our website for the northern part of the county.

- 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 center in Pensacola and Milton are open Monday – Friday, 7:30 a.m. to 4:30 p.m. The center in Century is open Monday - Thursday, 8:00 a.m. to 4:00 p.m.

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

Currently Escarosa has a One Stop Consortium as our One Stop Operator, which consists of three or more required partners as identified under the Workforce Investment Act. The One Stop Operator will be competitively procured as required by WIOA once further direction and clarification are received from USDOL and/or the Florida Department of Economic Opportunity (DEO).

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

Currently all career services are provided by leased employees through Landrum Professional Services. Career Services will be competitively procured once further direction and clarification are received from USDOL and/or the Florida DEO.

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

Until further direction and clarification are received from USDOL and/or Florida DEO, Escarosa is unable to provide an answer to this section. However, once this has been determined, a change to the plan to reflect the actions taken will be provided to DEO.

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

The Pensacola One Stop Center will be our comprehensive one-stop center. The Pensacola One Stop meets the requirements of the CareerSource Florida's draft policy on One Stop Career Center Certification – Comprehensive One-Stop Center Requirements.

For the past several years, Escarosa has met all performance measures and exceeds many of the measures. For FY 2014 -2015, Escarosa met 3 standards and exceeded the remaining 9 standards. Escarosa also had one of the top performances in the State regarding the Employer Retention Rate and Level 1 services provided to our business community. The performance indicators substantiate Escarosa as an effective organization in the services we deliver.

All centers are reviewed annually for physical and programmatic accessibility by our EEO Office and our internal monitors. The Pensacola center is equipped with wheelchair accessible computer desks, and monitors designed for use by the visually impaired. Information is posted on our website and all outreach materials including the notice regarding the availability of auxiliary aids and services is provided.

All staff meets the Tier I and Tier II certification requirements. In addition, staff is provided the opportunity to attend the Florida Workforce Summit, as funding permits.

The centers close once per quarter for ½ day so that cross-training and other staff training can be conducted. This supports continuous improvement within our centers.

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

Although unemployment data may indicate that the recession is over, Bureau of Labor Market Statistics show that the majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rates of worker turnover. The top five existing demand occupations are related to customer service and hospitality which cater to our region's retirees and tourists.

Specifically: Leisure and Hospitality - In September 2015, the employment was 22,800 in this sector. The over the year change was +700 jobs (+3.2%). The number of jobs in this sector has been trending upwards over the past 5 years.

Education and Health Services - In September 2015, the employment was 28,000. The over the year change was +700 jobs (+2.6%). The number of jobs in this sector has been trending upward for over two decades.

Combined food preparation and serving workers, including fast food workers is the top existing demand occupation. Two of the top demand occupations are the healthcare occupations registered nurses and nursing assistant occupations, with 2,969 projected openings between 2015 and 2023.

TOP 15 EXISTING DEMAND OCCUPATIONS

(ranked by total job openings)

Workforce Development Area 1 - Escambia and Santa Rosa Counties

Rank	Occupation		2015 - 2023				2015 Hourly Wage (\$)			
	Code	Title	Employment 2015	Employment 2023	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	353021	Combined Food Preparation and Serving Workers, Including Fast Food	6,053	7,055	1,002	16.6	2,969	8.93	8.80	9.20
2	412031	Retail Salespersons	7,034	7,758	724	10.3	2,685	9.98	8.83	13.66
3	412011	Cashiers	5,462	5,720	258	4.7	2,262	9.18	8.83	10.03
4	353031	Waiters and Waitresses	4,443	4,831	388	8.7	2,131	9.01	8.80	11.15
5	434051	Customer Service Representatives	3,776	4,466	690	18.3	1,505	11.52	9.97	14.20
6	291141	Registered Nurses	4,223	4,768	545	12.9	1,180	26.32	20.41	29.81
7	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,945	4,489	544	13.8	923	13.35	9.86	16.46
8	433071	Tellers	1,532	1,745	213	13.9	802	12.47	10.59	15.06
9	311014	Nursing Assistants	2,334	2,784	450	19.3	798	11.66	10.11	13.03
10	372011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,832	3,163	331	11.7	746	9.32	8.79	10.91
11	439061	Office Clerks, General	3,012	3,227	215	7.1	719	12.82	9.29	15.70
12	352014	Cooks, Restaurant	2,080	2,426	346	16.6	675	10.34	8.69	12.11
13	435081	Stock Clerks and Order Fillers	2,540	2,527	-13	-0.5	622	10.39	8.80	12.75
14	434171	Receptionists and Information Clerks	1,674	1,930	256	15.3	621	12.34	9.91	14.07
15	252021	Elementary School Teachers, Except Special Education	1,922	2,203	281	14.6	618	29.30	21.86	34.62

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

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

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

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

Emerging Occupations: According to the Bureau of Labor Market Statistics, Emerging occupations occur in the healthcare and professional services industry sectors, which follow the overall Florida statewide distribution of top emerging occupations.

Based on recent economic development trends, occupations related to advanced manufacturing/assembly, financial services, Information Technology and skilled trades are also in the emerging category. The number of jobs in the manufacturing sector has been trending upwards over the past five years. The recent announcement of AIRBUS' first U.S. Final Assembly Line (FAL) in neighboring Mobile, AL has resulted in an increased interest in our region from AIRBUS suppliers and additional opportunities for existing manufacturers in aviation and related fields. In addition, our region's legacy employers include major manufacturing facilities from companies such as: International Paper, Armstrong World Industries, GE, Ascend Performance Materials and PALL Corporation. These facilities and clustered industry support companies have seen resurgence in production and are applying advanced manufacturing technologies which require upgraded skills and are providing wealth creating jobs.

The financial services industry sector will see additional growth due to Navy Federal Credit Union's major expansion at their Pensacola location. The largest credit Union in the world, Navy Federal will employ 10,000 personnel over the next decade. Due to innovations in technology and financial service products, knowledge content for current and future financial service occupations is constantly changing and will require properly prepared employees.

Homeland Defense/Cybersecurity opportunities have increased due to a recent expansion at Pensacola's Department of Homeland Security operation and other companies such as AppRiver. This expansion, coupled with the presence of the U.S. Navy's Center for Information Dominance (CID) which provides multi-service training for the military's cryptologic professionals and its related defense contract opportunities provides enhanced opportunities for employment in a variety of Information Technology/Cybersecurity occupations.

The growth in the construction industry sector is due to some extent to activities related to solar energy installation and recent new construction in both commercial and residential development in support of our region’s growth.

Our regional and local economic development entities have developed “target industry” attraction strategies which focus efforts on those industries which are considered best fits for Northwest Florida. These targets were developed using research-based methods and third party consultation.

These targets include:

- Advanced Manufacturing
- Aviation/Aerospace
- Defense/Homeland and Cybersecurity
- Health Services
- Information Technology and Business Process Outsourcing (BPO)
- Transportation, Logistics, Distribution

Additional information on the Economic Conditions is included under **Attachment c**.

LWDA1 has been involved in the strategic planning processes to develop these targets and considers each of these as potential emerging industries which will provide additional employment opportunities and training challenges for the future.

