



CareerSource Broward

Workforce Innovation and Opportunity Act

Local Workforce Plan

Two-Year Modification

January 1, 2023 – December 31, 2024

Local Workforce Development Area 22

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Executive Summary

I. Organizational Structure

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

CareerSource Broward (CSBD) serves as staff to the local board and also as the fiscal agent. There is an agreement in place between the Board and the CSBD Council of Elected Officials. In accordance with the requirement that firewalls are to be in place to guard against conflict of interest, the Board, the CSBD Council of Elected Officials and CSBD have also implemented the following safeguards:

1. We have adopted a code of conduct applicable to the Board and to CSBD employees in accordance with the Uniform Guidance found at 2 CFR 200.
2. Because CSBD is a political subdivision under Florida Statutes 163.01, staff, the Board and the CSBD Council follow state statutes with respect to the application of conflict of interest policies, in accordance with the Florida state statutes and the code of ethics for public officials, and files Form 8B as required whenever there is a conflict, which arises in conjunction with a contract to be entered into by CSBD, or its governing boards.
3. CSBD follows the State Contracting Policy regarding conflict of interest, which is echoed by the Uniform Guidance that requires CSBD as a sub-recipient to notify the state (recipient) in the event of a conflict.
4. All issues concerning conflict of interest of board members or staff are also noted in the minutes of the meeting at which a vote is taken.
5. The BWDB has appointed an Audit Committee, which reviews all budget, monitoring and monetary issues.
6. CSBD contracts for external monitoring. All monitoring reports, state and external reports, as well as the annual audit appear on the Audit Committee Agenda and on the joint CSBD Council of Elected Officials and BWDB Board Regular Meeting Agendas for acceptance or action as appropriate.

Currently, CSBD procures a staffing company to manage and staff the one-stop career centers. CSBD will continue to use the staffing company model for the delivery of WIOA Title I adult and dislocated worker services and for the delivery of career services under any discretionary grants received. Integrative Staffing Group, LLC. is the staffing agency that was competitively procured to provide the staff who delivers the career services.

CSBD procured and contracts with a one-stop operator, Workforce Guidance Associates, LLC., to coordinate services among the partners.

II. Analysis of Need and Available Resources

This section provides an analysis of existing and emerging in-demand industry sectors and occupations, along with the knowledge and skills needed to meet the needs of the employers in the workforce area.

All youth program elements are available to youth as part of a menu of services based on their objective assessment and Individual Service Strategy (ISS). The 14 elements identified by WIOA are available to youth on an as-needed basis through our contracted youth service providers and one-stop center. CSBD continues to contract with out-of-school youth service providers using three different service models: 1) Navigator, 2) Vendor and 3) Traditional Full Service. There are also case managers located in the three one-stop career centers that serve youth. Youth appropriate for training are referred to providers on the Eligible Training Provide List and awarded an individual training account. CSBD does not provide training services. CSBD also offers two (2) small in-school youth programs directed at high school seniors, which are delivered by procured youth providers.

CSBD combines funds provided by the Children's Services Council (CSC) and various local units of government to serve an estimated 600 – 1,000 at-risk and low-income youth, ages 16 – 18, during the summer months. WIOA funds, when available, may be used to serve youth with employability skills and a work experience. Welfare Transition Program funds, when available, may serve youth through age 24 with employability skills and a work experience.

CSBD is also working with the state's Welfare Transition Team to be able to deliver additional in-school youth services to youth who meet the definition of "at risk of going on welfare."

III. Local Workforce Development Board Vision and Strategic Goals

The Plan includes a description of the workforce development activities in the local workforce area, an analysis of the strengths and challenges experienced in the delivery of the services, and the capacity to provide services to meet the education and skill needs of job seekers and the employment needs of local employers.

The core partners all have seats on the BWDB as required by law and also serve on Board committees. CSBD has entered in a Memoranda of Understanding with both our core and legislative partners. Because of the presence of our core partners on the board and BWDB committees, they are a part of the decision-making process.

IV. Description of Strategies and Program Services

To expand our function as strategists and community conveners to hear "the voice of the customer" on the workforce needs of Broward County, we participate in community and business initiatives to harness the expertise that exists within the local workforce area. The intent of our participation in these collaborative efforts is to meet local workforce area development needs, coordinate services as well as to find solutions for special populations with barriers to employment. Recommendations from the meetings move on to our governing boards, culminating in the roadmap, which are both incorporated into this workforce services plan and also into a strategic planning matrix, as applicable to each of the board's committees, so that the members can work on the objectives throughout the year.

As is required by WIOA, secondary and post-secondary education is represented on the

Board. This provides an opportunity for education to be aware of and have input into Board initiatives and activities. Education representatives are also invited to business forums so they can hear directly from the business community with respect to training needs and skills gaps. The Plan identifies the advantages of a single school district, technical college and community colleges have when working to meet employer and student needs.

The one-stop system provides access to the career services, as required by WIOA section 134 and integrates Wagner-Peyser, Veterans, RA and RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act funding streams and programs.

A key CSBD partnership with the Greater Ft. Lauderdale Alliance helps to prioritize industry clusters through sharing types of businesses relocating to our local workforce area. CSBD also reviews various industries' hiring demands, references Enterprise Florida's Statewide Strategic Plan along with the Florida Chamber Foundation's Six Pillars of Florida's Future Economy™.

Intermediaries are utilized to engage the targeted industries of Healthcare, Technology, Marine, Aviation, Hospitality/Tourism, Retail and Construction to partner with trade and professional associations expanding its service delivery to employers.

To comply with the WIOA priority emphasis to recipients of public assistance, low-income, and basic skills deficient job seekers and USDOL ETA TEGL 3-15 guidance, CSBD has included the following priorities of service:

ADULT PRIORITIES

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

The barriers referred to in the Adult Priorities chart are the barriers listed in WIOA sec. 3 (24) and below in alphabetical order and are defined pursuant to WIOA.

1. Disabled Individual
2. Displaced homemaker
3. Ex-Offender
4. Foster Care – dependent youth or who have aged out of the dependency system

5. Homeless or Runaway
6. Indian, Alaska Native, and Native Hawaiian as defined in WIOA Section 166
7. Individuals facing a substantial cultural barrier
8. Individuals within 2 years of exhausting lifetime eligibility under the Welfare Transition Program
9. Long-term unemployed individual (unemployed and looking for work 27 weeks or more)
10. Older individual
11. Migrant and seasonal farm worker
12. Single parent (including single pregnant women)

In addition to these priorities, customers must also meet income eligibility based on the BWDB Self-Sufficiency guidelines.

Dislocated workers have their own eligibility criteria.

CSBD supports the use of registered apprenticeships to enhance employment opportunities for job seekers. CSBD meets periodically with Atlantic Technical College to discuss additional ways we can partner to expand apprenticeship opportunities. CSBD added all the apprenticeships in Broward County to its ITA List, which is available to job seekers. CSBD has two representatives on its Board that provide training in the apprenticeship arena, which helps to enhance the awareness of apprenticeships and their use.

In addition to the Youth Program eligibility, CSBD wanted to expand the universe of youth able to be served under WIOA. so the One Stop Services Committee reviewed the current definition of “requires additional assistance.” Their recommendations were approved for inclusion in the Plan by the CSBD governing boards as follows:

CSBD is defining the term “requires additional assistance” (for OSY/ISY) to enter or complete an educational program or to secure or hold employment as having low income (as required by law) and one of the barriers listed below:

1. Historical or current personal or family substance abuse
2. Gang involved, affiliated, or affected due to family member involvement
3. Victim of abuse or domestic violence or family history of abuse or domestic violence
4. Victim of human trafficking
5. A youth who has a parent that is or was incarcerated within the past 24 months
6. A youth lacking a significant or positive work history based upon:
 - a. Their having been fired from one (1) or more jobs within the last six (6) months, or
 - b. Their having been employed in three (3) or more jobs within the last 12 months, and who is no longer employed or,
 - c. A youth who has actively been seeking full-time employment for at least two (2) months, but remains unemployed, or employed part-time. Includes a youth with no employment history.

