CareerSource Escarosa

Local Workforce Development Area 1

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Region1@careersourceescarosa.com

Date Submitted: March 11, 2020
Plan Contact: Eric Flora, COO

[1] Local boards may upload plans with a cover page of their design. The cover page must have the following required elements: Name of board; board logo; local area number; complete contact information for the plan point of contact; website and email address; and, date submitted.

CONTENTS

These guidelines provide direction for local plans submitted under Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each local workforce development board (LWDB) to develop and deliver to the state a comprehensive four-year plan. These plans must be submitted in partnership with the chief elected official. Regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR, Unified and Combined Plans Under Title I of the Workforce Innovation and Opportunity Act, §676.135).

The law emphasizes the importance of collaboration and transparency in the development and submission of local plans. Affected entities and the public must have an opportunity to provide input in the development of the plan. Local boards must make the plan available electronically and in open meetings to ensure transparency to the public.

Local workforce development boards provide leadership and 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 are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Each plan addresses how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education.

Each plan is based on current and projected needs of the workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including those with disabilities. Local plans identify the education and skill needs of the workforce and the employment needs of the local area. Plans include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, and performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision. LWDBs provide a comprehensive view of the systemwide needs of the local workforce development area.

Local plans address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. Services described in local plans should lead to greater efficiencies, reduce duplication, and maximize 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.

Local plans should align with CareerSource Florida's business and market-driven principles to be the global leader for talent. These principles include:

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

Key Dates Sent to Local Boards…………………………………………October 11, 2019

Local Plan Guidelines Issued .... November 1, 2019

Labor Market Analysis Sent to Local Boards…………………..December 6, 2019

Local Plans Due .... March 16, 2020

WIOA Statewide Unified Plan Due .... March 30, 2020

WIOA Statewide Unified Plan Approved …..………………………..…..May 1, 2020

Local Plans Approved .... June 4, 2020

WIOA Program Year 2020 Begins .... July 1, 2020

PUBLIC COMMENT PROCESS

Prior to the date on which the local board submits a local plan, the local board shall:

(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 draft of the plan was made available to our CEOs, Escarosa Board of Directors and the public December 6, 2019. This began the public comment period of 30 days.

(2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).
The 30-day public comment period began on December 6, 2019 and closed on January 6, 2020.
All comments are included as Attachment F.

(3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan (WIOA §108(d)(2)).
Business and organized organized labor representatives on the Board of Directors 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 efforts to coordinate with other workforce partners to obtain input into the development of the plan.
The LWDB currently still awaits the state's modified plan.

(5) Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

All public comment is noted in Attachment F.

ONLINE FORM

CareerSource Florida, Inc., established an online form for WIOA local plan submissions, required attachments and contact information for primary and secondary points of contact for each local workforce development board. **Please note the local plan and all attachments must be submitted in a searchable PDF format.[2]**

The web address for submitting local plans, required attachments and links to requested documents is https://careersourceflorida.com/wioa-form/

It is recommended that those submitting local plans carefully review these instructions and those posted online prior to submitting plans.

All local plans must be submitted no later than 5:00 p.m. (EST) on Monday, March 16, 2020.

Prior to plan submission, please ensure:

- **The local board reviewed the plan;**

- **The board chair and the chief elected official signed the appropriate documents;**

- **The name and number of the local board and are on the plan cover page;**

- **The plan submitted or point of contact is on the cover page;**

- **The structure and numbering follows the plan instructions format;**

- **A table of contents with page numbers is included and each page of the plan is numbered;**

- **Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater;**

- **Responses to all questions are informative and concise; and,**

- **The name of the local area, the page number and plan submission date are listed in the footer of the document.**

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

ATTACHMENTS

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

    A. **Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);

    B. **Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);

    C. **Executed Interlocal Agreements (in cases where there is more than one unit of general local government);**

    D. **Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any procedures on how roles are delineated to verify the firewalls are effective.**

    E. **The current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan;**

    F. **Any comments submitted during the public comment period that represent disagreement with the local plan** (Public Law 113-128, Section 108(d)).

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

    H. **A copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board;**

    I. **A copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations;**

NOTE: THERE IS NO REQUIREMENT TO SUBMIT HARD COPIES OF LOCAL PLANS OR ATTACHMENTS.

If you have any questions, please contact CareerSource Florida at:
FloridaWIOA@careersourceflorida.com

Once plans are received, the plan's official review by CareerSource Florida and the Department of Economic Opportunity (DEO) begins. All plans are reviewed for completeness and adherence to plan formatting requirements.

If there are questions or concerns local boards are notified. **The content of plans is reviewed by both DEO and CareerSource Florida staff with recommendations provided to the CareerSource Florida Board of Directors at its meeting scheduled for June 4, 2020.**

A recommendation for approval is made unless the staff review indicates: (1) there are deficiencies in local workforce investment activities that are not addressed, or (2) the plan is inconsistent with WIOA and its regulations, including required public comment provisions. It is recognized that this updated plan will include strategies and activities that are fully completed, as well as some that are still being developed and implemented.

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

The implementation of WIOA ensures Florida has a business-led, market-responsive, results-oriented, and integrated workforce development system. The system fosters customer service excellence, ensures continuous improvement, and demonstrates value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce, and economic development networks increases economic prosperity by maximizing the competitiveness of Florida businesses and the productivity of Florida's workforce.

Florida's strategic vision for WIOA implementation is realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.

- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.

- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.

ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

   A. Identify the chief elected official(s) by name, title, mailing address, phone number and email address.
   Escambia Board of County Commissioners
   Steven Barry, (District 5) – Chair

221 Palafox Place, Suite 400
Pensacola, FL 32502
850.595.4950
District5@myscambia.com

Santa Rosa Board of County Commissioners
W. D. "Don" Salter, (District 3) – Chair
6495 Caroline Street, Suite M
Milton, FL 32570
850.983.1877
Commsalt@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 executed agreement that defines how parties carry out 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 C.

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

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

   i. The nomination process used by the chief elected official to elect the local board chair and local board 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 term appointments are staggered to ensure only a portion of memberships expire in each year;
   Escarosa's By-Laws (Article III Section 4) stipulates Board membership and staggered terms (Attachment I). 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 21 years, the terms have

remained staggered due to normal resignations and expiration of terms. The terms of the members are monitored by the CEO to insure vacancies are addressed.

iii. The process to notify the chief elected official of a board member vacancy ensuring a prompt nominee;
The Boards of County Commissioners are not notified of vacancies at the 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 used when a board member is unable to attend a meeting and assigns a designee per requirements at §679.110(d)(4) of the proposed WIOA regulations;
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 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 and the physical location of the meetings are posted to Escarosa's website.

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, Steve Rhodes, is an active member of the State's Workforce Development Chair's Association, sits on various community councils and partnerships and other boards, and promotes Escarosa and its services via these activities. The Chair and Vice Chair encourage interaction of all Board members, involves them in

Committees of the Board, and ensure Chairs of all Committees are Board members.

The Escarosa By-Laws stipulates 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 potential members are identified for appointment. When the nominees are received, Escarosa provides those nominations along with candidate questionnaires to the County Boards of Commissioners for review and appointment.

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

The Chief Elected Officials and their representatives were notified of the plan process and provided updates along with the Board members. A draft of the plan was posted to Escarosa's website on December 6, 2019 and a notice sent to interested parties, partners, CEOs, and Board members for review and input. The period of time for public comments began on December 6, 2019, and ended on January 6, 2020. Any comments received from the draft were reviewed and incorporated as appropriate. All public comments received are included as Attachment F.

(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.

Steve Rhodes, Chair
3670 North "L" Street, 2nd Floor
Pensacola, FL 32505
850-429-2401
Stephen.Rhodes@nexteraenergy.com
Gulf Power Company

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

Kathaleen Cole, Vice Chair
3670 North "L" Street, 2nd Floor
Pensacola, FL 32505
850-476-7607
kcole@edaff.com
Fortis Institute

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

The LWDB was notified of the Plan instructions and timelines at the <u>November 21, 2019</u> Board of Directors Meeting. The LWDB members were notified via email on December 6, 2019 of the draft plan posting to our website. The members were asked to review the draft and asked to participate by offering suggestions/comments to the Chief Executive Officer so they could be included in Attachment F, Public Comments. On <u>January 16, 2020</u>, the plan was approved by the Board of Directors in a regular general 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 C, Interlocal Agreement, Section III, D. Escarosa is designated by both Boards of County Commissioners (Escambia and Santa Rosa) 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 C, Interlocal Agreement, Section III, D.