Top Emerging Industries

Workforce Development Area 1 - Escambia and Santa Rosa Counties

Industry		Employment		2015 - 2023 Change	
Code	Title	2015	2023	Total	Percent
5417	Scientific Research and Development Services	170	235	65	38.2
6213	Offices of Other Health Practitioners	1,023	1,348	325	31.8
6219	Other Ambulatory Health Care Services	481	620	139	28.9
5419	Other Professional, Scientific, and Technical Services	919	1,121	202	22.0
6215	Medical and Diagnostic Laboratories	220	266	46	20.9
5415	Computer Systems Design and Related Services	1,639	1,965	326	19.9
5416	Management, Scientific, and Technical Consulting Services	1,247	1,492	245	19.6
6214	Outpatient Care Centers	642	756	114	17.8
5414	Specialized Design Services	87	102	15	17.2
6114	Business Schools and Computer and Management Training	62	72	10	16.1
6111	Private Elementary and Secondary Schools	3,463	3,939	476	13.7
5413	Architectural, Engineering, and Related Services	1,469	1,651	182	12.4
6117	Educational Support Services	52	58	6	11.5
8129	Other Personal Services	147	162	15	10.2
5239	Other Financial Investment Activities	163	177	14	8.6
4452	Specialty Food Stores	479	516	37	7.7
5191	Other Information Services	57	60	3	5.3

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

Escarosa’s Business Services team and management meet on a regular basis with industry sector leaders, local/regional economic development boards, industry specific support organizations (i.e. Northwest Florida Manufacturer's Council, Innovation Coast, etc.) as well as

public and private education providers to ensure that education and training opportunities exist and are relevant to support these economic development and emerging industry targets. The skill gap analysis study was completed by the University of West Florida and is provided as an example of the type of collaborative activity being conducted in support of our region's employers. Please see **Attachment D**.

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

The knowledge and skills needed to meet the needs of this region's in-demand sector occupations and target industries include strong soft skills, including: team skills, service and social skills, interpersonal communicative skills, critical thinking/problem solving and flexibility as well as the pertinent post-secondary and technical skills required for emerging and demand occupations, i.e. A&P certifications, Trades, CDL, Financial Services skills, Health Services and IT related certifications.

This plan will ensure that WIOA core programs are compliant with federal regulations through our One-Stop centers so that program services are coordinated, and when appropriate, integrated to make accessible a menu of customizable services available to clients on the basis of client needs.

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

Local Workforce Development Area One (LWDA1) is the Pensacola-Ferry Pass-Brent MSA which includes Escambia and Santa Rosa Counties with a population of 448,991 and a total labor force of 211,283.

The MSA unemployment rate is currently 4.7% (down from 10.5% in Jan 10). In reviewing the most recent census and poverty blocks in our two county area, only 27.9% have attained a high school diploma for individuals 25 years and older, but less than 40 years of age. Escambia's unemployment is 4.9% and Santa Rosa is at 4.3%.

Barriers to Employment

The unemployment rate for those with disabilities in Escambia County is 14.6% (Santa Rosa County data not available)

CareerSource Escarosa is involved in a regional effort to address those with barriers to employment due to poverty.

Median earnings: \$29,877. (State of Florida: \$31,191)

Underemployment for the region is estimated to be at 16%.

Household Annual Income Distribution:

Nearly 8% of our region's households are below \$10K, 23% are between \$10 - \$30K, 20% are between \$30 - \$50K, 19% are between \$50 – \$75K 12% \$75 – 100K, and 16% are over \$100K

Residents with an associate's degree or higher – Working Age (25-64)

Region 37.0%

State 38.6%

U.S. 41.6%

Annual Median Earnings by Educational Attainment

Master's or Higher Region: \$85,908 State: \$96,314

Bachelor's Degree Region: \$56,532 State: \$63,993

Associate Degree Region: \$51,159 State: \$58,065

Postsecondary Adult Vocational Region: \$33,161 State: \$35,473

High School Diploma Region: \$25,777 State: \$26,109

Total, All Training Levels Region: \$29,877 State: \$31,191

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

CareerSource Escarosa maintains relationships with all regional economic development and business organizations. These relationships, coupled with our partnerships with public and private training providers and school districts allows us to facilitate the region's best training opportunities to meet the needs of our workforce. CareerSource Escarosa continues to be an engaged participant in our local and regional economic development agency's boards and committees, and often educational providers are included in these efforts.

Our largest strength regarding education and training, are our region's training providers and education partners have worked hard to become involved with business leaders and understand their workforce development and training needs. The career academies that have been developed in our secondary schools are aligned closely with employer needs, economic development initiatives and include business advisory councils. They remain flexible to industry needs and strive to find the best possible training solutions at the pace of business. In

addition, our educational partners which include Pensacola State College, the University of West Florida, Santa Rosa and Escambia County School Districts, as well as many private for-profit providers have excellent training programs that are aligned with our demand occupations and industry sectors. The public and private training providers work well with Escarosa and are very open to suggestions for training improvements based upon local employer input and need.

One of the weaknesses we see is the lack of registered apprenticeship programs and internships and cohort programs; however, Pensacola State College and the University of West Florida are diligently exploring all possibilities and are moving toward implementing these programs.

(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)

- Adult and Dislocated Worker employment, education, and training services are extensively and continuously marketed through the local area.
- Orientations are offered to familiarize customers with programs, services and eligibility requirements.
- Current education and training services are designed and implemented in conjunction with local area labor market information/in-demand occupations and are designed and adjusted as necessary to meet customer and employer needs.
- CareerSource Escarosa offers a robust menu of employability skills, employment preparation and job retention workshops at full service one-stop career centers.
- Customers are counseled to assess work readiness, identify barriers and develop action plans to include education and training services.
- Customers who need additional assistance in addressing and overcoming barriers are referred to appropriate community services for assistance.
- WIOA customers are administered the Test of Adult Basic Education (*TABE*) to assess their current academic skill level and suitability for post-secondary training. Customers who are basic skills deficient are offered referrals to adult basic skills/literacy services for assistance.
- Individual Employment Plans are developed with customers so that they are able to move strategically along a career pathway.
- On-the-job training opportunities are developed with area employers to provide customers with access to a direct pathway to employment.
- WIOA Career Advisors provide ongoing counseling and support during enrollment, training, pre-placement and post placement follow-up.

At this point in time, Escarosa is unaware of any additional training programs that are needed to be developed and implemented in our local area to meet the needs of our current business community. Several years ago it was determined that the aerospace industry could have a large effect on future businesses with several aerospace contracts being awarded to our

neighbors to the west, Mobile, Alabama. George Stone Technical School stepped up to that challenge and has recently implemented an A&P certification specifically to address the economic projections. As other needs are identified, they are presented to our educational partners for input and development. In many cases, capital purchases and facility cost hinder processes. In addition, Locklin Vo-Tech offers a program in Cyber Security and Pensacola State College has added a Cyber Security degree as well, with the capacity to develop certificate programs within that industry. This was based on community business needs to include the Center for Information Dominance at Corey Station and companies such as AppRiver.

(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)

CareerSource Escarosa currently contracts WIOA In-school and Out-of-School youth services to three service providers: Children's Home Society of Florida, The School Board of Escambia County, and The School Board of Santa Rosa County. These organizations provide resources and workforce activities to youth with barriers such as homelessness, DJJ youth/youth with criminal backgrounds, pregnant/parenting, youth with disabilities, youth in foster care or who have aged out of the foster care system, etc. Youth case managers conduct objective assessments of youth to identify appropriate services and career pathways for youth participants to support their attainment of a secondary diploma, entry into post-secondary education and career/job readiness. The services provided to youth participants include:

- Leadership
- Support Services
- Adult Mentoring
- Guidance Counseling, which may include drug and alcohol abuse counseling
- Financial Literacy
- Entrepreneurship training
- Labor Market Information
- Activities to assist the youth in transferring to post- secondary education
- Occupational Skills Training to lead to/or acquire a credential or post-secondary credential
- Workforce preparation activities for a specific occupation or occupational cluster
- Tutoring/Study Skills to prevent dropout prevention and/or recovery
- Alternative School services
- Paid and unpaid work experience which may include such activities as pre-apprenticeship, internships, job shadowing, and on-the-job training.
- Follow-up services for at least 12 months after program completion

Program components are career-oriented and aimed at high school diploma/GED attainment, post-secondary/advanced education, military enlistment, or unsubsidized employment. For all youth who are determined to be basic skills deficient (defined as having reading, math, or language skills below the 9th grade level) basic skills instruction is a required component.