V. Description of Local One-Stop Delivery System

All required partners are co-located in the CSBD one-stop career centers. The partners make their core services available through the one-stop centers. All one-stop centers are American with Disabilities Act (ADA) compliant. Integrated Resource Teams (IRT) are assembled for special needs individuals. Each center has a Disability Specialist assigned to assist these customers with using the assistive technology, or to schedule an interpreter as needed. CSBD assistive tools include: screen readers, screen magnifiers, JAWS software, bigger keyboards,

and a specialized mouse. Staff is trained annually on disability etiquette and serving customers with disabilities. Staff also coordinates with our Ticket to Work (TTW) Coordinator assisting disabled individuals reentering the workforce who have been receiving SSI or SSDI assistance.

CSBD has also hired staff to go out into the distressed communities to bring them information about CSBD services and also to bring our workshops to where the customers live. WIOA allows local boards to set the rate of reimbursement for OJT up to 75%. CSBD's OJT reimbursement rate is 75% straight-time wage reimbursement for all employers, including those with 251 or more employees that are located in a distressed zip code or opportunity tax zone. As job seekers work close to their homes, especially in distressed communities, it makes sense to offer this type of reimbursement to these employers instead of basing it on job seekers' characteristics, which could be discriminatory.

VI. Performance and Effectiveness

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

- State annual program and fiscal reviews
- Annual external audit
- Multiple yearly external fiscal monitorings
- Multiple external program monitorings each year
- Monthly quality assurance reviews
- Monthly performance reports covering all funding streams
- Monthly Financial Reports

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

CSBD has a contracted provider who conducts our annual audit and separate contracted providers that monitor program and fiscal operations. The State also monitors programs and finance and we have quality assurance staff that monitors on a frequent and on-going basis. Quality Assurance monitoring tools are updated to align with the State monitoring tools.

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

CSBD's Operations Department have developed reports that measures staff performance. Staff convenes to discuss the reports and corrective actions are implemented, as needed.

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

VII. Public Comment Process

In accordance with the WIOA regulations, which require local areas to establish a public comment process consistent with State direction, CSBD made available this plan to the public on its website on 8/18/2022 with notice advising the community of the public hearing to solicit

their comments on CSBD's WIOA Local Plan.

A public hearing was held on 8/30/2022, pursuant to an advertised notice. Present at the public hearing, representing CSBD, was Quality Assurance and Executive Office staff. There were no public comments from that hearing.

A draft of the proposed CSBD WIOA Local Plan was posted on the CSBD website on 8/18/2022, and the public had 20 days to submit comments, including at its publicly held hearing on 08/30/2022.

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

CSBD also held a planning "retreat" to solicit ideas for the plan in April 2022. Questions were formulated as a guide for the Board members, which centered on how to make our services more accessible to employers and job seekers, and enhance the effectiveness of CSBD.

INTRODUCTION

These instructions provide direction for local workforce plans (local plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state.

Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

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

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

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

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

The Plan addresses how CareerSource Broward will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant; responding to the economic needs of the local workforce development area and matching employers with skilled workers. The Plan outlines how CSBD through its governing boards will make decisions regarding the investment of workforce resources to improve the lives of its citizens and residents. These decisions are always guided by efforts to reduce duplication and maximizing financial and human resources. Our Plan also aligns with the business- and market-driven principles of the CareerSource Florida network.

To meet the State of Florida's principles as listed below, CSBD has adopted the following initiatives in addition to services and activities available:

- Increasing the prosperity of workers and employers
 - By providing training in target occupations that will increase the wages of participants while meeting employer's skill needs.
- Reducing welfare dependency
 - By partnering with the education system and economic development to bring services to the distressed community.
 - By using Welfare Transition Program Funds to expand opportunities for welfare recipients so that they do not return to the rolls once they enter transition.
 - By recognizing that many recipients look for alternative training that allows them to care for their children and providing options through the eligible training provider course list that meet welfare recipient requests and needs.
- Meeting employer needs
 - By using updated marketing tools.
 - By assessing employer hiring and training needs and making it a priority for staff to meet and fill those needs.
- Enhancing productivity and competitiveness
 - Through the adoption of continuous improvement principles to increase productivity, efficiency and competitiveness.

CSBD works at emphasizing the critical nature of workforce development in maintaining a prosperous local economy by working closely with:

- Public and private education
- Economic development
- Industry associations
- Chambers of commerce
- Local municipalities
- The one-stop partner agencies
- Community-based organizations.

CSBD participates in workforce area-wide initiatives targeting common goals, ensuring that the workforce area, encompassing Broward County, the second most populous county in the state, provides a quality lifestyle and prosperity to its citizens, residents and businesses.

KEY DATES

ON OR BEFORE

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

Per the above instructions, the below is an explanation of the process of how the local Board reviewed and approved this local plan. Specifically:

- The Plan was posted on the CSBD website on 8/18/2022, and the BWDB and local elected officials were noticed regarding its availability so that, along with the public, they could review the plan at their convenience.
- The Plan was presented to the BWDB Executive Committee at a publicly noticed meeting on 10/10/2022, where it was recommended for submission at the next regularly scheduled joint CSBD Council of Elected Officials (Council) / BWDB publicly noticed meeting.
- While all the above meetings are public, where notices were provided to allow for the public to be recognized and be heard, CSBD also scheduled a public hearing on 08/30/2022.
- On 10/27/2022, at a publicly noticed meeting of the Joint CSBD Council / BWDB, the Plan was presented for approval to the CSBD Council and the BWDB.

PUBLIC COMMENT PROCESS

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

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

In accordance with the WIOA regulations, which require local areas to establish a public comment process consistent with state direction, CSBD made available this plan to the public on its website on 8/18/2022 with notice advising the community of the public hearing to solicit their comments on CSBD's WIOA Local Plan.

A public hearing was held on 8/30/2022, pursuant to an advertised notice. Present at the public hearing and representing was CSBD's Quality Assurance and Executive Office staff.

- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).

Business, labor organizations and education, are part of the BWDB Committees and the BWDB. The Plan was presented to the Executive Committee on 10/10/2022 for input and to recommend approval, and then to the BWDB on 10/27/2022 for input and approval.

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

- One Stop Services
- Employer Services
- Organizational Resources
- Strategic Planning
- Executive

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

CSBD also held a planning “retreat” to solicit ideas for the plan in April 2022. Questions were formulated as a guide for the Board members, which centered on how to make our services more accessible to employers and job seekers, and enhance the effectiveness of CSBD.

- (3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).

A draft of the proposed CSBD Local Plan was posted on the CSBD website on 8/18/2022. The public was solicited to submit comments, including at its publicly held hearing, from 8/18/2022 through 9/7/2022.

PLAN SUBMISSION

ONLINE FORM

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

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

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

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

Prior to local plan submission, please ensure:

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

ATTACHMENTS

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

- A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .
- B. Executed agreement between the chief local elected official(s) and the local workforce development board.**
- C. Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official.
- D. Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance](#).
- E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.**
- F. Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that

could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

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

PLAN APPROVAL

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

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

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The local plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The local plan does not align with the state plan, including with regard to the alignment of the core programs to support the strategy identified in the state plan in accordance with WIOA § 102(b)(1)(E) and 20 CFR 676.105.

The local plan, including plan modifications, will be considered to be approved upon written notice by DEO advising of state board approval or at the end of the 90-day period beginning the day DEO receives the local plan, or plan modification, unless, in accordance with 20 CFR

679.570, any deficiencies referenced above were identified by DEO in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of local plans should be submitted to DEO at: WIOA-LocalPlans@DEO.MyFlorida.com.

A. ORGANIZATIONAL STRUCTURE

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

(1) Chief Elected Official(s) -

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

The CSBD Council of Elected Officials consists of the Mayors of the Cities of Hollywood and Fort Lauderdale and a Broward County Commissioner. They elect a Chair, a Vice Chair and a Chair Pro Tem each year. Any of the elected officials may act in place of the Chief Elected Official in his/her absence to sign documents, as appropriate, once the matters contained in the documents have been properly approved. Currently the Mayor of Fort Lauderdale, Dean Trantalis, serves as the Chair of the CSBD Council of Elected Officials.