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

Escarosa operates 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. The Escarosa By-Laws (Attachment I) 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 before being approved by the Board.

(4) One-Stop System

A. Describe the local one-stop system (including the number, type and location of the comprehensive center(s)[3], and other service delivery points).

The local one stop system consists of three centers. The full-service center is in the highest populated area of Escambia County which is Pensacola. The center is located at 3670 North "L" Street in Pensacola, FL. Santa Rosa County also has a center that provides core services such as WIOA, Welfare Transition, Wagner Peyser, SNAP, PREP, and Veteran Services and is located at 5370 Highway 90 in Milton, FL. Escarosa also operates a very small satellite center in Century which is in the northern part of Escambia County, FL and colocated in the Town's City Hall. Information on the full array of services offered by Escarosa is provided via printed materials and posted on Escarosa's 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 Pensacola and Milton Centers are open Monday – Friday, 7:30 a.m. to 4:30 p.m. The Century Center is open Monday – Wednesday, 7:30 a.m. to 3:30 p.m.

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

Escarosa is the One Stop Operator for LWDA 1, having been approved for this status by CSF in a regular meeting of the CSF Board on August 9, 2017.

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

Career services are provided by leased employees through a local Professional Employment Organization, Landrum Professional Services, and employees of the Florida DEO.

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

Universal and program-specific career services are provided by Escarosa staff leased through Landrum HR Professionals and state-merit employees of DEO except for WIOA Youth Program services, which are provided by contracts with local school districts and community-based organizations.

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[3]A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 (TEGL 16-16) and Training and Employment Guidance Letter No. 16-16, Change 1 (TEGL 16-16, Change 1). **Additionally, Memorandums of Understanding (MOU) and Infrastructure Funding Agreements (IFA) must be executed for all partners connected to the comprehensive centers.**

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

All centers are reviewed annually for physical and programmatic accessibility by our EEO Officers 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 Professional Development Summit, as funding permits.

The centers close once per quarter for a ½ day so that cross-training and 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)).

Phase 1: Regional Economic Landscape

Florida West will be presented with a variety of challenges and opportunities over the coming years. In order to plan for this future, it is important to first understand the current economic landscape of the region. This report profiles the Florida West region in two ways. First, the report presents a collection of economic indicators that reflect the state of the metro Pensacola economy. These indicators describe local workforce, characterize the mix of industries and in the region, and detail the talent pipeline into Florida West through migration and postsecondary completion. Second, the report compares the performance of the region against the performances of four peer regions. This benchmark analysis contextualizes the economic indicators and prefaces further research into the possible ways forward for the Florida West region.

Executive Summary

Metropolitan Pensacola is home to nearly 500,000 residents.[1] The average income in the Pensacola metropolitan area is around $42,000. The industry mix in metro Pensacola is similar to neighboring Baldwin County but different in important ways from the other peer regions, which include the metropolitan areas of Tallahassee, FL; Port St. Lucie, FL; and Mobile, AL. In Pensacola nearly a third of the workforce is found in retail trade and accommodation and food services, two industries that benefit from tourism and the large naval bases nearby but are low-paying even in Pensacola. Compared to peer regions, metropolitan Pensacola has a high veteran rate and a less diverse young population. Key findings for Florida West are presented below. After each finding, the *Explore More* instructions direct you to where these data points can be found in the data report.

Demographics and Disparities

- **The non-white share of the workforce and under-17 populations are smaller in Pensacola than in peer regions.** The non-white share of the workforce in metropolitan Pensacola is 27%, which falls between Baldwin County (16%) and the Port St. Lucie metro area (34%). The non-white share of the school-age population in Pensacola is 38%, compared to 23% in Baldwin County and 53% in Port St. Lucie. In three of the peer regions, Port St. Lucie, Tallahassee, and Mobile, the youngest generation is majority minority—Pensacola is trending in that direction, but at a slower rate. *(Explore More: In the Population, Demographics, and Workforce section, compare the table called Race and Ethnicity of School Age Population with the table called Race and Ethnicity.)*
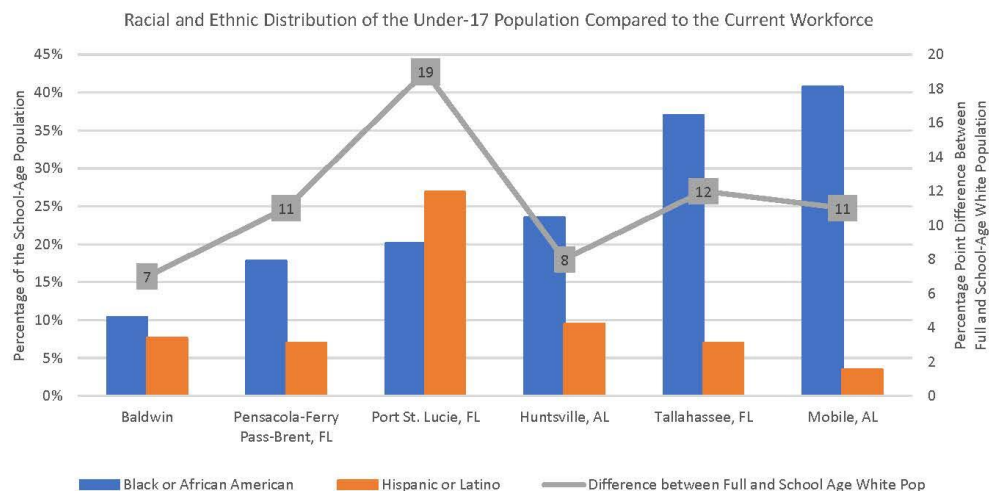
Racial and Ethnic Distribution of the Under-17 Population Compared to the Current Workforce

- **Pensacola has a large number of veterans compared to peer regions; more than double the national average.** The veteran rate in metropolitan Pensacola is nearly 15%, and the national average is 7%. Given the naval installments in Pensacola, the military may be a large employer in the region. Burning Glass will highlight top employers in the area in Part 2 of the IDN engagement. *(Explore More: See the main Population table in the Population, Demographics, and Workforce section of the data report.)*

Veteran Rate
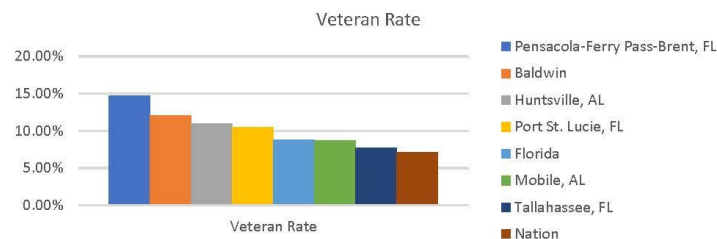
- **Pensacola enjoys a low female high-school dropout rate; however, the female fraction of the workforce is smaller than in peer regions.** Fewer than 4% of women between the ages of 16 and 24 in Pensacola drop out of school, 1.2 percentage points lower than the national average and less than half of the dropout rate in neighboring Baldwin County. However, women make up only 46% of the workforce. Pensacola may be interested to investigate the trajectory of female high school graduates following high school to ensure that all who are interested can find a place in the workforce. *(Explore More: see the High School Dropout Rate by Gender table in the Local Hardship Statistics subsection of the Population, Demographics, and Workforce section, and also see the Gender table under the Workforce Demographics subsection in the same Population, Demographics, and Workforce section.)*
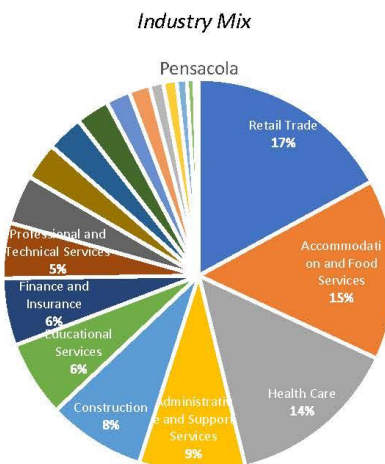
Industry Mix

- **The industry mix of the Pensacola metro region differs in important ways from the peer regions included in this analysis.** A large fraction of the Huntsville workforce is concentrated in the provision of professional and technical services (16%, compared to 5% in Pensacola). A large fraction of the Tallahassee workforce is concentrated in public administration (18%, compared to 4% in Pensacola). In Port St. Lucie, the largest industry sector is health care (18%, compared to 14% in Pensacola). These differences will be a helpful point of comparison if the Pensacola region is interested in diversifying its industry mix. *(Explore More: see the Total Employment and Average Income table in the Industry Mix section.)*

- **Pensacola's largest industries are primarily non-traded.** Retail trade and accommodation and food services are the largest industry sectors in Pensacola. These sectors are primarily non-traded, meaning that the supply and consumption within these sectors occurs locally. Non-traded sectors often face lower growth potential because they involve moving money around locally rather than bringing in income from outside of the region. Tourism can be a way to get the most out of non-traded sectors, as tourists do bring in income from elsewhere, and Pensacola does attract business through tourism.