Successful workforce investment models for out-of-school youth include pairing secondary education with work-based learning opportunities and post-secondary exposure. This provides career pathway development while the youth is in school. In-school youth are able to participate in work based learning opportunities such as subsidized work experience, job shadowing opportunities, work-place tours etc. to assist in the development of their career plan.

Successful workforce investment models for out-of-school youth include re-engaging disconnected youth who have dropped out of school, or obtained their high school diploma or equivalent. Out of school youth are exposed to post-secondary opportunities such as occupational skills training, two year and four year degree programs and the opportunity to participate in work based learning opportunities to determine their career interest. Youth create a career plan based on their desired career pathway and are given the tools and resources necessary to accomplish career goals.

LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

CareerSource Escarosa's strategic vision is that our region is recognized for its economic growth, driven by flourishing businesses and a skilled workforce.

Our goals it to help businesses succeed by linking them to the workforce resources they need; and to help prepare job seekers by providing them with the skills needed for employment. To accomplish these goals, Escarosa will:

- Create and sustain strategic partnerships dedicated to community prosperity through education, training and developing a climate for growing business and job creation.
- Provide exceptional service to each customer each day.
- Connect citizens to employment opportunities.

Over the next 6 – 9 months our local board will be conducting a strategic planning exercise which will revisit and address vision, mission and goals to ensure that these remain in line with community needs. This strategic planning session will include representatives of all of our educational partners, community partners and economic development, as well as our business leaders. LWDA's 2 - 4 will also be invited to ensure a regional perspective is achieved.

It is important that these goals also remain tied to the primary indicators of performance under WIOA in order to support economic growth and worker self-sufficiency. Common measures are listed under #7, below in this section.

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

The Executive Director as well as management staff is involved with many community partners through Board memberships. These include the Escarosa Coalition on the Homeless; both Early Learning Coalitions; Transportation for the Disadvantaged; several Juvenile Justice Advisory Councils; DCF Community and District meetings; Public Transportation for Escambia – ECAT; Catholic Charities; United Way, Community Action Program, as well as other organizations. Vocational Rehabilitation is a partner on our One Stop Consortium and works closely with One Stop Center staff for referrals to and from our programs.

Escarosa is closely aligned with our educational partners for ABE/GED programs as well as ESOL initiatives. Escarosa has a pre-GED class and once the participants are ready for the final exam, they are referred to our school districts or Pensacola State College for the exam. The Welfare Transition Program, SNAP, PREP, Wagner Peyser, WIOA and Veterans programs are all located with our One Stop Centers and these core programs are also coordinated with Vocational Rehabilitation and education. In addition, we work with VR&E for our veteran services.

Our local strategy is and has been to ensure we each understand the services offered by all core programs and partners and to streamline referral processes and the sharing of information. Participants are asked to sign a “Release of Information” when they receive core program services (exception - Resource Room/General Public services). The Release of Information allows staff to work with our partners to design services specific to the needs of our customers.

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

Traditionally, CareerSource Escarosa has been a high-performing board and expects to continue this high level of performance under WIOA. Internal quality assurance monitoring of all programs and processes is conducted at least twice annually. Management also conducts frequent monitoring and review of processes, services, and performance for continuous improvement purposes. Customer satisfaction surveys will continue to be promoted and available on the CareerSource Escarosa website to provide all customers (job seekers, businesses, staff, community agencies, general public, etc.) the opportunity to provide feedback, and to raise awareness regarding any deficiencies and/or needs. Management staff review these completed surveys and take action as appropriate. All front line staff members receive a minimum of 15 hours of continuing training annually to ensure that staff skills remain current and relevant.

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

Escarosa has been involved with a local initiative called Cradle to Careers. This initiative is targeting high poverty areas within Escambia County and is in the process of developing strategies to address the barriers individuals have in becoming self-sufficient. Major employers

within our two county area are involved in the initiative and include Gulf Power Company, Navy Federal Credit Union, and Baptist Healthcare, to name a few. In addition, local press/media are attending and offering support. Community leaders of city and county government have attend a community roundtable and are working to support the initiatives identified to address high poverty areas. Educational partners to include Pensacola State College, the Escambia School District; the UWF Haas Center; as well as other groups to include the Studer Group and CareerSource Escarosa are also involved. The main focus of Cradle to Careers is early childhood education and awareness; K-12 testing/ready rates; graduation rates; post-secondary school enrollments that lead to degrees and certifications in demand occupations, and finally long-term employment. High poverty areas normally contain individuals with numerous barriers to self-sufficiency such as basic skills deficiencies; low to no occupational skills; lack of high school diplomas/GEDs; homelessness; single parent families; public assistance and ex-offenders. In addition to the above, many individuals have mental health issues and/or physical disabilities. Cradle to Careers will be a major contributor on a strategy to address and improve services to our customers. Strategies and initiatives identified will be reviewed and incorporated as appropriate and will also be applied to high poverty areas in Santa Rosa County.,

Escarosa will also maintain employment of a Certified Supportive Employment Specialist Certified by the Agency for Person with Disabilities. In addition, Escarosa continues to serve customers who are low-skilled, low-wage, disconnected, disadvantaged and “at-risk”, with multiple employment challenges, many of whom have hidden disabilities

Escarosa ensures access for all individuals with disabilities to the full range of services available to all customers and those individuals with significant disabilities and significant barriers to employment are provided services that lead to competitive, integrated employment.

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

The local area’s vision and goals has been a long process that has transpired over many years. As this organization was incorporated in 1996 – and at that time developed visions and goals – those were the basis from which current visions and goals have evolved. Over the past ten (10) years key staff has attended numerous advisory councils, and groups have met that have centered on the local economy and educational needs of our customers and businesses. Participants involved include, but are not limited to, University of West Florida, Pensacola State College, both school districts, major industry sectors and businesses through industry advisory councils, economic development, chambers of commerce, other LWDAs in northwest Florida; Vocational Rehabilitation and other partners; the One Stop Consortium; Escarosa Board

members; involvement with Career Academies and CAPE. All of these organizations have contributed in one way or another to the forming of visions and goals over the years. Escarosa's visions and goals are ever changing and evolving based upon current labor market and customer needs. It is driven by the economy and our local employers as well as future employment initiatives. The Escarosa Board of Directors is involved in community initiatives and organizations and brings that expertise to our local operations and services which shape our vision and goals. Over the next 6 to 9 months, the Board of Directors will meet to discuss its vision and goals for 2017-2018 and the strategies to achieve results.

(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).

Escarosa will address this item once further information from USDOL or DEO regarding federal performance accountability measures to support economic growth and self-sufficiency are received. Once the standards are known, these will be reviewed and services adjusted to meet our business needs and their future workforce expectations. Escarosa fully supports economic development efforts and meets regularly with our ED partners to understand their initiatives and to insure our support for training to job seekers will meet those needs. Job vacancies are reviewed for self-sufficient wages and are promoted to those customers seeking assistance with training. Information provided by CareerSource Florida's *Earnings and Economic Opportunity 2015 Fact Book* showed that participants who received services from Escarosa and entered full-time employment increased their earnings by 72%; part-time workers increased their wages by 57%.

(7) Please indicate the negotiated local levels of performance for the federal measures. WIOA §108(b)(17), Common measures for Escarosa for FY 2015 -2016 are as follows:

Adult Entered Employment Rate	80.50%
Adult Employment Retention Rate	94.20
Adult 6 Months Earnings	\$14,810.30
Dislocated Workers Entered Employment Rate	91.90%
Dislocated Workers Retention Rate	94.00%
Dislocated Worker Average 6 Month Earnings	\$13,445.30
Youth Placement in Employ/Education	80.70%

Youth Attainment of Degree/Cert	74.29%
Youth Literacy and Numeracy Gain	40.00%
Wagner Peyser Entered Employment Rate	56.00%
Employment Retention Rate	79.00%
Wagner Peyser Average 6 month Earnings	\$11,160.00

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

Escarosa measures fiscal performance based upon several fiscal requirements. These include our Annual Independent Audit conducted by an outside firm; the Fiscal Monitoring conducted by DEO; our adherence to all required percentages such as 75% out of school youth, 20% work experience expenditure requirement, 10% or less for administrative costs, and staying within the negotiated indirect rate. All percentages and audits are reviewed with the board at its next regularly scheduled meeting, as well as monthly financial statements and year-end financial statements as they are completed. All of the above are posted to our website for full disclosure.