Elected Official	Title on Council	Governmental Unit/Title	Mailing Address	Phone Number	Email Address
Mayor Dean Trantalis	Chair	City of Fort Lauderdale	100 N. Andrews Avenue Fort Lauderdale, FL 33301	(954) 828-5314	dtrantalis@fortlauder dale.gov

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

Each year the CSBD Council of Elected Officials and the Broward Workforce Development Board, Inc. schedule a planning session in the spring, which is a publicly noticed meeting to establish goals and objectives for the upcoming year. They are provided with a copy of the Board's Vision and Mission Statement and make changes as necessary after review and discussion. The elected officials preside over the opening of the meeting and, together with the board, review the prior year's goals and objectives. The board then breaks into workgroups to discuss thought questions and to consider continuing existing goals and setting new goals and objectives for the upcoming period.

The recommendations are brought before the full board and Council of Elected Officials at a regularly scheduled joint meeting held after the planning session for approval. The recommendations are incorporated into strategic planning matrices, applicable to each of the board's committees, which work on the objectives throughout the year.

(2) Local Workforce Development Board

- (a) Identify the chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.

Frank Horkey is the Chair. He is the President of Horkey & Associates located at 8551 W. Sunrise Boulevard, Suite 200, Plantation, FL 33322. His phone number is: (954) 742-3001. His email address is: fhorkey@horkeycpa.com.

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

Heiko Drobrikow is the Vice-Chair. He is the General Manager of the Riverside Hotel located at 620 E. Las Olas Boulevard, Fort Lauderdale, FL 33301. His phone number is: (954) 467-0671. His email address is: hdobrikow@riversidehotel.com.

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

Each year, the CSBD Council of Elected Officials and the Broward Workforce Development Board, Inc. (The Board) schedule a planning session in the spring, which is a publicly noticed meeting to establish goals and objectives for the upcoming year. They are provided with a copy of the State Board's Vision and Mission Statement. The elected officials preside over the meeting together with the Board they review the prior year's goals and objectives. The board and elected officials break into workgroups to discuss thought questions, and to consider existing goals, along with new goals and objectives for the upcoming period.

The recommendations are brought before the full board and Council of Elected Officials at a regularly scheduled joint meeting held after the planning session for approval. The recommendations are incorporated into this plan and in a strategic planning matrix, as applicable to each of the board's committees, so that the committee members and staff can work on the objectives throughout the year.

The LWDB One Stop Services Committee reviews the Plan in a scheduled meeting, inviting the public to comment on the Plan, so that the board can further incorporate the wishes of the community as appropriate. From these committees, the Plan is reviewed by the board's Executive Committee and, following the end of such meetings and public comment period, the Plan is reviewed and approved at a publicly noticed joint meeting of the chief local elected officials and the Board.

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

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

- One Stop Services
- Employer Services
- Organizational Resources
- Strategic Planning
- Executive

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

CSBD also held a planning "retreat" to solicit ideas for the plan in April 2022. Questions were formulated as a guide for the Board members, which centered on how to make our

services more accessible to employers and job seekers, and enhance the effectiveness of CSBD.

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

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

FISCAL AGENT: CareerSource Broward (CSBD)

ADMINISTRATIVE ENTITY: CareerSource Broward (CSBD)

CSBD is the entity created through the inter-local agreement entered into between the local workforce area governmental units, the Cities of Hollywood and Fort Lauderdale and Broward County, pursuant to the Florida Statutes under section 163.01, which provides for the creation of an administrative entity to carry out the purposes of the inter-local agreement. The Board and the CSBD Council of Elected Officials oversee the actions of CSBD.

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

CSBD serves as the administrative entity for the Broward Workforce Development Board, Inc. (BWDB), a private 501 (c)(3) not-for-profit organization.

The Council of Elected Officials and the BWDB hold joint, regularly scheduled monthly meetings. This results in unified planning and consistent coordinated implementation of the governing boards' policies.

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

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

CSBD procured and contracted with Workforce Guidance Associates, LLC., to serve as the one-stop operator, to facilitate and coordinate services among the legislative and other community partners. At their meeting on May 28, 2020, the CSBD governing boards approved the renewal of the Agreement for an additional one (1) year term through September 30, 2021. Contact term: October 19, 2019, to September 30, 2022.

Following a recent procurement, it is being recommended that Workforce Guidance Associates be selected to continue in this role from October 1, 2022, to September 30, 2023, with two, 1-year renewals for a total of three years.

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

CSBD advertised in three local papers and posted on its website its Request for Quotes (RFQ) for a One-Stop Operator in accordance with the USDOL Joint Rule and 2 CFR

200.317- 236 requirements from 7-16 to 7-22-2022. CSBD received only one response from Workforce Guidance Associates and has been deemed a sole source per our procurement rules.

A Review Committee consisting of BWDB members met on 8/8/22 to hear from the proposer and to evaluate, rate and rank the proposal.

The Review Committee recommended to move the item forward. This recommendation was presented to the One-Stop and Executive Committees and to the Board for final approval.

The BWDB Executive Committee heard the Review Committee recommendation at their 8/15/22 meeting and then moved the recommendation to the full Board and Council of Elected Officials for approval at their regularly scheduled meeting held, 8/25/22. A sub-recipient agreement was entered into with the winning proposer, Workforce Guidance Associates, LLC, on 10/1/22, after the full Board and Council of Elected Officials approved the item.

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

CSBD is not the one-stop operator.

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

The core partners all have seats on the BWDB and sit on the Board's committees. CSBD has entered in a Memoranda of Understanding with both our core and legislative partners. Because of the presence of our core partners on the board and BWDB committees, they are a part of the decision-making process.

A key goal of the CSBD governing boards is to coordinate services with respect to mutual participants and to strengthen referrals among the partner programs. Since a one-stop operator has been selected by the CSBD governing boards, the one-stop operator is charged with scheduling meetings on an on-going basis with the core and legislative partners to further these goals and make them part of our everyday standard operation and to help meet our mission and vision.

As the core partners also share performance measures with CSBD, a special assignment for the one-stop operator is to strategize with the core partners on how to assist each other in the delivery of the performance measures.

Strategies include:

1. Referrals to the WIOA adult program following adult participants' attainment of a GED through an Adult and Family Literacy Act (AEFLA) program.
2. Identifying adult referrals between Vocational Rehabilitation / Services for the Blind and Wagner Peyser / WIOA.
3. Sharing information, which is done easily between WIOA and Wagner Peyser. Through FERPA agreements, information can be shared between WIOA and our AEFLA as well as other education partners. A strategy for sharing

information with Vocational Rehabilitation also exists for common customers. As common participants are also shared with the other legislative one-stop partners, methods for sharing information with them is a goal of the workforce delivery system.

4. Identifying specific services provided by the core programs, which are needed by participants, so that such services can be identified, referred and co-enrolled for them.

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

CSBD has one comprehensive Career Center located at 7550 Davie Road Extension, Hollywood, FL 33024, in the southern part of the workforce development area and two (2) additional full-service centers; one in the northern part of the workforce area located at 4941 Coconut Creek Parkway, Coconut Creek, FL 33063, and one in the central part of the workforce area located at 2610 West Oakland Park Boulevard, Oakland Park, FL 33311. All centers are easily accessible by public transportation. The one-stop system provides access to the career services, described in WIOA section 134, such as, but not limited to, the following:

- Eligibility determination
- Outreach and intake
- Orientation to the information and other services available
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Provision of information on nontraditional employment
- Recruitment and business services on behalf of employers
- Referrals to and coordination of activities with other one-stop partners
- Provision of performance information and program cost information on eligible providers of training services per WIOA section 122
- Provision of all information in formats usable by and understandable by career center customers
- Provision of information and assistance regarding filing claims for reemployment assistance benefits
- Assistance in applying for WIOA and other federal and state financial aid assistance for training and education programs
- Development of an individual employment plan to identify and achieve employment goals
- Individual counseling
- Workshops
- Career planning
- Employability skills
- Internships and work experiences that are linked to careers
- Financial literacy services
- Referral to English language acquisition and integrated education and training programs; and
- Follow-up services.