  If Pensacola is interested in diversifying its industry mix, the region may look to increasing the non-traded fraction of its economy. Pensacola can use the Industry Demographic section of the data report to explore the distributions of education, age, gender, and race and ethnicity in any of the primarily traded industries highlighted below. For example, Pensacola has a larger fraction of its workforce in the finance sector than its peer regions, but a smaller fraction of those workers have at least a BA compared to the finance workforce in Tallahassee (36% in Pensacola, 51% in Tallahassee). *(Explore More: use the Industry Demographics subsection of the Industry Mix section.)*

Fraction of the Workforce in Primarily Traded Industries in Pensacola, Compared to Peer Regions
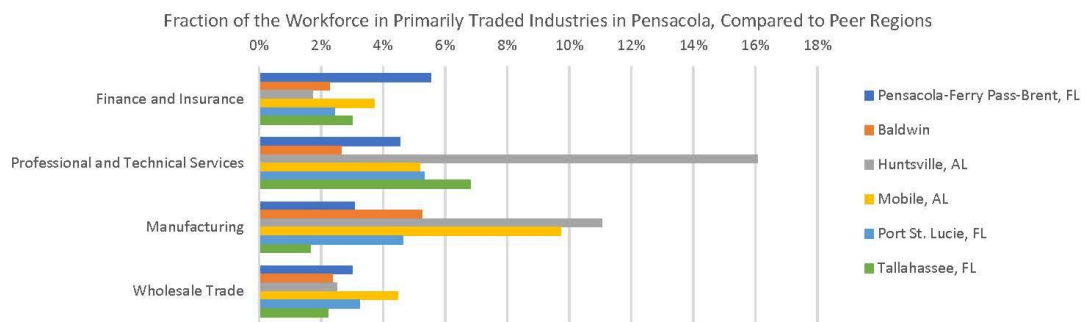
- **The average salaries in the industries most supported by tourism (retail trade and accommodation and food services) are low compared to other industry sectors.** The low salaries in these sectors also support the notion that the Pensacola workforce should explore diversifying its industry mix.

Pensacola Industry Mix

Talent Pipeline

Flow Into Metropolitan Area

Flow Out of Metropolitan Area
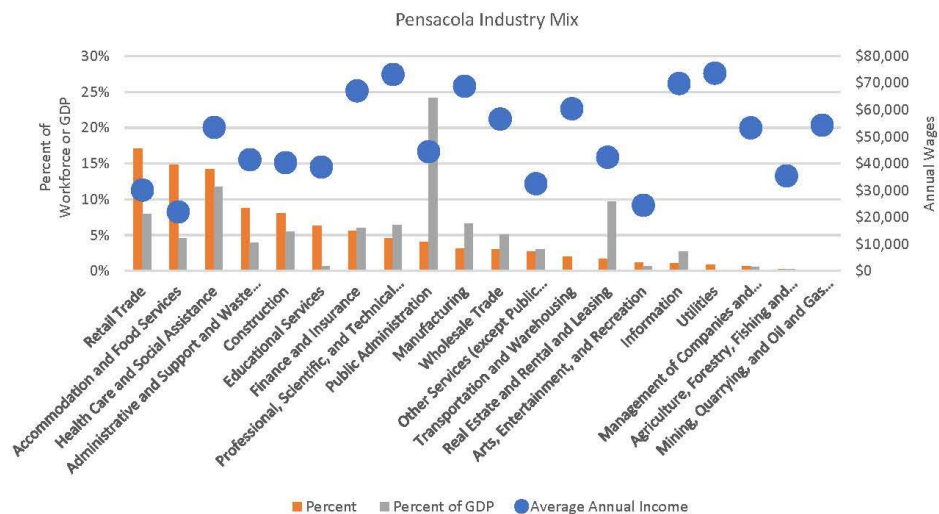
- **Many incomers to Pensacola move from outside of the state.** Net migration into Pensacola is greatest from the Washington, DC metro area (estimated 725 people annually), and net in-migration is also high from the Atlanta metro area (546). In-migrations from the metro areas of Austin, Houston, and Los Angeles are all also estimated at over 200 people annually. *(Explore More: See the table in the Migration section.)*
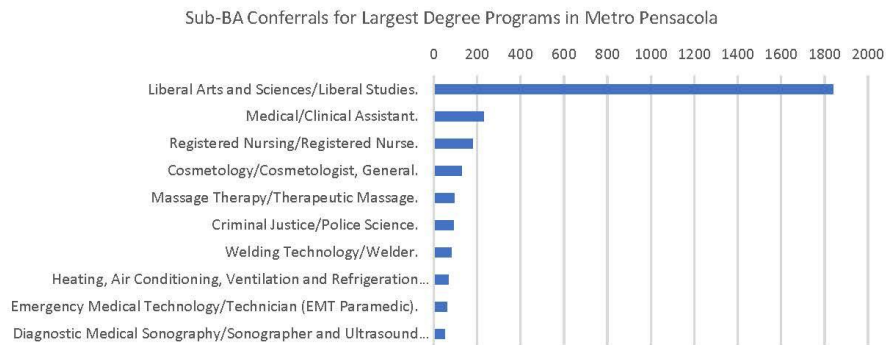
Sub-BA Conferrals for Largest Degree Programs in Metro Pensacola

- **There is opportunity for greater alignment between two-year and four-year programs in the Pensacola area.** There were nearly 2,000 sub-BA conferrals in Liberal Arts in the Pensacola area in 2017. Previous Burning Glass research found that, on average, Associate of Arts (AA) graduates experience a wage penalty compared to their peers completing professionally oriented associate degrees. This wage penalty can be avoided by incorporating marketable skills to AA curricula and by communicating the value of those skills to students.[2] Another way to avoid a wage penalty is for two-year graduates to continue their education in four-year programs. Four-year colleges in or around Pensacola can look to AA graduates as candidates for admission. *(Explore More: In the Postsecondary Graduates section, download the full table, filter on Region, and summarize the results by degree level and program.)*

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[2] Saving the Associate of Arts Degree: How an A.A. Degree Can Become a Better Path to Labor Market Success (2018) https://www.burning-glass.com/wp-content/uploads/RPT_Saving_the_Associates_of_Arts_Degree.pdf

Data & Regions

The economic indicators included in this report are derived from publicly available sources as well as from Burning Glass Technologies' proprietary database of job postings. Public data is collected by the Bureau of Labor Statistics (BLS), the US Census Bureau (Census), the Bureau of Economic Analysis (BEA), and the National Center for Education Statistics (NCES). The data sources used in this report are the Census's American Community Survey (ACS), the BLS's Occupational Employment Statistics (OES) survey, the BLS's Local Area Unemployment Statistics (LAUS) program, the BLS's Quarterly Workforce Indicators (QWI), and the NCES's Integrated Postsecondary Education Data System (IPEDS). Citations for data sources are provided throughout.