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

The definition used by Escarosa to determine “self-sufficiency” for various groups is as follows:

Adult and Welfare Transition: Self-Sufficiency is defined as income, based upon the household size that exceeds 200% of poverty as defined on the Lower Living Standard Income Level (LLSIL).

Dislocated Worker: Self-Sufficiency is defined as income which is at least 80% of the income level of the participant at the time of his/her dislocation.

Employed Worker: Self-Sufficiency is defined as a worker earning over 200% of poverty based upon the household size of the individual, as defined in the Lower Living Standard Income Level (LLSIL)..

Once an individual has exceeded 200% of poverty as defined by USDOL’s LLSIL, that person is considered to have achieved self-sufficiency and is not in need of any public or government assistance.

COORDINATION OF SERVICES

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

CareerSource Escarosa counselors, front line staff and career advisors receive cross training and on-going information regarding all partner services within the one-stop, and agency services within the local area, that provide support to address the barriers of the local workforce. Customers are provided with referrals to community agencies as appropriate to address and assist them in overcoming barriers, and to assist customers in accessing needed services.

The Board establishes and maintains communication and information exchange with community partners to include joint meetings, workshops, staff training, advisory councils, consortium meetings, etc. These joint communications maximize resources within the region and ensure that all programs are aware of each other's services and prevent duplication. CareerSource Escarosa has long standing relationships with community partners such as Vocational Rehabilitation, DCF, Lakeview (State mental health facility), Adult Education and Literacy Services. Customers are asked to sign a "Release of Information" so that information can be exchanged between One-Stop Career Center staff and these agencies, to allow for coordination of efforts and prevent duplication of services.

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

CareerSource Escarosa continues to be an engaged participant in our local and regional economic development agency's boards and committees. This active involvement ensures that our services, staff and participants are seen as solutions to the economic development challenge. Our new executive director is a Certified Economic Developer (CEd), and has had many years of economic development experience in Northwest Florida. The relationships that he has developed with members of our region's economic development team as well as our region's major employers will further enhance our coordination with and participation in the economic development conversation.

Escarosa management is involved with and sits on the board of the Center for Innovation and Entrepreneurship, our regions business incubator. In addition, services may be made available with the Small Business Development Center associated with the UWF. Escarosa will continue to support entrepreneurial development efforts throughout the region.

Our larger regional economic development entity, Florida's Great Northwest is undergoing a strategic planning and restructuring process. LWDBs 1 – 4 are actively engaged in the planning process for this 12 county economic development agency.

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

Escarosa works very closely with our education and economic development partners. Escarosa's Business Services Team is involved in industry sector advisory councils tied to secondary career academies and nationally recognized industry certifications that lead to postsecondary degrees and certifications. The Business Services Team meets with our economic development partners when asked so that interactions can occur between local businesses and/or new businesses looking to locate within our two county areas. Escarosa partners with Pensacola State College (PSC) on numerous job fairs and recruitment events. We work closely with PSC and our Vocational Schools regarding programs and courses being offered which are tied to our demand occupational areas. Escarosa is involved with initiatives such as the Manufacturing Advisory Council regarding skill gaps and courses being offered to meet the needs of those employers; Cradle to Career – a community initiative to address poverty, high school completion, postsecondary courses, and employment. The Director of Escarosa also attends and is involved in any initiatives, as appropriate, with Florida's Great Northwest, Florida West Economic Development and Santa Rosa Economic Development. The above involvement achieves the necessary interaction and building of strategies between education, economic development and Escarosa.

Escarosa also updates its Eligible Training Provider List to adjust programs offered in the local area. Approved ETPs review the courses approved and provide feedback regarding any revisions or additions to what they offer each year. Courses are reviewed by our WIOA Career Advisors and Business Services Team to ensure the training is in demand areas that result in employment. On occasion, if our placements in certain occupations are lagging due to oversaturating the workforce from the numerous training providers in our area, courses will be removed by Escarosa from our approved list to ensure federal resources are utilized to fill gaps in occupational areas. This reduces duplication within our two county areas and enhances the use of federal dollars to provide financial support to our customers.

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

The Executive Director is a member of the Board of Transportation for the Disadvantaged for both Escambia and Santa Rosa Counties in Florida. The Director has been involved for the past seven (7) years and has acted as Chair of the Boards on occasion. Escarosa reports transportation expenses to the Boards to enhance services to non-sponsored riders. In addition, the Director has been asked to be involved in the Escambia Transit Development Plan review for public transportation.

Escarosa provides support services in the form of gas cards and bus tickets to our Welfare Transition program participants. In addition, bus tickets may be provided to our veteran populations on occasion to assist with job interviews and/or job search activities.

Escarosa has excellent relationships with the Escarosa Coalition on the Homeless, Community Action Program, Children's Home Society, United Way and Catholic Charities, to name a few, to understand services offered through those community based organizations and to provide information on the support services and transportation assistance that we provide. Referrals are made between organizations for various services dependent upon the specific needs of the participants.

The Executive Director for Escarosa is also on the Board of Directors for the Early Learning Coalition of Escambia and Santa Rosa Counties. This interaction assists in ensuring subsidized childcare for not only Welfare Transition participants, but also the working poor, to insure services are not duplicated.

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

All available DEO partner programs ((Wagner-Peyser, LVER, DVOP) are located on-site at CareerSource Escarosa's One-Stop Career Centers. State Merit and OPS staff are co-located to ensure seamless delivery of services and program integration. Merit staff registers and

updates Employ Florida registration information ensuring data validity. They also notify Veteran and Eligible Persons of Priority of Service, and refer appropriate customers to the Veteran's Unit if the Veteran signifies that significant barriers to employment are present. After completion of registration and/or validation, customers are referred to appropriate programs and resources to complete the one-stop interaction. OPS staff is available for one-on-one career counseling and resume coaching to offer the customer an improvement in their employment outlook. Employment Security Representatives are on-site to perform Priority Re-Employment and Placement services to assist all claimants receiving Re-employment Compensation in decreasing their time to gainful employment. DEO staff are integrated into the one-stop center along with WIOA and TANF/WT staff. In addition, the National Caucus on Black Aged has office space in the one stop center to provide employment assistance to older job seekers. All partners are integrated into operations and function as part of the system as a whole.

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

Customers are administered assessment instruments to determine their suitability and readiness for various career pathway activities. Barriers are identified and customers are assisted in addressing/overcoming barriers to employment or training. Customers are administered the Test of Adult Basic Education (TABE) to determine their suitability for post-secondary education or job training. Those customers who do not achieve the scores needed to enter training, are referred to Adult Education/Literacy programs in the local area to assist the customer in achieving the required basic skill levels necessary to enter post-secondary training programs. CareerSource Escarosa has existing relationships with providers of Adult Education and Literacy. We will follow the state's lead in establishing Adult Education's role in one-stop support. Any applications submitted to the Board will be reviewed consistent with the requirements of Title II, Section 232.

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

use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

Escarosa has existing Memorandum's of Understanding with numerous partners to include Vocational Rehabilitation. The MOUs delineate the relationships and VRs involvement as a member of the One Stop Consortium. Front line staff has met on numerous occasions with VR staff to exchange information on the services offered by each entity. The local Director is a member of the Escarosa Board of Directors and is an active member of the Board and the Consortium. Updates are given two to three times per year on initiatives being undertaken by each. Referrals are made by both VR and Escarosa to the other entity for assistance for participants. Escarosa is applying to become an Employer Network under the Ticket to Work program. At this point in time, no cooperative efforts have been finalized on employers or other collaboration/coordination due to lack of direction from the State. Once further direction is received, the MOU will be rewritten to define roles and responsibilities. The current MOU is attached and is included as **Attachment E**.