The comprehensive one-stop center integrates the following funding streams and programs offering customers services as needed through: Wagner-Peyser, Veterans programs, RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act programs and CSBG.

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

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

Hours of operation are as follows:

Monday – Friday from 8 a.m. to 5 p.m. during non-holiday weeks.

The one-stop centers are closed on state holidays.

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

Each of the required WIOA partners is included in the local one-stop (OS) system; however, they are not all collocated. The following is a list of the one-stop partners, including a description of their roles in the OS system:

- **Adults, Dislocated Workers and Youth** - are served in the one-stop centers. The WIOA Adult/ Dislocated Worker programs, together with Wagner-Peyser universal labor exchange services, form the heart of our one-stop system. Some out-of-school youth (OSY) not served by our youth providers are also able to access services and training through the one-stop system. Our one-stop partners are very familiar with the services.
- **Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Employment and Training (SNAP) Programs** – are integrated and co-located in our centers. Allocations are made by the State to support these programs at the local level.
- **Wagner-Peyser** – together, with WIOA, forms the nucleus of the workforce system, offering universal services, which allow for further assessment and referral to WIOA, as well as all of our partner services. From recruitments to job fairs, our renowned Professional Placement Network and dedicated Veteran's services, all individuals entering the one-stop have the opportunity to begin in resource rooms accessing job search tools, online assessments, and workshops targeted at helping customers find not just a job but the right job. Wagner-Peyser is our one-stop partner's entry to coordinating with our employer customers. Wagner-Peyser has been collocated since the inception of the Workforce Investment Act.
- **Vocational Rehabilitation (VR)** – is co-located in our South One-Stop Career Center. We have a strong coordinative relationship with VR. Because of

CareerSource Broward's strong emphasis on services to customers with disabilities through our Ticket to Work program, we collaborate and coordinate on the services to this high priority population. All our one-stop centers have a process in place to refer customers. VR is represented on the BWDB and contributes to our planning.

- **Senior Community Service Employment Program (SCSEP)** – SCSEP is co-located in the South One-Stop Career Center, leasing space from us and providing program services and cross referrals between our programs. Through work experience opportunities, older workers also assist in the resource room, as needed, in all three of our one-stop career centers. While not co-located, a second SCSEP provider is technologically connected and contributes to the infrastructure by paying for its presence on the CSBD website.
- **Adult Education and Family Literacy Act (AEFLA) Programs**– is solely delivered by the Career Technical Adult and Community Education (CTACE) Division of the Broward County School Board. AEFLA has collocated with us from time to time to provide GED training in the one-stop centers. At this time, AEFLA does not have a presence in the one-stop; however, we have a strong referral system in place for individuals needing to acquire a high school credential or needing to upgrade their literacy skills before they can qualify for training. AEFLA is represented on the BWDB by the Curriculum Supervisor of the CTACE Division of the School District and contributes to our planning. CSBD currently contracts with CTACE to serve both OSY needing a GED or ISY needing a high school diploma. While not co-located, AEFLA is technologically connected. Individuals access AEFLA through one of the CSBD programs or through the website.
- **Career and Technical Education** – is delivered through the School Board of Broward County. (Please see information on CTACE above). CTACE programs are on our Eligible Training Provider List. They are represented on the BWDB by the Curriculum Supervisor of the CTACE Division of the School District and contributes to our planning, together with the Broward College, and are two of our key partners in the provision of training to our participants and contribute to our planning.
- **Trade Adjustment Assistance Act (TAA) Program** – We provide these services through state staff co-located in the one-stop. Often TAA clients are dual enrolled into dislocated worker programs.
- **Jobs for Veterans Grant** – Veterans services are provided at all one-stop center locations. Through an allocation of state funds, they pay their fair share of infrastructure and operating costs. Our Veterans' grant staff serves more veterans than other local areas that have a military base in their boundaries. We are also connected with the Veterans Symposium, which is a veteran service collaborative with Mission United, a nationally renowned veteran service initiative.
- **Community Service Block Grant (CSBG)** – Services are delivered through Family Success Centers located throughout Broward County. Broward County is represented on our Council of Elected Officials, on the Board and contributes to our planning. As we serve many of the same participants, we meet to discuss the types of support services offered to avoid duplication of services and have an ongoing relationship, which allows us to refer customers needing emergency services and weatherization. In the past, Broward County through CSBD, contributed to our

Summer Youth Employment Program, allowing us to serve additional youth through other funding streams. While not co-located, CSBG is technologically connected and contributes to the infrastructure by paying for its presence on the CSBD website. Individuals access CSBD through case manager referrals or through the website.

- **Department of Housing and Urban Development (HUD)** – There is no HUD employment and training program currently operating in our workforce development area.
 - **Reemployment Assistance** – Co-located in our center.
 - **Second Chance Act** – Juvenile Justice is represented on our One Stop Services Committee. Our OSY providers recruit and target youth who are on probation, received a civil citation or are exiting the jails. CSBD is the number one ranked workforce region user of the Federal Bonding Program in the state. While not co-located, Second Chance is technologically connected through its grant recipient, OIC of South Florida. Individuals access Second Chance through referrals or through the website.
 - **Migrant and Seasonal Farmworker (MSFW) Program** - CSBD does not receive Migrant and Seasonal Farmworker funds. Farming is no longer a significant occupation in Broward County. From time to time, an individual will visit one of our centers for services and, once eligibility is established, we provide WIOA services.
 - **Job Corps** – There is not a local Job Corps Program in Region 22. There is a Job Corps program in Miami-Dade County and we maintain a link to their webpage in all our career center resource room computers and refer interested customers.
 - **YouthBuild** – There is not a local YouthBuild Program in Region 22.
 - **Native American Programs** – CareerSource Broward has reached out to the Seminole Tribe, which is in our workforce area, many times during the course of implementing Workforce Investment Act/WIOA programs; however, they have chosen not to participate. Through outreach they are aware that our one-stop services are available to the tribal members, if they wish to access the system. The Seminole Tribe operates the very successful Hard Rock Guitar Hotel. CSBD does coordinate job fairs for that hotel and casino when requested.
- (h) Pursuant to the [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.

The CSBD South One-Stop Career Center is the comprehensive center for purposes of certification requirements of all of the centers to ensure the physical and programmatic accessibility of all one-stop centers in accordance with the Americans with Disabilities Act (ADA) of 1990, as amended. This includes assistive technology, along with physical accommodations.

- (i) Describe any additional criteria (or higher levels of service coordination than required in

[CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#)) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA § 121(g)(3)).

Each year we provide the Council of Elected Officials and Broward Workforce Development Board a full report of our: 1) performance; 2) progress on continuous improvement initiatives to increase efficiency and effectiveness; and 3) accomplishments. The report demonstrates how CSBD continues to be recognized as a leader in performance, innovation and best practices and goes above and beyond required services.

(5) Provider of Workforce Services

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

Integrated Staffing Group, LLC. is the staffing agency that was competitively procured to provide the staff who delivers the workforce services within the local one-stop delivery system.

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

CSBD procured and contracted with a one-stop operator, Workforce Guidance Associates, LLC., to coordinate services among the partners. The CSBD One-Stop Operator is not responsible for WIOA Title I services or for day-to-day operations of the one-stop career centers. The one-stop operator is solely focused on serving as liaison between the partners and between the one-stop and other community partners to strengthen cross referrals and promote information exchange so as to enhance the service experience of one-stop customers.

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

Integrated Staffing Group, LLC. is the staffing agency that was competitively procured to provide the staff who delivers the following career services to the one-stop customers:

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

- Development of an individual employment plan
- Workshops to assist job seekers with the skills needed to acquire a new or better job
- Individual counseling
- Case management for participants seeking training services
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, soft skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training
- Appropriate referral to qualified training providers who meet the qualification criteria
- Monitoring of the Individual Training Accounts (ITA) for customers
- Support services; and
- Follow-up services.

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

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

CSBD does not serve as the direct provider of workforce services.