The regions investigated in this report are metropolitan statistical areas (MSAs). The geographic boundaries for Pensacola are established by the Pensacola-Ferry Pass-Brent, FL MSA. The peer regions are defined by the following MSAs: Mobile, AL; Huntsville, AL; Port St. Lucie, FL; Tallahassee, FL; and Baldwin county. Burning Glass also provides data for the state of Florida and the nation in order to assist with benchmarking.

Organization of Report Phase 1: Regional Economic Landscape

Part A. Executive Summary
The Executive Summary highlights key findings related to the Pensacola economy and workforce. The Executive Summary is informed by the application that Florida West submitted to the Inclusive Development Network, as well as a general basket of important economic indicators.

Part B. Interactive HTML Data File
The Interactive HTML Data File enables community members to explore the data that Burning Glass has collected. The data file is organized in the following way:

Section	Subsection	Table
Population, Demographics, and Workforce	Population	Population
		Age
		Gender
	Worker Demographics	Race and Ethnicity
		Gender of School Age Population
		Race and Ethnicity of School Age Population
		Local Hardship Statistics
		High School Dropout Rate by Gender
	Local Hardship Statistics	High School Dropout Rate by Race and Ethnicity
		Poverty Rate by Gender
		Poverty Rate by Age
		Poverty Rate by Race and Ethnicity
	Commuting Patterns	PUMA level
		Education
	Education	Educational Attainment by Age
		Educational Attainment by Gender
		Educational Attainment by Race and Ethnicity
		Unemployment Rate
	Unemployment	Distribution of Unemployed by Age
		Distribution of Unemployed by Gender
		Distribution of Unemployed by Race and Ethnicity
Industry Mix	Total Employment and Average Income	Total Employment and Average Income
		Distribution of Education
	Industry Demographics	Distribution of Age
		Distribution of Gender
	GDP Contribution by Industry	GDP contribution by industry
	Labor Market Demand	Labor Market Demand
Occupation Mix	Employment, Wage and Occupation concentration	Employment, wage and occupation concentration
	Labor Market Demand	Labor Market Demand
Postsecondary Graduates	Postsecondary Graduates	Conferrals by Institution and Program
Migration	Migration	MSA level
Automation	Automation	Automation

Part 2: Community Workforce Development

This report takes a deep dive into key workforce indicators for the Pensacola region, and helps identify strategies to engage the skilled workforce of the region. As part of this second phase, we dive deeper into the region's occupation and industry demand landscape, assess the potential impacts of automation on the workforce, delve into the demand for skills, evaluate the postsecondary education profile, and identify and profile a set of "good jobs" that spur and support robust economic growth in the region.

Summary of Previous Works

As part of the phase 1 analysis for Pensacola, we examined ways that the region could explore diversifying its industry mix. We saw that the industry mix in Pensacola differs in important ways from its peer regions: Huntsville has a large concentration of worker in professional and technical services, Tallahassee has many workers in public administration, and Port St. Lucie has a greater fraction of workers in health care. In Pensacola, the largest industries are retail trade and accommodation and food services, industries that bring in outside revenue through tourism but are otherwise largely non-traded sectors with lower growth and revenue ceilings. Average annual wages in these two sectors were also among the lowest of all industries in the region.

We also examined the demographic profile of the Pensacola workforce. We identified that the non-white share of the workforce and under-17 populations is smaller in Pensacola than in peer regions, and that the demographic shift towards greater racial diversity is occurring more slowly in Pensacola than in peer regions. Additionally, Pensacola is home to a large contingent of veterans – more than double the national average.

There is opportunity for greater alignment between two-year and four-year programs in the Pensacola area. There were nearly 2,000 sub-BA Liberal Arts graduates in 2017. Pensacola may look to ensure that these graduates have and advertise marketable skills, and some of these graduates are likely good candidates for four-year programs.

Executive Summary

Summary findings for Pensacola are presented below. After each finding, the *Explore More* instructions direct you to where these data points can be found in the data report.

Automation Profile

- **How much of the workforce in Pensacola is vulnerable to automation?** Across the whole workforce in the Pensacola region, 67% of individuals are in occupations with an elevated risk of automation: 45% of workers are in occupations with a high risk of automation, and another 22% are in occupations with a moderate risk of automation. *(Explore More: See the Regional Occupation Profile table in the Regional Automation Score subsection of the Automation Profile section, and sum up employment by automation risk indicator.)*


Employment by Automation Risk

41,200 High

20,630 Medium

31,060 Low
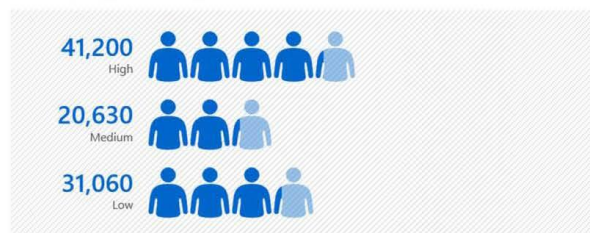
- **Risky Jobs:** The largest occupations with a high risk of automation include retail salespersons, combined food preparation and serving workers, and waiters and waitresses. The table below shows the top 10 largest occupations with a high risk of automation. In total, approximately 41,200 individuals in Pensacola face a high risk of automation. *(Explore More: See the Regional Occupation Profile table in the Regional Automation Score subsection of the Automation Profile section.)*

Occupation	Total Employment	Automation Score
Retail Salespersons	7060	92%
Combined Food Preparation and Serving Workers, Including Fast Food	6800	92%
Waiters and Waitresses	5010	94%
Office Clerks, General	3500	96%
Laborers and Freight, Stock, and Material Movers, Hand	1860	85%
Bookkeeping, Accounting, and Auditing Clerks	1720	98%
Receptionists and Information Clerks	1570	96%
Tellers	1330	98%
Construction Laborers	1310	88%
Accountants and Auditors	970	94%

- **Who in the workforce faces a greater risk of automation?** Populations with different demographic and socioeconomic characteristics face different levels of automation risk. The graph below highlights some of these disparities in the Pensacola region. Workers with a Bachelor's level education or higher are most insulated from automation risk, and those with less than a high school diploma are in occupations with a much higher risk of automation. The African American population is also at greater risk relative to the white population, and younger workers are in occupations with greater automation vulnerability than workers in older cohorts. *(Explore More: See all tables in the Demographic Breakdown subsection of the Automation Profile section.)*


Automation Scores by Demographic and Socioeconomic Categories
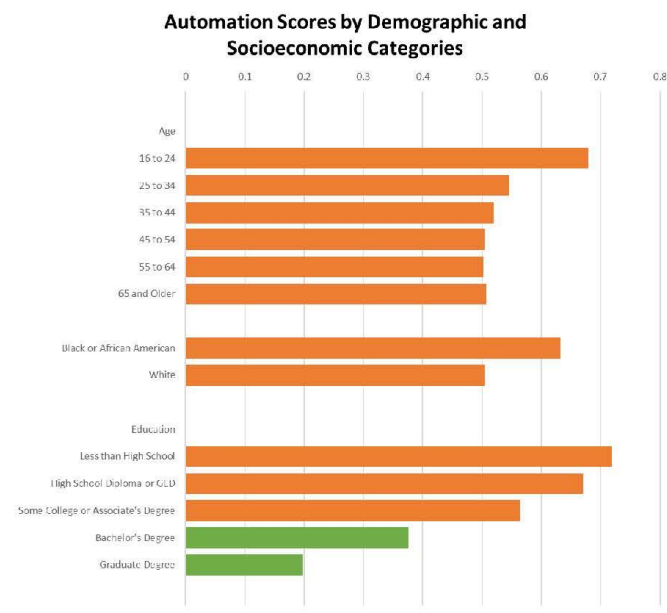
- **In what industries is the risk of automation the highest?** The vulnerability to automation of different industries is determined by the distribution of occupations within those industries. Some occupations are employed across a variety of industries, such as customer service representatives, whereas other occupations are distinct to one industry, such as physicians. The occupational mix within industries determines the automation risk score. In the Pensacola region, the two largest industry sectors are the second and fourth-most susceptible to automation. *(Explore More: See the Automation by Industry table in the Industry Breakdown subsection of the Automation Profile section.)*
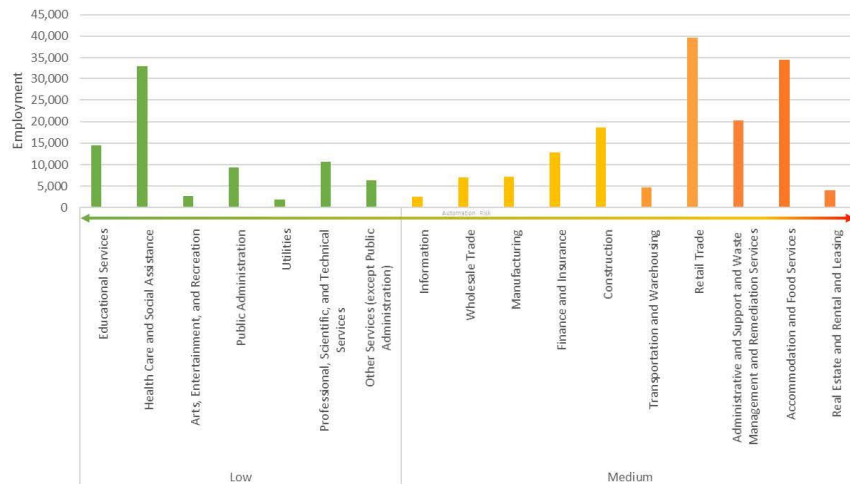
Industry Profile