In addition to the above, the One Stop Consortium consists of the following partners which include: Santa Rosa Early Learning Coalition; Escambia Early Learning Coalition; Department of Children and Families; Community Action Program; SNAP; Santa Rosa School District; Escambia School District; Pensacola State College; Children's Home Society; Representatives of Wagner Peyser; Veterans; WIOA; Upfront Services; and the Welfare Transition Program.

From the meetings of the Consortium – cross training with partner agencies have been conducted between the above community based groups, education, and DEO operated programs and staff of the One Stop Center.

MOUs exist between Escarosa and the following entities:

Escambia Boys Base (AMIkids)

Community Action Program Committee, Inc.

Florida Department of Children and Family Services, Circuit I

Florida Department of Revenue – Child Support Enforcement

National Caucus Center on Black Aged, Inc. (NCBA)

Senior Community Service Employment Program (SCSEP)

The School District of Escambia County

School District of Santa Rosa County

The District Board of Trustees of Pensacola State College, Florida

Tri- County Community Council, Inc.

These are included as Attachment F.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

All required partners are included in the one stop delivery system. The current One Stop Consortium consist of the following required partners: Vocational Rehabilitation; Department of Children and Families; Santa Rosa School District; Escambia School District; and Pensacola State College;; Representatives of DEO Wagner Peyser; Veterans; WIOA; Upfront Services; and the Welfare Transition Program. The Consortium meets two to three times per year to review services being offered and coordination of these services with others in the community. Referrals are made to partner programs and services, as well as receiving referrals for the services offered by Escarosa. The Consortium met on February 24, 2016 and the date for release of the rough draft of the plan was provided. Comments from the Consortium members were solicited for inclusion into the plan. Any comments received were reviewed and where appropriate were included in the planning document.

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

Non required partners include Children's Home Society; Community Action Program; SNAP, the Santa Rosa Early Learning Coalition and Escambia Early Learning Coalition.

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

Please see **Attachment F**.

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

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

- B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.
- C. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. WIOA §108(b)(6)(B)

CareerSource Escarosa operates three accessible one-stop career centers in Region 1. Our Pensacola and Milton Centers are full service centers feature accessible computer workstations and adaptive equipment to provide equitable use, flexibility in use and simple and intuitive use for persons with disabilities. Self-paced programs and software are available. Adaptable equipment is integrated into the Resource Areas to accommodate individuals with vision or hearing disabilities. Adequate space is provided to accommodate individuals in wheelchairs, those with assistive devices, or customers with service animals. There is on-site instant access available, via computer linkage, to American Sign Language (ASL) interpretation services. A Skype Interview room is available to provide job seekers with mobility issues, or transportation challenges, the opportunity to participate in remote job interviews worldwide. Web access and vital program information will be available in multiple languages.

Staff have received, and will continue to receive, periodic training regarding the American's with Disabilities Act and training regarding serving customers with unique needs. CareerSource Escarosa has partnered with the Social Security Administration to provide instant remote access to Social Security Administration staff, via a Kiosk located in our Century, Florida center.

The seven principles of universal design will be reviewed and considered in all plans and services provided to include;

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

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

Escarosa began moving to a paperless system approximately 4 years ago. The WIOA pre-application is electronic and available on our website. Escarosa utilizes an electronic sign-in screen for all customers accessing universal services/resource room and gathers demographic information during that process. Escarosa also uses the swipe-card technology to track

services accessed by the general public at our career centers in Pensacola and Milton. Once the customer has signed in, an access card is issued for that participant. This technology is also used at job fairs and recruitment events so that paper registrations and sign-ins are very limited. All case management files and records are paperless. Paper records on participants are not used at this point in time. This includes all core programs operated within the Escarosa One Stop Centers.

The Welfare Transition program uses a paperless worksite timesheet for approved work activities that no longer require paper timesheets to be submitted.

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

Once further direction is received from the State, Escarosa will adhere to those requirements. Escarosa has conducted many competitive procurement processes over the past 20 years. Escarosa will adhere to all state procurement guidelines as well as any additional guidelines issued by USDOL and/or DEO regarding the selection of the one stop operator as now required by WIOA.

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

Once further information is received and reviewed, further additions to this section will be made as appropriate.

DESCRIPTION OF PROGRAM SERVICES

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

Escarosa serves Escambia County and Santa Rosa County. Pensacola State College (PSC) and both school districts offer Carl Perkins services and technical educational services. Escarosa works very closely with those educational entities, and as required by law, they provide Escarosa with their annual Carl Perkins plan for our review and comment. PSC has provided GED classes at the Pensacola One Stop in conjunction with our Welfare Transition program. In addition, GED prep classes are offered at the Pensacola One Stop with referrals to our educational partners for GED testing. As previously mentioned, the above entities are members of the One Stop Consortium and offer input into the delivery of local services at our one stop centers.

Core programs include: WIOA Adult and Dislocated Workers; Wagner Peyser; Welfare Transition; Supplemental Nutrition Assistance Program (SNAP); PREP, Reemployment Services, Veterans and Veterans with Significant Barriers to Employment (SBE); Senior Community Service Employment Program (SCSEP); and Trade Adjustment Assistance (TAA).

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

Escarosa follows all applicable federal or state procurement guidelines for all services. The process normally used is a Request for Proposals (RFP) process, as well as an Invitation to Negotiate; written quotes and oral quotes depending upon the services/items being solicited and/or the amount of dollars associated with the contracts/services or items.. All of our procurement guidelines are detailed in Escarosa's Administrative Plan which can be viewed on our website careersourceescarosa.com.

(3) Expanding access to employment: Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including

how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). WIOA §108(b)(3)

CareerSource Escarosa has an extensive outreach network in place to create community awareness regarding available employment and training services and all employment events. The one-stop career centers provide access to individuals with barriers to employment, and provide specialized services to meet the needs of customers with barriers. In addition to DEO and WIOA staff, TANF and SNAP staff and services are available at full service centers. The National Caucus on Black Aged has staff onsite at our Pensacola and Milton centers to provide employment and training services to job seekers age 55 and older. The Military Family Employment Advocate provides specialized employment and training services to meet the needs of the spouses and dependents of active duty military personnel. Disabled Veteran Opportunity Program (DVOP) Specialists provide intensive case management, and employment and training services to Veteran's with significant barriers. An Ex-Offender Advisor is available to provide employment counseling, mentoring and placement assistance to ex-offenders/offenders. Bi-lingual staff (Spanish/English) is available to communicate with our Spanish speaking customers. CareerSource Escarosa has a counselor who is a Certified Supportive Employment Coordinator, certified by the Agency for Persons' with Disabilities, to assist customers with disabilities in navigating CareerSource services and provide referrals to appropriate community agencies/services. All staff is cross trained regarding programs and services to allow for seamless service delivery and co-enrollment when appropriate. CareerSource Escarosa partnered with the City of Pensacola, Escambia County Board of County Commissioners, Escambia Department of Community Affairs and the Greater Pensacola Chamber to take employment and training services out of our centers and into low income/poverty areas of the local workforce area. This partnership, titled *Escarosa Community Occupational Talent Search (ECOTS)* provided remote access to career assessment and career planning activities. The purpose of ECOTS was to identify and assess interested local residents on their current skill levels, educational obtainments, and employability in regard to current demand occupations and future workforce needs, and to assist these individuals in developing their career pathways.