(6) Youth Service Provider

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

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

1. Broward County Public Schools (BCPS) – Contract end date June 30, 2023.

BCPS is the Adult Literacy provider for Broward County. It is an out-of-school youth program targeting youth in GED and providing them with:

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

BCPS also provides services through an in-school youth program with a focus to assist high school seniors to complete their GED in addition to tutoring, providing

career pathway assessments and placement into a work experience to encourage youth to learn the connection between education and work.

2. Fort Lauderdale Independence Training & Education (FLITE) Center – Contract end date June 30, 2023.

The FLITE Center is a Community-Based Organization (CBO) that serves foster care youth and other vulnerable, at-risk youth. FLITE is funded to provide intense case management to WIOA eligible out-of-school youth transitioning to independent living or youth who are vulnerable and at-risk.

3. HANDY – Contract end date June 30, 2023.

HANDY is a CBO that serves all categories of barriered out-of-school youth, such as:

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

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

4. Center for Independent Living (CIL) – Contract end date June 30, 2023.

CIL is a CBO that serves youth with disabilities. CIL is funded to provide intense case management to WIOA eligible out-of-school youth who have a disability.

5. Tutoring – Contract end date June 30, 2023.

Tutoring services are currently being provided through SBBC via their sub-contractors.

6. Summer Youth Work Experience Programs – Contract end date September 30, 2022.

CSBD combines funds provided by the CSC and various local units of government to serve an estimated 600 – 800 at-risk and low-income youth, ages 16 – 18, during the summer months. WIOA funds, when available, may be used to serve youth with employability skills and a work experience. Welfare Transition Program funds, when available, may serve youth through age 24 with employability skills and a work experience. CSBD is working on soliciting funds from the private sector to support youth in a summer internship. CSBD has received Community Development Block Grant funds from Broward County and the City of Fort Lauderdale, two of the members of the CSBD Council of Elected Officials, as well as from a number of other cities and entities to support additional slots in the CSBD summer youth employment program.

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

CSBD brings policy considerations to its One Stop/Youth Committee for recommendation to the CSBD governing boards. The Committee includes non-board members who represent different facets within the community.

Items considered include, but is not limited to, the types of services sought, the number of youth to be served, case manager/youth ratios, in-school and/or out-of-school youth services, the incorporation of a work experience and other program considerations needed to develop effective programs, including the WIOA 14 required elements that are then incorporated into the RFP specifications.

Recommendations from the One-stop/Youth Committee of the board go to the Board's Executive Committee and from there go to a Joint Meeting of the Board and Council of Elected Officials.

Entities that might have a conflict are asked to declare their conflict, abstain from voting and complete State Form 8B (as CSBD is a governmental entity).

The RFP is drafted and circulated to appropriate staff for their review. The RFP itself is not presented at committee and board meetings so as not to give an entity at the meeting a head start.

The RFP is then published on the CSBD website, a notice is sent to any entity that has registered as requesting to be notified when an RFP is published, and a notice is sent to the newspapers, including one of general circulation and also newspapers reaching the diverse segments of our community.

When the responses are received, a review committee of Board members and One Stop/Youth Committee members with no conflicts is selected and meets at a publicly noticed meeting to review the proposals, hear a presentation by the proposers and to ask any questions they may have. The committee evaluates the proposals and then ranks them.

They make a recommendation regarding the type and mix of services based on the rankings and funds available, and that recommendation is then brought back to the One Stop/Youth Committee, the Executive Committee and the governing boards for final award and approval.

Staff is responsible for negotiating the contracts.

CSBD recently added several case managers to specifically address youth customers in the one stop in addition to those of the selected providers to assure expenditure of its funds. Youth are referred to the CSBD providers or to training provided by an Eligible Training Provider, and/or participate in workshops prior to a referral to a WEX and then unsubsidized job placement based on the needs of the youth.

As earlier referenced, CSBD procures its youth program service providers. Youth may be served through the one-stop career center resource rooms or on an individual basis, as appropriate.

There are approximately 19,000 opportunity youth in the workforce development area. WIOA and other grants allow us to serve approximately up to 1,500 youth annually, if we include youth served during the summer program. As a result, CSBD seeks ways in which to expand services to this population. In any given year, depending upon the WTP caseload and their needs, CSBD may decide to operate a year-round program for youth at risk of needing welfare services in the future. Using scholarly research from the Center for Law and Social Policy, Manpower Development Research Corporation and similar entities, CSBD will develop policy for identifying youth at-risk of needing welfare services for purposes of any program its governing boards may wish to fund.

During the 2021-2022 program year, BCPS, a WIOA youth provider, began to offer services through the in-school youth program. The program targets high school seniors and provides them with:

- Placement into a work experience to encourage youth to learn the connection between education and work.
- Tutoring, and
- Career pathways assessments.

Junior Achievement of South Florida was added as an additional provider for the in-school youth program in the 2022-2023 program year.

CSBD is now a provider of youth services directly through the one-stop. CSBD will offer the same services as current providers do for out-of-school youth under the Traditional Full-Service model.

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

All youth program elements are available to youth as part of a menu of services based on their objective assessment and Individual Service Strategy (ISS). The 14 elements identified by WIOA are available to youth on an as-needed basis through our contracted youth services providers and through our one-stop center. CSBD continues to contract with out-of-school youth service providers using three different service models 1) Navigator, 2) Vendor and 3) Traditional Full Service.

CSBD combines funds provided by the Children Services Council (CSC) and various local units of government to serve an estimated 600 – 800 at-risk and low-income youth, ages 16 – 18, during the summer months. WIOA funds, when available, may be used to serve youth with employability skills and a work experience. Welfare Transition Program funds, when available, may serve youth through age 24 with employability skills and a work experience.

- (d) Identify and describe the youth program element(s) provided by each provider.

All youth program elements are available to youth as part of a menu of services based on their objective assessment and Individual Service Strategy (ISS). The 14 elements identified by WIOA are available to youth on an as-needed basis through our contracted youth services providers and through our one-stop center.

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

1) Navigator Model

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

2) Vendor Model

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

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

3) Traditional Full-Service Model

The program design of the traditional full-service model gives youth the opportunity to participate in the 14 WIOA youth elements beginning and ending around the same time. Program designs are based on research and/or replication of a successful model to include:

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

All program designs under this model include a paid work experience tied to the youths’ career pathway and employability skills.

All program models include activities to serve youth with disabilities. Additionally, youth receiving SSI or SSDI are also enrolled in our Ticket to Work program.

As money is available, CSBD will continue to provide an In-School Youth Program using WIOA Youth funds. The governing boards approved the expenditure of youth funds on ISY at their September meeting.

The 14 elements identified by WIOA, which must be made available to youth on an as needed basis, are available from our contracted youth service providers and through our one-stop

center. They are:

1. Tutoring, study skills training, instruction and dropout prevention strategies that lead to completion of a high school diploma.

Providers support youth in GED and post-secondary programs with tutoring and may also access vendors procured by CSBD for specialized subjects.

2. Alternative secondary school services assist youth who have struggled in traditional secondary education. Alternative secondary education is available to all enrolled youth who need their high school credential and want to elect GED preparation. The Adult Education and Family Literacy Act (AEFLA) provider is the School Board of Broward County. They also are a CSBD provider enrolling OSY into Alternative Education Programs.

The CSBD Navigator programs all offer online GED preparation programs to youth drop-out participants.

3. Paid and unpaid work experience is a planned, structured learning experience in the private-for-profit sector, the non-profit sector, or the public sector, including summer employment, pre-apprenticeship programs, internships and job shadowing, and on-the-job training.

CSBD sets aside funds for each of its providers to combine program activities with work experience and/or OJT. CSBD also is able to provide a summer youth employment program in coordination with non-federal funding made available by the Children Services Council of Broward County.