- **The largest fraction of traded employment is in the Professional and Technical Services sector.** Traded industries are concentrated in a subset of geographic areas and sell to other regions and nations. Jobs in traded industries tend to have higher wages. In the graph below, the blue section of the bar represents the proportion of employment in the industry sector in the Pensacola region that is traded. The Professional and Technical Services sector in Pensacola employs the largest number of workers in traded industry jobs. *(Explore More: See the Detail Traded and Local Industries table in the Traded/Non-traded Industries sub-section in the Industry Profile section.)*
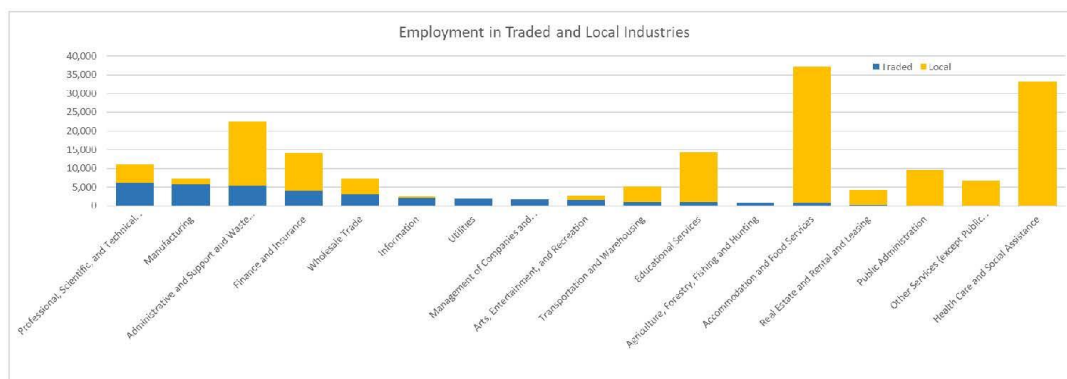
- **To grow the Professional and Technical Services sector in the Pensacola region, computer occupations are in greatest demand.** Three of the top five occupations in greatest demand within the Professional and Technical Services sector are computer occupations: Software Developers, Computer Occupations, and Network and Computer Systems Administrators. Another highly in-demand occupation is Computer User Support Specialists, which could be a good entry-level position for workers to get started in this sector. *(Explore More: See the Occupation-Industry matrix tables in the Industry Profile section.)*
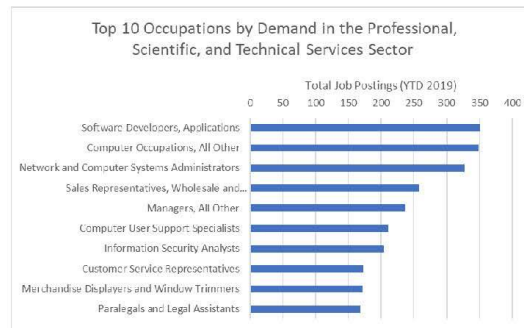
Occupation and Skills Profile

- **Pensacola can use the occupation-skill table to determine the skills required of workers in computer occupations and the most efficient way to prepare workers for those roles.** The table below highlights specialized skills that are "crosscutting," or in-demand across more than one of the computer occupations in the above chart. An X signifies a skill that is requested in at least 15% of job postings for that occupation. Education providers could take a table like this into consideration when developing curricula and targeting students. *(Explore More: See the By Occupation table in Top Skills - Demand and Projected Growth subsection of the Skills section. Sum up by Occupation)*

	Computer Occupations, All Other	Software Developers, Applications	Information Security Analysts	Network and Computer Systems Administrators	Computer User Support Specialists
Linux	X	X	X	X	
Project Management	X	X			X
Systems Engineering	X		X		
SQL	X	X			
Software Development	X	X			
Java	X	X			
Information Systems			X	X	
Information Security			X	X	
Information Assurance			X	X	

The two charts below show which occupations are most over-supplied and which are most under-supplied by the postsecondary system in the Pensacola-Ferry Pass-Brent, FL MSA. These graphs are produced using calculations for local supply and demand: supply represents the number of postsecondary graduates, and demand represents the number of openings per year that require postsecondary education. *(Explore More: See the Talent Gap Surplus table in Education Profile section.)*

- **Pensacola has more openings for managerial and supervisorial jobs than the postsecondary system is estimated to fill.** Various managerial jobs figure among the occupations that are most under-supplied by the postsecondary system in Pensacola, including Supervisors of Administrative Support Workers; General Operations Managers; and Supervisors of Construction Trades. Managerial support roles such as Business Operations Specialists and Management Analysts are also undersupplied. These jobs typically require a postsecondary education, so it would be difficult to fill these gaps outside of the postsecondary system.

- **In health care, there is an over-supply and under-supply in related occupations.** The Pensacola postsecondary system is producing more graduates trained to be Registered Nurses than there are openings for this occupation, yet Nurse Practitioners are under-supplied by the regional postsecondary system. Additional education, training, and support for graduates pursuing registered nursing could solve the under-supply of Nurse Practitioners.

Under-Supplied Occupations with the Greatest Demand

Total Demand for Postsecondary Graduates (Predicted Annual Openings)

- Current Supply: Number of Graduates
- Additional Graduates Req'd to Meet Demand

Most Over-Supplied Occupations

Total Demand for Postsecondary Graduates (Predicted Annual Openings)

- Oversupply of Graduates
- Demand for Postsecondary Graduates

Good Jobs

- **Good jobs in Pensacola span a wide range of occupation groups.** The top 10 good jobs in Pensacola are from the following occupation groups: Computer and Mathematical Occupations, Healthcare Practitioners, Architecture and Engineering Occupations, Installation and Maintenance Occupations, Office Administration, Management Occupations, and Transportation Occupations. This indicates that there are promising opportunities for Pensacola to invest in a wide range of occupations and sectors that span the regional economy and benefit a myriad of workers with different skillsets. *(Explore More: See the Good Jobs table in the Good Jobs section of the data report.)*

Occupation Code (SOC6)	Occupation Title	Mean Salary	Projected Growth (2018-2020 %)		Local Demand (Postings 2019 YTD)		Automation Risk	Licence or Specialized Training Required
15-1199	Computer Occupations, All Other	$87,960	↑	4		376	0.22	0
29-1141	Registered Nurses	$59,350	↑	4.6		1,699	0.01	1
15-1134	Web Developers	$56,460	↑	4.7		87	0.21	0
17-3029	Engineering Technicians, Except Drafters, All Other	$65,750	↓	-0.3		60	0.24	1
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$59,970	↑	3.9		77	0.00	0
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$50,150	↑	5.5		86	0.01	0
11-9051	Food Service Managers	$55,360	↑	4.8		139	0.08	0
53-3032	Heavy and Tractor-Trailer Truck Drivers	$35,540	↑	5.4		432	0.79	1
29-1126	Respiratory Therapists	$56,420	↑	6.4		65	0.07	1
43-4051	Customer Service Representatives	$30,700	↑	3.4		497	0.55	0

Data & Regions

The economic indicators included in this report are derived from publicly available sources as well as from Burning Glass Technologies' proprietary database of job postings. Public data is collected by the Bureau of Labor Statistics (BLS), the US Census Bureau (Census), the Bureau of Economic Analysis (BEA), and the National Center for Education Statistics (NCES). The data sources used in this report are the Census's American Community Survey (ACS), the BLS's Occupational Employment Statistics (OES) survey, the BLS's Local Area Unemployment Statistics (LAUS) program, the BLS's Quarterly Workforce Indicators (QWI), and the NCES's Integrated Postsecondary Education Data System (IPEDS). Citations for data sources are provided throughout.