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

CareerSource Escarosa will facilitate and work with key industry partners established and yet to be established by participating in and promoting the Business and Advisory Councils that link secondary education to the needs of the surrounding business community. These collaborative efforts ensure that curriculum aligns with the knowledge, skills and abilities needed to produce a highly effective workforce.

Advisory Councils include Aviation, Manufacturing, Construction Trades, Marketing, Culinary and Hospitality, Multimedia, Engineering, Trade & Logistics, Health Sciences, Veterinary Assisting, Information Technology, and Law.

CareerSource Escarosa will also maintain and promote involvement in Career Academies throughout the region to ensure that that meaningful, needed education is provided in the following areas;

Criminal Justice

Emergency Medical Services and Fire Rescue

Aerospace Engineering

Civil Engineering & Architecture

Biomedical Science/Sports Medicine

Pre-Professional Nursing

Information Technology

Agri-science Technology

Promote and invest in Business by providing funding to help incumbent workers attain specialized skills, job retention, wage growth, upgrade employee's skills or divert a dislocation event with the use of Employed Worker Training (EWT) and Customized Training grants.

Assist Businesses in expanding their current workforce with the use of On-the-Job (OJT) training grants. Escarosa has actively pursued increasing OJT involvement opportunities in Paper Manufacturing, Durable Healthcare Manufacturing, Post-Secondary Recruiting and other growth areas.

All ITAs are tied to demand or emerging occupations for our two county area.

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

CareerSource Escarosa's Business Services Representatives, Local Veteran's Opportunity Program Representatives and Management Team Representatives have strong industry partnerships within the local area. Representatives actively participate, and will continue to participate in numerous advisory councils and boards that represent occupational and industry sectors in the region. Established industry partnerships exist in: aviation, construction trades, culinary/hospitality, engineering, finance, health sciences, human resources, information technology, law, manufacturing, marketing, multimedia, and trade and logistics.

Representatives actively participate on these councils and boards and will strive to develop relevant memberships that increase effectiveness and guidance to the Local Workforce

Development Board. CareerSource Escarosa also actively partners with the area's chambers of commerce and economic development entities to develop and enhance industry partnerships. Finally, CareerSource Escarosa partners with business to offer industry specific hiring events. Past events have included aviation, manufacturing, health care, and construction and building trades.

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

CareerSource Escarosa's Board of Directors meets annually to discuss current labor trends. Board members consist of private sector business owners/managers, large and small employers, educational institutions and economic development representatives. The members review the State Targeted Occupation List and also local business initiatives. Educational representatives review programs offered by their educational institutions to ensure courses are available as related to demand occupations. Economic development representatives review and discuss current initiatives, area business recruitment goals, and business retention needs to ensure the demand occupations are conducive to trends in the local economy. In addition, CareerSource Escarosa's Business Services Team reviews the list to determine whether or not individuals completing training and /or looking for employment, are finding employment within the demand occupations as presented by CareerSource Escarosa. The last items to be considered are the wage at placement and whether or not the occupations on the Local Workforce Development Area's Eligible Training Provider List (ETPL) are supporting the needs of local businesses. Opposite of that review, is also whether or not the local labor market is saturated and if staff are having difficulties finding employment opportunities for participants in the fields of training listed on the ETPL. Once the list has been reviewed, a final Eligible Training Provider List with the training programs for each provider is presented to the CareerSource Escarosa Board of Directors for approval.

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

- A. facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;
- B. support a local workforce development system that meets the needs of businesses in the local area;
- C. better coordinate workforce development programs and economic development; and
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)

CareerSource Escarosa has an active Business Services Team made up of three Business Services Representatives, and an internal customer support/job order assistant, and two Local Veteran's Employment Representatives (LVER).

In order to facilitate engagement of local employers in in-demand industry sectors, CareerSource Escarosa's business representatives actively participate, and will continue to participate, in area business advisory councils and boards that bring together business and educational leaders in over a dozen in-demand occupational and industry sectors. These include:

- Aviation
- Construction Trades
- Culinary/Hospitality
- Engineering
- Finance
- Health Sciences
- Human Resources
- Information Technology
- Law
- Advanced Manufacturing
- Marketing
- Multimedia
- Trade and Logistics

Through these councils and advisory boards, workforce development and educational leaders communicate directly with area business leaders regarding the in-demand human resource needs, training needs, and skill sets that are currently being sought after by area businesses.

In addition, CareerSource Escarosa Business Services Team members frequently and actively partner with Chambers of Commerce/Economic Development entities throughout the Local Workforce Development Area.

CareerSource Escarosa business service representatives and LVERs are required to provide extensive outreach to employers in the local area. This is accomplished through employer visits (cold calls), community presentations, and hosting of and participation in job fairs, community fairs, and recruiting events. Employer information is also disseminated through communication outlets such as press releases, and the company's website and social media outlets.

The CareerSource Escarosa Business Services Team operates within the one-stop career centers and is integrated with the WIOA program, TANF/WT, and Wagner-Peyser/Re-employment programs. All job orders, job fairs, and recruiting events are accessible to and communicated to all CareerSource Escarosa and on-site DEO staff members and partners.

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

Escarosa has established a priority/most in need policy to identify individuals with barriers to employment and to insure priority of service to veterans. The process will identify those who are veterans and/or have barriers to employment (TANF, SNAP recipients; homeless, basic skills deficient) and place them as the first to be served via an ITA. Once those who are a top priority have been served, others applying for assistance will be served on a first-come, first-serve basis. This is an electronic document that was developed and adapted from LWDA 3, with Executive Director's permission. It works extremely well and automatically prioritizes all WIOA participants during the eligibility process.

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

Training services will be provided through the use of ITAs to eligible training providers. Escarosa also uses OJTs and Customized Training based upon the employer's needs. Escarosa does not use contracts for training services.

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

Training program and training provider information is available at all CareerSource Escarosa centers and at the CareerSource Escarosa website. Counselors provide career assessment and career counseling services to assist customers in developing their career pathways. Customers who are not eligible for WIOA funding, or those that choose training providers and/or training programs that are not included on the LWDA1's ETPL are referred to/assisted in accessing the Federal Application for Student Aid. Information regarding other educational grants is provided as appropriate and potential students are directed to the financial aid office of their training provider of choice. CareerSource Escarosa has a variety of online career exploration tools available to assist customers in developing their career pathways and in selecting both WIOA and non-WIOA training options and funding options. CareerSource Escarosa also provides information on educational grants and scholarships as available and appropriate. On-the-job training customized training, apprenticeship opportunities and internship opportunities are posted on the Employ Florida website for universal access.

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

A. Describe any ITA limitations established by the board

ITAs are used to provide financial assistance to eligible WIOA adults and dislocated workers. Escarosa has established a priority/most in need policy to identify individuals with barriers to employment and to insure priority of service to veterans. The process will identify those who are veterans and/or have barriers to employment (TANF, SNAP recipients; homeless, basic skills deficient) and place them as the first to be served via an ITA. Once those who are a top priority have been served, others applying for assistance will be served on a first-come, first-serve basis. The ITA amount per fiscal year is capped at \$5,000; however this amount may be adjusted as approved by the Board.

B. Describe any exceptions to the use of ITA

Escarosa does not use any exceptions to ITAs.

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

Our director also serves on the board of the Center for Innovation and Entrepreneurship, our region's technology business incubator/accelerator. We will continue to support entrepreneurial development efforts throughout the region including the development and expansion of related training in support of entrepreneurial development. Escarosa also has access to UWF's Small Business Development Center for assistance with business plans; taxes; incorporation and other issues important to the development of a business. This section may be expanded once further clarification is received from USDOL/DEO.

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

Escarosa is unaware of any registered apprenticeship programs within our two county area; however, discussion have occurred at our local State College (Pensacola State College) looking to develop apprenticeship opportunities for our area.