4. Occupational skills training is offered to youth through CSBD youth providers, HANDY and FLITE, which are local CBOs that dual enroll youth in WIOA and their own programs, and can offer youth an ITA if appropriate. Further, CSBD's one-stop center can also offer youth occupational skills training as appropriate with their career goals.
5. Education offered concurrently with workforce preparation and training for a specific occupation, Integrated Education, or Contextualized Instruction is provided by Broward County Public Schools. CSBD Navigator programs offer youth work experience and employability skills to provide workforce preparation together with skills training through at-work experiences.
6. Leadership development opportunities are embedded in the all youth provider programs.
7. Supportive services are a component of youth assessments and support is made available through WIOA or a partner program, as appropriate, to enable an individual to participate in WIOA activities.
8. Adult mentoring is offered to youth through the staff of the youth provider programs. While CSBD has issued RFPs for entities wishing to provide mentors, an entity that can provide such services has not been identified.
9. Follow-up services are provided to all WIOA youth.
10. Comprehensive guidance and counseling in the forms of individualized counseling to participants is required by all CSBD youth service providers. Youth needing substance and alcohol abuse counseling, and mental health counseling, are referred to partner programs.

11. Financial literacy education is offered through online programs by youth service providers and through the one-stop centers, as well as through one-on-one guidance by the youths' case managers.
12. Entrepreneurial skills training is provided through Junior Achievement to some CSBD youth service providers who can refer youth to those classes, as appropriate.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area is provided through the one-stop centers. CSBD youth service providers are given access to information, as needed.
14. Post-secondary preparation and transition activities are provided to ISY and to OSY youth seeking to attend post-secondary school.

As funds are available, CSBD may also use WTP funds for summer youth employment program activities or a year-round non-custodial parent program.

³A 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](#)).

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

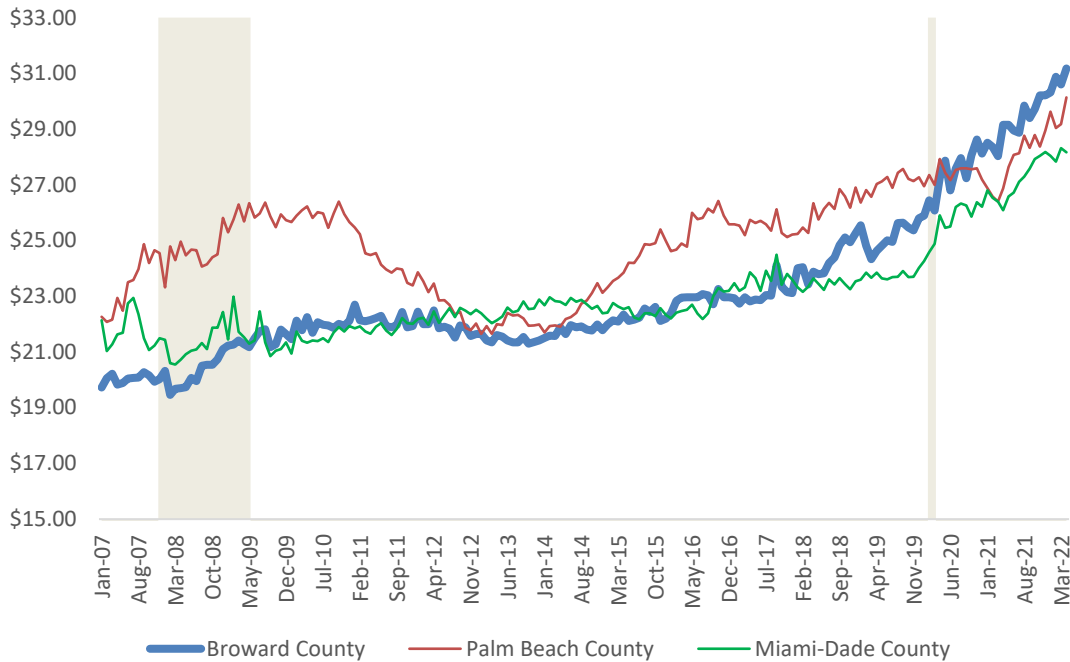
(1) A regional analysis of:

- (a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and

Economic Conditions: The biggest concern right now in the economy is inflation. With prices on average rising over 8% in the last year, the Federal Reserve is scrambling to slow down price increases. This will ultimately result in rising interest rates, leading to a decline in consumer spending and business investment. At the end of the first quarter of 2022 approached, real GDP growth came in at -1.5% and more signals are pointing to a recession sooner rather than later. National and Florida Consumer Confidence has fallen about 25% from a year prior. For Broward County, the job market may be nearing peak employment, with unemployment just 3% in June 2022. Active job postings are near all-time highs as employees can demand higher wages or change positions. Average hourly wages in Broward County have risen about 7% from last year.

Tracking average annual wages is critical to understanding the relative health of a region's economy as well as its industrial mix. The below chart provides the monthly average wage for Broward, Palm Beach, and Miami-Dade Counties. The trend has been increasing for all three regions, with Broward County leading both Palm Beach and Miami-Dade over the last nineteen months. The last twelve-month average wages have provided Broward County with an average wage close to \$59,850.

Average Hourly Earnings

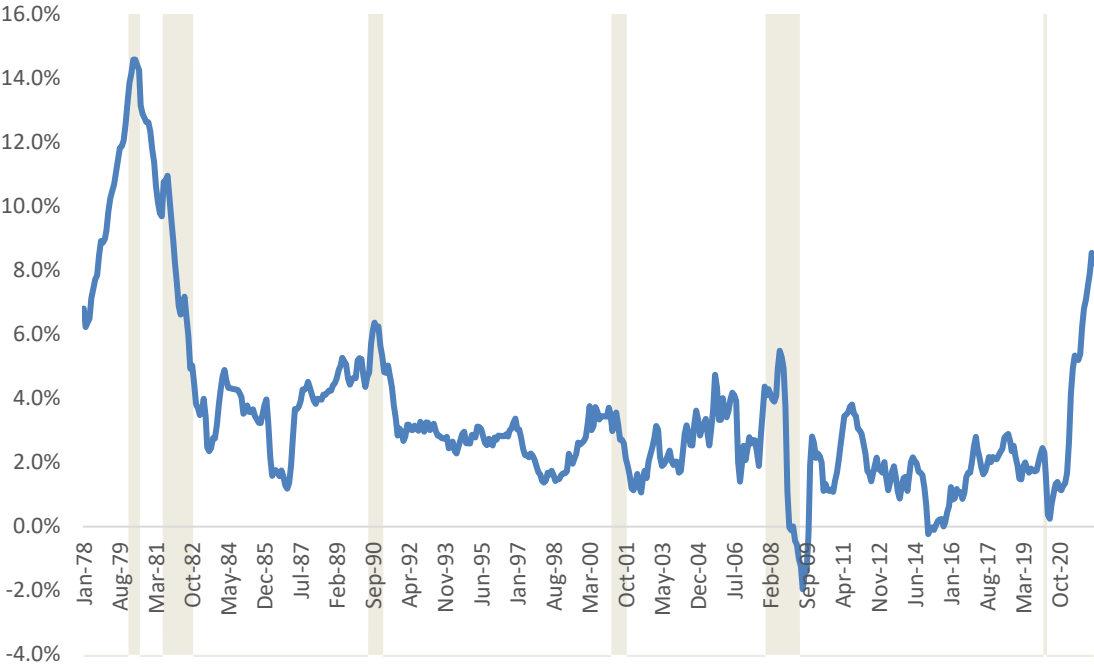


Source: Florida Department of Economic Opportunity

However, the growth in wages should be viewed in the proper context by examining wages and inflation simultaneously. As inflation increases, the buying power of the dollar decrease and thus lowering the real value of wages earned. Since January 2007, Broward County has outpaced inflation, seeing real wage growth over the 15-year period a total of 11%. Palm Beach and Miami-Dade have observed a decline in real annual wages during that time period.

With the Federal Reserve providing liquidity and expanding the money supply to recover from both the “Great Recession” and COVID-19 pandemic, inflation has recently jumped to uncomfortable levels. Pent-up demand for goods and services in combination with supply-chain issues has led to a surge in prices. The following chart provides annual inflation since 1978, with the shaded areas representing recessionary periods, which highlights this recent jump in prices starting in 2021.

Annual Inflation (Consumer Price Index)



Source: Florida Department of Economic Opportunity

With regard of existing and emerging in-demand industries and occupations in Broward County, see the data in the below charts from the Department of Economic Opportunity source on July 25, 2022.