The region investigated in this report is a metropolitan statistical areas (MSAs). The geographic boundaries for Pensacola are established by the Pensacola-Ferry Pass-Brent, FL MSA.

Organization of Report Phase 2: Community Workforce Development

Part A. Executive Summary
The Executive Summary highlights key findings related to the Pensacola economy and workforce. The Executive Summary is informed by the application that Pensacola submitted to the Inclusive Development Network, as well as disparities highlighted as part of phase 1 of the IDN labor market analysis.

Part B. Interactive HTML Data File
The Interactive HTML Data File enables community members to explore the data that Burning Glass has collected. The data file is organized in the following way:

Section	Subsection	Table
Automation Profile	Regional Automation Score	Regional Automation Score
		Regional Occupation Profile
	Demographic Breakdown	Automation by Age
		Automation by Gender
		Automation by Race and Ethnicity
		Automation by Educational Attainment
		Automation by English Language Proficiency
	Industry Breakdown	Automation by Industry
Industry Profile	Historic Growth in Industries	Employment over time
	Top Occupations in Demand by Industry	Occupation-Industry matrix
	Employer Demand	Concentration of employer demand by industry
	Traded/Non-traded Industries	Percentage Traded Industries
		Detail Traded and Local Industries
Occupation Profile	Historic Growth in Occupations	Employment over time
	Historic Demand for Occupations	Labor Market Demand over time
	Employer Demand	Top Employers by Demand for Occupations
	Projected Growth	Fastest Growing Occupations
		Growing, Automation resilient Occupations
	Demographic Breakdown by Occupation family	Demographic Breakdown by Occupation family
Skills Profile	Top Skills - Demand and Projected Growth	By Occupation
		By Industry
Education Profile	Talent Gap and Surplus	Talent Gap and Surplus
	Graduate Retention	Graduate Retention
Good Jobs	Good Jobs	Good Jobs

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

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 certification, 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 based on client needs.

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

Local Workforce Development Area One (LWDA1) is the Pensacola-Ferry Pass-Brent MSA, which includes Escambia and Santa Rosa Counties.

The MSA unemployment rate as of September 2019 is 2.9%.

Please refer to previous economic analysis in section (1) for more details.

The LWDB realizes that with the number of jobs at risk of automation in the coming years, there needs to be a focus on up-skilling workers to meet the demands of current jobs and those being created in higher-skilled occupations.

People

The total population covered by Pensacola MSA is 494,230. The median age is 37.735

494,230
Total Population

50%
Male

50[%]

Female

Median Age
38

Educational Attainment

The majority of the population in Pensacola MSA has a high school degree, and 41.01% have a college degree.

< Grade 9
2.18[%]

Grade 9-12
6.92[%]

High School
27.47[%]

Some College
22.43[%]

Assoc Degree
13.91[%]

Bach Degree
17.79%

Grad Degree
9.31%

Labor Force

Pensacola MSA has a labor force of 239,991 people.

239,991

Labor Force

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

CareerSource 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, allow us to facilitate the region's best training opportunities to meet the need 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. The 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 some 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 open to suggestions for training improvements based upon local employer input and need.

An area of focus for LWDB 1 is registered apprenticeships which we are actively pursuing to increase capacity for the area which has been lacking. Through the use of the WIOA State Apprenticeship Expansion Grant Initiative, we will be increasing the capacity in Electrical, Plumbing and HVAC that have already been established at Locklin Technical and George Stone Technical Colleges and Construction skills training at Pensacola State College. Focus will also be placed on the creation of IT/Cyber Security and Advanced Manufacturing Apprenticeships with the help of LWDB 1's other partners in this effort including our local EDOs.

(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.**
- **Orientation is 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 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 and is moving towards virtual workshops for even greater accessibility.**
- **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, including are newly created GED Prep Classes.**
- **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.**
- **Customized training opportunities are developed to with area businesses to upskill existing employees to maintain and/or promote a company's market strength.**
- **WIOA Career Advisors provide ongoing counseling and support during enrollment, training, pre-placement and post placement follow-up.**

(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 has 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, and 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 who have 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.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

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

Our goal is two-fold: 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 the goal, Escarosa will:
- Create and sustain strategic partnerships dedicated to community prosperity through education, training and developing a client for growing business and job creation.
- Connect citizens to employment opportunities.

Our Board of Directors supports our goal and is actively engaged in oversight and encouragement of Escarosa's work to achieve success.

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) 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 CEO and other management staff are involved with community partners through Board memberships and committee work for various organizations. These include both Early Learning Coalitions (Santa Rosa and Escambia Counties), Transportation for the Disadvantaged Councils, the District 1 DJJ Circuit Advisory Council, "Achieve Escambia", FloridaWest Economic Development Alliance projects, the Greater Pensacola Chamber of Commerce project, West Florida Defense Alliance, and other organizations. While they don't currently have a constant presence in our offices, the Division of Vocational Rehabilitation works with Escarosa 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, and actively refers job seekers to the local school districts' Adult Education

programs for literacy and GED Prep/testing. 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. Escarosa is always open to new partnerships to help achieve its goals.

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 community partners to design services specific to the needs of our customers.

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

CareerSource 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 act 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) 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 Achieve Escambia (www.achieveescambia.org) since its inception and whose focus for community improvement is "Cradle to Career" education and learning. 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, Sacred Heart Healthcare System, and Baptist Healthcare. Also on board with this initiative which is in its 5th year of work are the local county and city governments and economic development, local school district and state college, the Early Learning Coalition, as well as DJJ and local nonprofit organizations. In addition, local

press/media are attending and offering support. All of the partners in Achieve Escambia work together to create equity for all to achieve full potential and put concentrated efforts on the "pockets of poverty" in the county.

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. We do this through a reciprocal referral system with our partners such as Vocational Rehabilitation and other entities in the community who serve job seekers with challenges to employment.

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.

Resource rooms where job search activities are conducted include specially adapted work stations where customers with hearing and visual impairments are able to conduct job searches the same as individuals who do not have impairments.

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

As this organization was incorporated in 1996 – and at that time developed a vision and goals – those were the basis from which current visions and goals have evolved. Over the 23 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 organizations both local and regional, chambers of commerce, other LWDAs in northwest Florida; Vocational Rehabilitation and other partners; 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 vision and goals may change or evolve 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 talent and skill of the Board Members help to shape the goals and objectives of the organization.

(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 continues to support the performance measures outlined by USDOL and CareerSource Florida. As a highly functioning LWDA, Escarosa is in a continuous improvement model, adapting to change as it's needed, and seeking to perform higher than required in placing persons in jobs, penetrating the business market to offer services, training individuals appropriately to satisfy employer needs, etc. 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.

(7) Indicate the negotiated local levels of performance for the federal measures (WIOA §108(b)(17)).
Indicators of Performance (latest available data) for Escarosa are shown in the chart below. We note that the metric for credential attainment is a new measure and since LWDB1 has historically achieved high levels of performance in the past, our goal is set higher than any other region in the state. We anticipate negotiating that goal a little lower in the coming year.