(14) Other Program Initiatives: Describe the services to be provided that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training

programs, customized training programs, industry and sector strategies career pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)

Escarosa does use On-the-Job-Training (OJT) and customized training for local employers and/or businesses locating or expanding into our area. Employed Worker training is offered to assist in skill upgrading of current employees. As previously mentioned, our Business Services Team works closely with our economic development partners; industry clusters; advisory councils; and educational partners to understand trends and workforce needs. Services are recorded in Salesforce, as well as, Employ Florida Marketplace (EFM). The Director is involved with advisory councils and the school districts regarding secondary career academies and how they translate into postsecondary degrees and/or certifications leading to career pathways.

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

Escarosa employs two internal programmatic monitors. The Monitoring Specialists are assigned the core programs and services to be monitored to ensure all federal, state and local regulations and policies are followed. The Monitoring Specialists report directly to the Executive Director. All monitoring reports are posted to our website and the Board of Directors is notified at least twice a year of the postings for their review and comments. If areas of concern are noted, technical assistance and training are provided to front-line staff to ensure they understand the requirements. Corrective Action Plans are required if major issues are found.

Youth services are contracted out and a competitive procurement process will take place in the spring of 2016. The Monitoring Specialists are assigned to monitor the youth contractors to ensure all 14 program elements are made available to the youth; 75% of the youth served are out-of-school; and monitoring of all work experience job sites, agreements, safety and supervision are being provided. Corrective Action Plans (CAP) are required if major issues are found.

Eligible Training Providers are monitored regarding number of enrollees, both WIOA and non-WIOA participants; WIOA outcomes and performance, and placements. In addition, ETP must meet state requirements to become a provider and Escarosa reviews the programs they offer, and approves the individual training programs to ensure they align with local employer demands and economic development initiatives. If the ETP is a newly established school in our area,

employers are surveyed to determine whether or not local employers will accept degrees/certifications from those schools for local employment. Credibility of the training provider with local employers is vital to a participant's success in obtaining employment at the end of training.

DEO also monitors all programs and services offered at the One Stop Centers as well as youth contractors. All monitoring reports conducted by the State are provided to the Board for their review.

All performance statistics on common measures and the Employer Penetration Rate are provided to the Board of Directors. Performance of programs and the youth providers are reviewed annually with the Board.

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

Through intensive assessment, mentoring and coaching, a career plan and career pathway will be developed with the WIOA youth participant. All 14 of the youth program elements will be available to youth participants within the region. The specific elements that will be utilized by each youth in achieving their career plan, will be customized and based upon the youth's assessed needs and career pathway. The specific program components are career-oriented and are directed at high school diploma/GED attainment, post-secondary/advanced education, military enlistment, or unsubsidized employment. All youth who are deemed to be basic skills deficient (reading, math, or language skills below the 9th grade level), will receive basic skills instruction.

During the competitive procurement process, the proposals will be required to address each of the 14 elements to provide information on how each will be made available to youth participants. Letters of support will be required for elements that will be made available through other agencies. Proposals and contracts will ensure all elements are made available. Internal monitors will review service provider contracts and ensure the 14 elements are being addressed.

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

Escarosa shall define the above as a youth who meets **one** of the below criteria:

- 1) Reading or math or language comprehension at or below the 8th grade level as indicated on the Test for Adult Basic Education (TABE) assessment tool **or** the Wonderlic assessment which measures thinking/logical capabilities. Wonderlic is an approved Department of Education assessment instrument.
- 2) A youth unable to compute or solve math problems to include word problems at or below the 8th grade level as indicated on the TABE assessment tool.
- 3) In interacting with the youth, the Teacher or Youth Case Manager or One Stop Center staff or Designated Youth Provider as approved by Escarosa, is unable to communicate in English with the youth via everyday conversation/interaction. Escarosa feels that if the youth cannot interact in a social or professional situation with professional staff that the youth would not be capable of sustaining a job or functioning in society. This shall be attested to by the Teacher, Youth Case Manager, One Stop Center staff or Escarosa designated Youth Provider.
- 4) Has been determined by the School District as having limited English and the youth has been placed in an English Speaking Other Language (ESOL) or English Language Learner (ELL) or Limited English Proficiency (LEP) program within the district.

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

Escarosa shall define the above as a youth who meets one of the below criteria:

- 1) The youth has reading, language or math skills level at or below the 8th grade as indicated on the TABE assessment tool.
- 2) Youth who are over the age of 18 who have no previous work history and/or less than 180 consecutive days of employment as documented by employer records, pay records or State system such as Suntax.
- 3) Youth that have one or more biological parent incarcerated, institutionalized or sentenced by a court of law to incarceration/institutionalization for more than one year. Documentation provided by court, institution or Department of Corrections.
- 4) Youth who have been victims of domestic violence or intimate partner violence as documented by local law enforcement or Favor House.
- 5) Is an individual who receives or is a member of a family that has received any form of public assistance for more than 6 consecutive months.

REGIONAL PLANNING ANALYSIS

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

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

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

Although unemployment data may indicate that the recession is over, Bureau of Labor Market Statistics show that the majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rates of worker turnover. The top five existing demand occupations are related to customer service and hospitality which cater to our region's retirees and tourists.

Specifically: Leisure and Hospitality - In September 2015, the employment was 22,800 in this sector. The over the year change was +700 jobs (+3.2%). The number of jobs in this sector has been trending upwards over the past 5 years.

Education and Health Services - In September 2015, the employment was 28,000. The over the year change was +700 jobs (+2.6%). The number of jobs in this sector has been trending upward for over two decades.

Combined food preparation and serving workers, including fast food workers is the top existing demand occupation. Two of the top demand occupations are the healthcare occupations registered nurses and nursing assistant occupations, with 2,969 projected openings between 2015 and 2023

Emerging Occupations: According to the Bureau of Labor Market Statistics, Emerging occupations occur in the healthcare and professional services industry sectors, which follow the overall Florida statewide distribution of top emerging occupations.

Based on recent economic development trends, occupations related to advanced manufacturing/assembly, financial services, Information Technology and skilled trades are also in the emerging category. The number of jobs in the manufacturing sector has been trending

upwards over the past five years. The recent announcement of AIRBUS' first U.S. Final Assembly Line (FAL) in neighboring Mobile, AL has resulted in an increased interest in our region from AIRBUS suppliers and additional opportunities for existing manufacturers in aviation and related fields. In addition, our region's legacy employers include major manufacturing facilities from companies such as: International Paper, Armstrong World Industries, GE, Ascend Performance Materials and PALL Corporation. These facilities and clustered industry support companies have seen resurgence in production and are applying advanced manufacturing technologies which require upgraded skills and are providing wealth creating jobs.

The financial services industry sector will see additional growth due to Navy Federal Credit Union's major expansion at their Pensacola location. The largest credit Union in the world, Navy Federal will employ 10,000 personnel over the next decade. Due to innovations in technology and financial service products, knowledge content for current and future financial service occupations is constantly changing and will require properly prepared employees.

Homeland Defense/Cybersecurity opportunities have increased due to a recent expansion at Pensacola's Department of Homeland Security operations and other companies such as AppRiver. This expansion, coupled with the presence of the U.S. Navy's Center for Information Dominance (CID) which provides multi-service training for the military's cryptologic professionals and its related defense contract opportunities provides enhanced opportunities for employment in a variety of Information Technology/Cybersecurity occupations.

The growth in the construction industry sector is due to some extent to activities related to solar energy installation and recent new construction in both commercial and residential development in support of our region's growth.

Our regional and local economic development entities have developed "target industry" attraction strategies which focus efforts on those industries which are considered best fits for Northwest Florida. These targets were developed using research-based methods and third party consultation.

These targets include:

Advanced Manufacturing

Aviation/Aerospace

Defense/Homeland and Cybersecurity

Health Services

Information Technology and Business Process Outsourcing (BPO)

Transportation, Logistics, Distribution

LWDA1 has been involved in the strategic planning processes to develop these targets and considers each of these as potential emerging industries which will provide additional employment opportunities and training challenges for the future.