JOBS BY INDUSTRY					
WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY					
NAICS Code	NAICS Title	Employment			
		2021	2029	Growth	Percent Growth
	Total, All Industries	894,051	1,004,415	110,364	12.3
111	Crop Production	580	573	-7	-1.2
112	Animal Production	48	74	26	54.2
114	Fishing, Hunting and Trapping	6	5	-1	-16.7
23	Construction	49,417	53,909	4,492	9.1
236	Construction of Buildings	10,819	12,030	1,211	11.2
237	Heavy and Civil Engineering Construction	4,569	4,595	26	0.6
238	Specialty Trade Contractors	34,029	37,284	3,255	9.6
31	Manufacturing	27,766	29,150	1,384	5.0
DUR	<i>Durable Goods Manufacturing</i>	-	-	-	-
321	Wood Product Manufacturing	542	602	60	11.1
327	Nonmetallic Mineral Product Mfg	1,406	1,175	-231	-16.4
331	Primary Metal Manufacturing	110	101	-9	-8.2
332	Fabricated Metal Product Manufacturing	3,221	3,191	-30	-0.9
333	Machinery Manufacturing	2,416	2,590	174	7.2
334	Computer and Electronic Product Mfg	2,626	2,492	-134	-5.1
335	Electrical Equipment and Appliances	704	739	35	5.0
336	Transportation Equipment Manufacturing	2,273	2,658	385	16.9
337	Furniture and Related Product Mfg	1,710	1,766	56	3.3
339	Miscellaneous Manufacturing	3,315	3,253	-62	-1.9
NONDUR	<i>Non-Durable Goods Manufacturing</i>	-	-	-	-
311	Food Manufacturing	1,497	1,557	60	4.0
312	Beverage & Tobacco Product Manufacturing	851	968	117	13.7
313	Textile Mills	186	223	37	19.9
314	Textile Product Mills	378	376	-2	-0.5
315	Apparel Manufacturing	246	323	77	31.3
323	Printing and Related Support Activities	2,130	2,211	81	3.8
324	Petroleum & Coal Products Manufacturing	142	176	34	23.9
325	Chemical Manufacturing	3,181	4,048	867	27.3
326	Plastics & Rubber Products Manufacturing	755	626	-129	-17.1
1021	Trade, Transportation and Utilities	185,515	203,880	18,365	9.9
22	<i>Utilities</i>	858	834	-24	-2.8
42	Wholesale Trade	49,794	52,190	2,396	4.8
423	Merchant Wholesalers, Durable Goods	27,657	28,563	906	3.3
424	Merchant Wholesalers, Nondurable Goods	18,462	19,771	1,309	7.1
425	Electronic Markets and Agents/Brokers	3,675	3,856	181	4.9
44	Retail Trade	102,805	112,121	9,316	9.1
441	Motor Vehicle and Parts Dealers	14,536	17,207	2,671	18.4
442	Furniture and Home Furnishings Stores	3,034	3,667	633	20.9
443	Electronics and Appliance Stores	4,902	4,902	0	0.0
444	Building Material & Garden Supply Stores	7,490	7,299	-191	-2.6
445	Food and Beverage Stores	23,129	23,804	675	2.9
446	Health and Personal Care Stores	8,208	8,474	268	3.3
447	Gasoline Stations	2,464	2,548	84	3.4
448	Clothing and Clothing Accessories Stores	9,369	12,963	3,594	38.4
451	Sporting Goods/Hobby/Book/Music Stores	2,942	2,551	-391	-13.3
452	General Merchandise Stores	17,113	16,893	-220	-1.3
453	Miscellaneous Store Retailers	4,689	4,918	249	5.3
454	Nonstore Retailers	4,951	6,895	1,944	39.3
48	Transportation and Warehousing	32,058	38,735	6,677	20.8
481	Air Transportation	10,464	12,777	2,313	22.1
483	Water Transportation	1,376	1,808	432	31.4
484	Truck Transportation	3,392	4,223	831	24.5
485	Transit and Ground Passenger Transport	840	1,025	185	22.0
487	Scenic and Sightseeing Transportation	297	326	29	9.8
488	Support Activities for Transportation	5,998	7,635	1,637	27.3
492	Couriers and Messengers	5,580	6,367	787	14.1
493	Warehousing and Storage	3,871	4,301	430	11.1
51	Information	18,621	20,404	1,783	9.6
511	Publishing Industries	4,961	5,743	782	15.8
512	Motion Picture & Sound Recording Ind	1,476	2,141	665	45.1
515	Broadcasting (except Internet)	992	1,050	58	5.8
517	Telecommunications	5,741	5,279	-462	-8.0
518	ISPs, Search Portals, & Data Processing	4,680	5,402	722	15.4
519	Other Information Services	771	789	18	2.3

1023	Financial Activities	63,878	69,558	5,680	8.9
52	<i>Finance and Insurance</i>	42,085	44,703	2,618	6.2
522	Credit Intermediation & Related Activity	15,752	15,640	-112	-0.7
523	Financial Investment & Related Activity	4,112	4,493	381	9.3
524	Insurance Carriers & Related Activities	22,115	24,446	2,331	10.5
525	Funds, Trusts & Other Financial Vehicles	106	124	18	17.0
53	<i>Real Estate and Rental and Leasing</i>	21,793	24,855	3,062	14.1
531	Real Estate	17,470	19,876	2,406	13.8
532	Rental and Leasing Services	4,023	4,633	610	15.2
533	Lessors, Nonfinancial Intangible Assets	300	346	46	15.3
1024	Professional and Business Services	154,563	174,092	19,529	12.6
54	<i>Professional and Technical Services</i>	63,454	75,469	12,015	18.9
55	Management of Companies and Enterprises	8,799	10,920	2,121	24.1
56	Administrative and Waste Services	82,310	87,703	5,393	6.6
561	Administrative and Support Services	79,349	84,465	5,116	6.4
562	Waste Management and Remediation Service	2,961	3,238	277	9.4
1025	Education and Health Services	176,297	200,812	24,515	13.9
61	<i>Educational Services</i>	20,526	23,797	3,271	15.9
62	<i>Health Care and Social Assistance</i>	121,399	140,393	18,994	15.6
621	Ambulatory Health Care Services	53,788	64,534	10,746	20.0
622	Hospitals	21,978	22,893	915	4.2
623	Nursing and Residential Care Facilities	11,830	13,397	1,567	13.2
624	Social Assistance	12,718	15,911	3,193	25.1
1026	Leisure and Hospitality	83,552	106,594	23,042	27.6
71	<i>Arts, Entertainment, and Recreation</i>	10,404	13,404	3,000	28.8
711	Performing Arts and Spectator Sports	3,000	4,124	1,124	37.5
712	Museums, Parks and Historical Sites	318	486	168	52.8
713	Amusement, Gambling & Recreation Ind	7,086	8,794	1,708	24.1
72	<i>Accommodation and Food Services</i>	73,148	93,190	20,042	27.4
721	Accommodation	6,916	11,342	4,426	64.0
722	Food Services and Drinking Places	66,232	81,848	15,616	23.6
81	Other Services, Ex. Public Admin	30,527	36,509	5,982	19.6
811	Repair and Maintenance	8,682	9,106	424	4.9
812	Personal and Laundry Services	9,983	14,851	4,868	48.8
813	Membership Organizations & Associations	11,862	12,552	690	5.8
90	Government	101,680	109,152	7,472	7.3
910	Federal Government	7,272	7,372	100	1.4
920	State Government	5,489	5,508	19	0.3
930	Local Government	88,919	96,272	7,353	8.3
	Self Employed and Unpaid Family Workers, All Jobs	52,420	54,961	2,541	4.8

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

Data in the below charts is from the Department of Economic Opportunity source on July 25, 2022.