Measures	PY2018-2019 4th Quarter Performance	PY 2018-2019 % of Performance Goal Met For Q4	PY 2018-2019 Performance Goals	PY2019-2020 1st Quarter Performance	PY 2019-2020 % of Performance Goal Met For Q1	PY 2019-2020 Performance Goals
Adults:						
Employed 2nd Qtr After Exit	88.40	102.79	**86.00**	85.80	99.54	**86.20**
Median Wage 2nd Quarter After Exit	$9,707	141.71	**$6,850**	$9,945	145.18	**$6,850**
Employed 4th Qtr After Exit	94.40	114.42	**82.50**	90.20	108.67	**83.00**
Credential Attainment Rate	77.40	86.00	**90.00**	77.00	82.80	**93.00**
Dislocated Workers:						
Employed 2nd Qtr After Exit	100.00	117.65	**85.00**	100.00	117.37	**85.20**
Median Wage 2nd Quarter After Exit	$7,274	110.21	**$6,600**	$6,803	101.54	**$6,700**
Employed 4th Qtr After Exit	75.00	94.94	**79.00**	87.50	110.48	**79.20**
Credential Attainment Rate	71.40	79.33	**90.00**	75.00	83.15	**90.20**
Youth:						
Employed 2nd Qtr After Exit	87.40	116.53	**75.00**	88.10	116.69	**75.50**
Employed 4th Qtr After Exit	83.00	118.57	**70.00**	85.70	122.08	**70.20**
Credential Attainment Rate	82.20	109.31	**75.20**	77.90	103.18	**75.50**
Wagner Peyser:						
Employed 2nd Qtr After Exit	64.20	103.55	**62.00**	65.40	105.14	**62.20**
Median Wage 2nd Quarter After Exit	$4,493	104.49	**$4,300**	$4,698	109.26	**$4,300**
Employed 4th Qtr After Exit	62.20	97.19	**64.00**	63.70	99.22	**64.20**

Not Met (less than 90% of negotiated)
Met (90-100% of negotiated)
Exceeded (greater than 100% of negotiated)

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

Escarosa measures fiscal performance based upon 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 (youth funds), 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.

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

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

Adult WIOA 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.

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.

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

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.

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

CareerSource 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. Escarosa's CEO has many years of experience, as well as multiple economic development trainings, in working with companies and EDOs on behalf of workforce issues. That experience affords the expertise that helps build and maintain partner relationships across the private and public sectors. Escarosa has also partnered with our local EDO, Florida West and through a contract supports a portion of the salary of the Director of Workforce Education to ensure outreach and dissemination of information between partners and also create and information pipeline of area business needs.

Escarosa is supportive of the Co:Lab, a partnership of Pensacola State College and FloridaWest to foster entrepreneurship in the area. 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 and

seek ways to support entrepreneurial training for customers desiring to start their own businesses.

Our regional economic development entity, Florida's Great Northwest, is the larger regional EDO, and LWDBs 1 – 4 are actively engaged as members in the planning process for this 12-county economic development agency, and the Florida Forward organization developed specifically to manage "Triumph" funds that resulted from the BP oil settlement.

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

Escarosa works very closely with its 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/Technical 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; Achieve Escambia's Cradle to Career – a community initiative to address poverty, high school completion, postsecondary enrollment and employment. The Director of Escarosa also attends and is involved in 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's WIOA Program Manager serves on Achieve Escambia's Career Readiness Collective Action Network (CAN) in an advisory role for activities of this group.

Escarosa also updates its Eligible Training Provider List to adjust programs offered in the local area in order to assure alignment with the local EDO goals. 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: Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11)).

The CEO and the COO as an alternate is a member of the Local Coordinating Council under the Transportation for the Disadvantaged Board for both Escambia and Santa Rosa Counties.

Escarosa provides transportation support services in the form of reloadable visa cards and bus tickets for our Welfare Transition program participants who fulfill their work participation requirements. 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 a strong relationship with the Community Action Program Committee (the local Community Action Agency), Children's Home Society and others 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 depending on specific participant needs.

The CEO 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, which assists with filling gaps in service and preventing duplication of efforts.

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

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. 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. Escarosa 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 the RESEA program, Re-Employment Services and Eligibility Assessments to assist all claimants receiving Re-employment Assistance in decreasing their time to gainful employment. DEO staff is integrated into the one-stop center along with WIOA and TANF/WT staff   In additional the National Caucus on Black Aged older workers program has office space in the one stop center to provide 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: Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board carries out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II WIOA §108(b)(10).

Customers are administered assessments 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. Staff are trained and may offer the Test of Adult Basic Education (TABE) to determine suitability for post-secondary education or job training. Those customers who do not achieve scores needed to enter training, are referred to Adult Education/GED programs including our own GED On-Site Prep classes to assist them in achieving the required basic skill levels necessary to enter post-secondary training programs. CareerSource Escarosa has existing relationships with providers of Adult Education/GED and Literacy. The LWDB is an active participant with all recipients of Perkins Act funds, and integral to their planning for updating application per the reauthorization of the Perkins Act 5.

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

Escarosa has a well-developed and detailed plan for administering both the Welfare Transition Program and SNAP Employment and Training Program. That plan is the guide for staff work in those programs and aligns with guidance from both Federal and State rules and regulations. Those plans are available at the LWDB office upon request. (In the interest of length of this document, those plans won't be detailed inside the WIOA Plan.)

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

Escarosa has existing Memoranda of Understanding with numerous partners including Vocational Rehabilitation and the Division of Blind Services. The MOUs define the relationships, including LWDB 1 Board requirements. Front line staff has ongoing meetings as needed with VR and Division of Blind Services staff to exchange information on the services offered by each entity. The local area manager is a member of the CareerSource Escarosa's Board of Directors. Referrals are made by to the each other's organizations as needed for participant assistance. Escarosa is applying to become an Employer Network under the Ticket to Work program.

In addition to the above, the list of partners consists of the following: 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:

Community Action Program Committee, Inc.

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

School District of Escambia County

School District of Santa Rosa County

Pensacola State College

Tri- County Community Council, Inc.

FLDOE Division of Vocational Rehabilitation

FLDOE Division of Blind Services

These are included as Attachment A.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

    A. Describe how required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason. **All required partners are included in the one stop delivery system. The current One Stop consist of the following required partners: Vocational Rehabilitation; Providers of Adult Education services; Community Colleges (State Colleges); Representatives of DEO Wagner Peyser; Veterans; WIOA; Private Colleges and Universities. Comments from partners were solicited for inclusion into the plan and are reflected in the appropriate attachment.**

    B. Identify any additional partners included in the local one-stop delivery system. **Other partners include WIOA Youth Service Providers, Children's Home Society, School Districts of Escambia and Santa Rosa Counties, and Community Action Program Committee.**

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

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

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

CareerSource Escarosa operates two accessible one-stop career centers in Region 1. Our Pensacola and Milton Centers are full-service and feature accessible computer workstations and adaptive equipment to provide equitable use for flexibility and simple and intuitive use for persons with disabilities.

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

The seven principles of universal design will be reviewed and considered in all plans and services provided including:

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

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

Self-paced programs and software are available. Adaptive 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 specially equipped room is available to provide job seekers with mobility issues or transportation challenges the opportunity to participate in remote job interviews. Web access and vital program information is available in multiple languages.

The Division of Blind Services also assists by auditing and inventorying ADA accessible equipment and technology to ensure accessibility.

Staff has received, and will continue to receive, periodic training regarding the Americans 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 local SSA staff, via a Kiosk located in our Century satellite center.

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

The WIOA pre-application is electronic and available on our website. Escarosa utilizes a web-based electronic sign-in application for all customers and gathers demographic information during that process. All WIOA case management files and records are electronic as well.

The Welfare Transition program is currently transitioning to an electronic file system.

All efforts for efficiency are a priority for Escarosa's staff and leadership, and the transition to completely paperless files at all levels will continue until it is fully accomplished.

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

Escarosa went through the procurement process to identify a one-stop operator, and having no responses, requested and was granted permission to be the one-stop operator for the region by CSF Board of Directors on August 9, 2017. This has been a benefit to the region's budget as well as clarity of operations.

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

Escarosa responds promptly to market its services to business needs in its communities. LWDB 1 has allocated additional funding for OJT and Customized Training to enhance businesses ability to hire and train quality staff.