Also refer to Attachment C.

(2) Specific milestones and timelines for consultation with:

A. Other local workforce development boards:

Local Workforce Development Areas 1 – 4 met on February 19, 2016 at the Ft. Walton Beach One Stop Center. The four directors discussed the plan and local initiatives. In addition, the Directors have met on several occasions in conjunction with other meetings that were convened by Florida's Great Northwest. LWDA 1 and 2 also met to discuss sharing of resources to support Information Technology needs of the two workforce areas. Beginning in July, it is expected that the Network Systems Administrator for Escarosa will also assist LWDA 2 – Okaloosa/Walton with their IT needs.

B. Local elected officials

Our CEOs were notified of the rough draft of the plan and the plan timelines on February 26, 2016. In addition, the final draft of the plan was provided to them on March 11, 2016. The CEOs were asked to review the rough draft and draft plan and provide comments throughout the process. At the conclusion of the public comment period, April 9, 2016, one public comment was received and is included under **Attachment G**. The final plan was presented to both Boards of County Commissioners for final approval.

C. Economic development organizations;

Both economic development entities were notified of the rough draft of the plan and the plan timelines on February 26, 2016. In addition, the final draft of the plan was provided to them on March 11, 2016. The EDs were asked to review the rough draft and draft plan and provide comments throughout the process. The incoming Director for Escarosa was previously heavily involved in economic development throughout northwest Florida through his employment at Gulf Power. He also reached out to his partners and provided them the timelines and discussed the plan document prior to it being finalized.

D. Core and mandatory one-stop partners for potential regional implications;

A One Stop Consortium meeting was held on February 24, 2016. The members were notified of the rough draft of the plan and the plan which became available on February 26, 2016. In addition, the final draft of the plan was provided to them on March 11, 2016. The Consortium members were asked to review the rough draft and draft plan and provide comments throughout the process.

E. Analysis of coordination of services with potential regional implications.

LWDAs 1 -4 meet quarterly to discuss services and programs and how to coordinate within northwest Florida. In addition to these meetings, LWDA 1 and 2 have jointly hosted veteran job fairs that cross our two regions and have jointly participated in US Chamber Hire our Heroes job fairs. In addition, LWDA 2 is normally invited by our two economic development entities to meetings with site consultants and businesses looking to move to our area. Escarosa will also provide IT support to LWDA 2 through our IT department. The four LWDAs interact with Florida’s Great Northwest for economic development initiatives and understand our shared labor market areas and commuting patterns. The LWDAs have been involved with Florida’s Great Northwest and are also meeting independently. LWDAs 1-4 have/will participate as follows:

January 11	Meeting with regional/local economic development partners regarding comprehensive regional planning involving all topics from geographical strengths to roadways, social services, business climate, etc. There was consensus to move forward with a regional planning effort to stretch over the course of the year. State workforce partners presented their mission/programs.
February 18	Second Regional planning meeting; each county gave an overview including workforce and labor market information relative to planning.
February 19	Meeting of the Northwest Florida Workforce Consortium to discuss planning efforts, plan development and partner development.
March 17	Next meeting with regional planning partners
April	Regional Planning and Consortium meeting to discuss common labor market trends and service delivery methods. Final meeting to share local plan information prior to approval.
May	Regional Planning and development of consortium agreement of cross over services..
June	Regional Planning and Consortium meeting to finalize cross over services agreement and LMI for the consortium.

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)

A rough draft of the plan was made available to our CEOs, Escarosa Board of Directors, local partner Boards with which the Director is a member (Transportation, Early Learning Coalitions, Homeless, etc.), One Stop Consortium members, Economic Development, Education, Vocational Rehabilitation and others on February 26, 2016. The Final Draft was advertised in the local paper and media through Public Service Announcement disbursements; and the previously mentioned entities noted above, and posted to our website on March 11, 2016. This began the public comment period of 30 days.

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

The 30-day public comment period began on March 11, 2016 and closed on April 9, 2016. One comment was received.

- (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)

Escarosa has two labor representatives on the Board of Directors who were provided the documents within the timelines noted above in (1). The Pensacola Chamber of Commerce and the Santa Rosa Chamber of Commerce were also provided the same notices of the plan document within the above timelines to share with their members and partners. Comments were solicited from all of the above entities and members.

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

Other workforce partners included those who are members of the One Stop Consortium; other community entities; and organizations that are closely aligned with our services and/or referral processes previously mentioned in the document.

(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)

One public comment was received and is so noted in **Attachment G**.

CAREERSOURCE ESCAROSA LOCAL
WORKFORCE DEVELOPMENT PLAN

ATTACHMENT G
PUBLIC COMMENTS

From: Nelms Susan
Sent: Tuesday, April 12, 2016 10:37 AM
To: Shannon Ogletree
Cc: Krut Cliff J.
Subject: RE: plan

Hi Shannon. Again, thank you for reading the plan and providing comments. It is appreciated!! I've answered your questions below. This will be added to Attachment G and submitted to the State with the plan document.

Have a great Tuesday!!

Susan

Susan Nelms
Executive Director

CareerSource Escarosa
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F: 850.473.0935



www.careersourceescarosa.com



From: Shannon Ogletree [<mailto:shannon@santarosa.fl.gov>]
Sent: Friday, April 08, 2016 3:54 PM
To: Krut Cliff J.
Cc: Tina Stewart
Subject: plan

Few comments on the plan:

For page 14, why not give unemployment rate by county along with the poverty rates by county? You give the "Barriers to employment" only in Escambia numbers, why not separate the others? **We don't have barriers broken down by County. The only reason we had the numbers for Escambia was due to some research Gulf Power had done for their "Cradle to Careers" movement. It was on Channel 3 news last night. We can mention the unemployment rates by county. We do receive those numbers from Florida DEO. Most of the information we receive from Labor Market Statistics is for the MSA.**

Page 15 – is the region define as the 2 counties (associate degree table) not clearly stated **Yes. The term Region applies to our MSA.**

Page 16 – mentions weakness of apprenticeship programs in the area but Locklin states they have programs on their website, and again on Page 39 **The law refers to registered apprenticeship programs. Totally different from apprenticeships. I don't know of any federally recognized "registered" apprenticeship programs in our area. If there are, please let us know.**

Page 17 – Locklin has a Cyber Security program **Will add a statement regarding Locklin's program.**

Page 25 – first paragraph, second sentence does not make sense to me – is FGNW only an ED marketing agency? **I don't think so, but they are reorganizing and reducing the number of counties in their plan. Will remove the word marketing.**

Page 25 – second paragraph – next to last sentence doesn't seem to flow, it starts off as "in addition, Floridas Great" **Will reword this sentence to "The Director of Escarosa also attends and is involved in any initiatives, as is appropriate, with Florida's Great Northwest, Florida West Economic Development and Santa Rosa Economic Development."**

Page 12 and bottom of 43- and top 44 – is verbatim to each other **Yeah, we knew this. It was basically the same question asked twice. So we answered it twice 😊**

You mention Cybersecurity in a few places, but no mention of AppRiver -- other companies are mention when it relates to certain areas **I'll look through it and see where I can insert AppRiver.**

SIGNATURE PAGE

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

- Santa Rosa County

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

Workforce Development Board Chair



Signature
Scott Ginnetti - Chair

4/21/16
Date

Chief Elected Official



Signature
Lane Lynchard - Chair

BCC approved 4-14-16
Date

ATTEST: 
Donald C. Spence, Clerk of Court



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

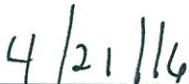
- Escambia County

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

Workforce Development Board Chair



Signature
Scott Ginnetti - Chairman



Date

**Board of County Commissioners
Escambia County, Florida**

Signature
Grover C. Robinson, IV - Chairman

Date

ATTEST: Pam Childers
Clerk of the Circuit Court

Deputy Clerk