<div style="background-color:orange;color:white;">DESCRIPTION OF PROGRAM SERVICES</div>

(1) System Description: Describe the local workforce development system**. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under The Strengthening Career and Technical Education for the 21st Century Act (Perkins V) (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

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 review and comment. Escarosa directs all customers who lack a high school diploma by referral to our educational partners for GED Prep and testing including our own GED Prep Classes offered on-site. Core programs include: WIOA Adult and Dislocated Workers; Wagner Peyser; Welfare

Transition; Supplemental Nutrition Assistance Program Employment and Training (SNAP/ET); PREP, Reemployment Services, Veterans and Veterans with Significant Barriers to Employment (SBE); Senior Community Service Employment Program (SCSEP); and Trade Adjustment Assistance (TAA).

(2) **Sub-grants and Contracts:** Describe the competitive process used to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).
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 cost associated with the contracts/services or items. All of our procurement guidelines are detailed in Escarosa's Administrative Plan is reviewed annually and updated as needed and submitted to DEO for monitoring purposes as requested.

(3) **Expanding Access to Employment:** Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).
CareerSource 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 center to offer 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 to employment. A specially trained Career Advisor is available to provide employment counseling, mentoring and placement assistance to prior-incarcerated returning citizens. A Language Line service is available for non-English speaking customers.

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

> **Escarosa regularly reviews and updates its Regional Targeted Occupations list to assure relevance to the current time. The latest data available is used to align with local**

economic development initiatives, in addition to real-time experience with businesses in the local area. The TOL is used, and immediate needs of businesses are prioritized.

(5) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §134(c)(1)(A)(iv)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

A. Describe how selected industries or sectors are selected based on, and driven by, high-quality data (cite data source used);
LWDB1 has identified seven priority (private sector) industry sectors:

- **IT/Cybersecurity (51)**
- **Healthcare and Social Assistance (62)**
- **Manufacturing (including aviation) (31, 32, 33)**
- **Transportation, utilities, trade (including warehousing/logistics) (48, 49)**
- **Construction (23)**
- **Accommodation and Food Services (72)**
- **Retail Trade (44, 45)**

These sectors are based upon analytical data for LWDB1, provided by the DEO Analytics Unit. Sector strategies are also driven by local demand per EmployFlorida job order statistics. Other sectors the LWDB will continue to support are Healthcare and Government Services.

B. Describe how sector strategies are founded on a shared/regional vision;
CareerSource Escarosa management and senior leadership actively participate in, and gather valuable information from, regional sector strategy initiatives such as:
- **Participation in planning and execution of an annual IT/Cyber event in partnership with IT Gulf Coast and FloridaWest.**
- **Florida's Great Northwest serving a 12-county area in Northwest Florida that brands and promotes five industry sectors in the region including; Advanced Manufacturing, Aviation, and transportation.**
- **Northwest Florida Manufacturers Council that focuses on talent acquisition and development in the manufacturing sector.**

C. Describe how the local area ensures that the sector strategies are driven by industry;
CareerSource Escarosa management and Business Services team members are actively engaged in local initiatives that keep the organization abreast of evolving issues in the various sectors. For example, CareerSource has

representation on most school district Career Academy Advisory Councils. These councils bring together workforce development professionals, educational professionals, and employer representatives from the various Academies/sectors. The purpose of these councils is to ensure that education and training efforts are meeting the needs of business. Additionally, CareerSource Escarosa is actively involved with local economic development organizations and works with these organizations to focus on sector strategy initiatives, address skills gaps in the workforce, and address the needs of local businesses.

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

With WIOA training program and Business Services Team input, the targeted occupations list (TOL) is aligned with local EDO goals for recruitment and retention of businesses. The TOL guides which programs the LWDB supports with training funds, and graduates of those programs are directed to employers who need the skills talent to help their businesses grow and become sustainable. In addition, the use of On-the-Job-Training/Customized Training grants, the LWDB assists with talent development one company at a time.

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

The Business Services Program Manager assigns accounts to Business Services Team members by industry sector(s). Coordinating with staff in the resource rooms who work 1:1 with job seekers, all staff is directed to match job seekers to jobs in every sector based on background and skills. All staffs are considered "recruiters" in the organization. A new list of job orders is reviewed daily and sent to all CSE staff for up-to-date aggressive job matching activities. The LWDB regularly hosts and facilitates targeted sector job fairs, to include Information Technology/Cyber Security and Police, Fire, and First Responders.

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

We measure of effectiveness through Business Services employer engagement, employer surveys, Job Order Follow-up, as well as formal and informal communications and partner meetings.
All ITAs and customized training grants are tied to demand or emerging occupations for our two-county area.

(6) In-demand Training: Describe how the local board ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(G)(iii)).
CareerSource Escarosa's Board of Directors discusses current labor trends annually, with reports generated by DEO. 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: Describe strategies and services used in the local area to:

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

CareerSource Escarosa has an active Business Services and an internal customer support/job order assistant, with dedicated focus on employer contacts and services, assuring job orders are entered accurately and appropriate follow-up is done.
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 and Aerospace**
        • **Construction Trades**
        • **Accommodation and Food Services**
        • **Engineering**
        • **Finance**
        • **Healthcare and Health Sciences**
        • **Human Resources**
        • **Information Technology**

- **Law Enforcement/Public Safety**
- **Advanced Manufacturing**
- **Transportation, Warehousing, 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/Reemployment 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 of Service:** Describe local policies and procedures to prioritize services for veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for individualized career and training services in the adult program.
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. It works extremely well and automatically prioritizes all WIOA participants during the eligibility process.

(9) **Training Services:** Describe how training services are provided, including how contracts for training services are used, and how such contracts are coordinated with the use of ITAs (WIOA §134(c)(1)(A)(v)).
Training services are provided through the use of ITAs to eligible individuals attending programs of eligible training providers. Escarosa also uses OJTs and Customized Training based upon employer needs, with reference to the demand industries and occupations and sector strategies.

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

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 (ITAs) (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 program allows up to an amount capped at $7,000. It is expected that not all training participants will need the full allowance, and coordination with other funding opportunities is always addressed by WIOA staff.

B. Describe any exceptions to the use of ITAs.
Escarosa does not use any exceptions to ITAs.

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

The LWDB supports 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 the local Small Business Development Center for assistance with business plans; taxes; incorporation and other issues important to the development of a business. All of these resources are promoted with customers, particularly military retirees who seek new careers.

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

Escarosa has been approved for an apprenticeship expansion grant and is currently in the process of developing a set strategy for creating apprenticeship programs in the manufacturing and IT/Cyber/Finance sectors. This is a new venture for Escarosa and we expect to have more to report in the next plan.

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

Escarosa offers On-the-Job-Training (OJT) and customized training for local employers and/or businesses locating or expanding in the 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 and management staff are 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.

In addition to the grant funded programs usual to workforce development boards, Escarosa is active in a collaborative work with Achieve Escambia (AE) (www.achieveescambia.org). AE is a Collective Impact partnership of local businesses and the "usual suspects" of community-based organizations addressing education disparities in the Pensacola area. The overarching mission of AE is to work on ways to assure equity in the education system so that no person is left behind due to their zip code.

AE has a Career Readiness Collective Action Network of engaged partners who tackle issues of youth completing high school and enrolling in post-secondary training, whether it's college or vocational occupational skills development. One of the trademarks of the past year is a "FASFA Challenge" that has increased the number of students completing the

application for financial assistance to attend college. Escarosa is engaged and supportive of all the work of this Network.

Escarosa is also an engaged participant in a local economic development group of businesses that covers both Escambia and Santa Rosa Counties. This group, First Place Partners, is totally funded by private sector membership dues and grants free membership to publicly funded entities. Escarosa gains access to engage employers through groups like this which often leads to service to the businesses engaged there.

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

Escarosa has integrated internal monitoring responsibilities in the job duties of program managers. All monitoring reports are submitted to the COO quarterly and 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 program assistant is assigned specifically to monitor the programs and expenditures of the youth providers 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 annually monitors all programs and services offered at the One Stop Centers as well as youth contractors. Monitoring reports conducted by the State are provided to the Board for their review.

All performance data on common measures and the Continuous Improvement Plan metrics 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 local youth programs and how the 14 program elements required in §681.460 of the WIOA regulations are made available within that framework (WIOA §129(c)(1)).

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. **Define the term "a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society."**

   Describe how the local board defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 C.F.R. §681.290).
   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. **Define "requires additional assistance."**

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

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END OF LOCAL PLAN INSTRUCTIONS

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