FASTEST-GROWING INDUSTRIES						
WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY						
Rank	NAICS Code	NAICS Title	Employment			
			2021	2029	Growth	Percent Growth
1	721	Accommodation	6,916	11,342	4,426	64.0
2	812	Personal and Laundry Services	9,983	14,851	4,868	48.8
3	512	Motion Picture & Sound Recording Ind	1,476	2,141	665	45.1
4	454	Nonstore Retailers	4,951	6,895	1,944	39.3
5	448	Clothing and Clothing Accessories Stores	9,369	12,963	3,594	38.4
6	711	Performing Arts and Spectator Sports	3,000	4,124	1,124	37.5
7	483	Water Transportation	1,376	1,808	432	31.4
8	488	Support Activities for Transportation	5,998	7,635	1,637	27.3
9	325	Chemical Manufacturing	3,181	4,048	867	27.3
10	624	Social Assistance	12,718	15,911	3,193	25.1
11	484	Truck Transportation	3,392	4,223	831	24.5
12	551	Management of Companies and Enterprises	8,799	10,920	2,121	24.1
13	713	Amusement, Gambling & Recreation Ind	7,086	8,794	1,708	24.1
14	722	Food Services and Drinking Places	66,232	81,848	15,616	23.6
15	481	Air Transportation	10,464	12,777	2,313	22.1
16	442	Furniture and Home Furnishings Stores	3,034	3,667	633	20.9
17	621	Ambulatory Health Care Services	53,788	64,534	10,746	20.0
18	541	Professional and Technical Services	63,454	75,469	12,015	18.9
19	441	Motor Vehicle and Parts Dealers	14,536	17,207	2,671	18.4
20	336	Transportation Equipment Manufacturing	2,273	2,658	385	16.9

This table includes industries with a minimum of 900 jobs in 2021.

INDUSTRIES GAINING THE MOST NEW JOBS

WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY

Rank	NAICS Code	NAICS Title	Employment			
			2021	2029	Growth	Percent Growth
1	722	Food Services and Drinking Places	66,232	81,848	15,616	23.6
2	541	Professional and Technical Services	63,454	75,469	12,015	18.9
3	621	Ambulatory Health Care Services	53,788	64,534	10,746	20.0
4	930	Local Government	88,919	96,272	7,353	8.3
5	561	Administrative and Support Services	79,349	84,465	5,116	6.4
6	812	Personal and Laundry Services	9,983	14,851	4,868	48.8
7	721	Accommodation	6,916	11,342	4,426	64.0
8	448	Clothing and Clothing Accessories Stores	9,369	12,963	3,594	38.4
9	611	Educational Services	20,526	23,797	3,271	15.9
10	238	Specialty Trade Contractors	34,029	37,284	3,255	9.6
11	624	Social Assistance	12,718	15,911	3,193	25.1
12	441	Motor Vehicle and Parts Dealers	14,536	17,207	2,671	18.4
13	531	Real Estate	17,470	19,876	2,406	13.8
14	524	Insurance Carriers & Related Activities	22,115	24,446	2,331	10.5
15	481	Air Transportation	10,464	12,777	2,313	22.1
16	551	Management of Companies and Enterprises	8,799	10,920	2,121	24.1
17	454	Nonstore Retailers	4,951	6,895	1,944	39.3
18	713	Amusement, Gambling & Recreation Ind	7,086	8,794	1,708	24.1
19	488	Support Activities for Transportation	5,998	7,635	1,637	27.3
20	623	Nursing and Residential Care Facilities	11,830	13,397	1,567	13.2

OCCUPATIONS GAINING THE MOST NEW JOBS

WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY

Rank	SOC Code	SOC Title	Employment					2029 Median Hourly Wage (\$)*	Education	
			2021	2029	Growth	Percent Growth	Total Job Openings		FL**	BS*
1	35-3023	Fast Food and Counter Workers	18,529	23,428	4,899	26.4	35,518	9.86	NR	NR
2	41-2031	Retail Salespersons	31,720	35,948	4,228	13.3	39,661	11.92	HS	NR
3	35-2014	Cooks, Restaurant	9,987	13,885	3,898	39.0	16,250	14.03	PS	NR
4	35-3031	Waiters and Waitresses	14,553	17,686	3,133	21.5	25,698	9.95	NR	NR
5	43-4051	Customer Service Representatives	33,862	36,427	2,565	7.6	36,054	16.42	PS	HS
6	15-1256	Software Developers and Software Quality Assurance Analysts and Testers	7,777	9,998	2,221	28.6	6,581	48.19	B	B
7	11-1021	General and Operations Managers	14,767	16,967	2,200	14.9	11,626	48.86	A	B
8	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	18,223	20,282	2,059	11.3	20,652	13.97	NR	NR
9	29-1141	Registered Nurses	20,663	22,613	1,950	9.4	10,245	34.10	A	B
10	31-9092	Medical Assistants	5,889	7,572	1,683	28.6	7,028	17.46	PS	PS
11	49-9071	Maintenance and Repair Workers, General	10,364	11,944	1,580	15.2	9,255	17.50	PS	HS
12	37-2012	Maids and Housekeeping Cleaners	6,062	7,603	1,541	25.4	8,294	11.63	NR	NR
13	37-3011	Landscaping and Groundskeeping Workers	7,757	9,200	1,443	18.6	9,431	15.85	NR	NR
14	31-1120	Home Health and Personal Care Aides	6,392	7,794	1,402	21.9	7,794	11.34	PS	HS
15	13-1161	Market Research Analysts & Marketing Specialists	5,130	6,434	1,304	25.4	5,402	28.54	B	B
16	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	11,088	12,382	1,294	11.7	12,709	12.39	NR	NR
17	13-2011	Accountants and Auditors	8,957	10,238	1,281	14.3	7,538	32.49	B	B
18	13-1198	Project Management Specialists and Business Operations Specialists, All Other	8,339	9,565	1,226	14.7	7,357	30.20	A	B
19	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	5,216	6,399	1,183	22.7	7,547	18.30	PS	HS
20	41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	9,363	10,546	1,183	12.6	9,659	28.01	HS	HS
21	13-1111	Management Analysts	5,479	6,606	1,127	20.6	5,195	36.10	B	B
22	53-7065	Stockers and Order Fillers	13,658	14,658	1,000	7.3	14,386	13.61	HS	HS
23	43-4171	Receptionists and Information Clerks	8,073	9,064	991	12.3	9,232	14.76	HS	HS
24	53-2031	Flight Attendants	3,090	4,072	982	31.8	4,100	50,232.00	HS	HS
25	41-4012	Sales Rep., Wholesale & Manufacturing, Except Tech. & Scientific Products	11,195	12,139	944	8.4	9,318	25.89	PS	HS
26	53-3033	Light Truck or Delivery Services Drivers	6,824	7,755	931	13.6	6,809	16.58	PS	HS
27	33-9032	Security Guards	9,855	10,781	926	9.4	10,757	12.13	PS	HS
28	11-9111	Medical and Health Services Managers	2,723	3,580	857	31.5	2,594	46.20	B	B
29	25-2021	Elementary School Teachers, Except Special Ed.	7,318	8,173	855	11.7	4,968	20,324.00	B	B
30	15-1232	Computer User Support Specialists	5,165	5,970	805	15.6	3,804	22.97	PS	SC
31	47-2061	Construction Laborers	8,404	9,208	804	9.6	7,357	16.32	NR	NR
32	43-9061	Office Clerks, General	19,467	20,256	789	4.1	18,151	16.29	HS	HS
33	29-1171	Nurse Practitioners	1,325	2,085	760	57.4	1,434	49.76	M+	M
34	35-2021	Food Preparation Workers	5,795	6,555	760	13.1	8,623	12.45	NR	NR
35	11-3031	Financial Managers	3,568	4,325	757	21.2	2,807	59.45	B	B
36	43-1011	First-Line Supervisors of Office and Administrative Support Workers	10,943	11,700	757	6.9	9,220	27.57	A	HS
37	35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	2,989	3,739	750	25.1	5,010	10.40	NR	NR
38	53-3032	Heavy and Tractor-Trailer Truck Drivers	6,468	7,202	734	11.3	6,246	18.74	PS	PS
39	39-3091	Amusement and Recreation Attendants	2,304	3,017	713	30.9	5,129	9.94	NR	NR
40	25-2011	Preschool Teachers, Except Special Education	4,343	4,990	647	14.9	4,006	13.42	A	A
41	41-3021	Insurance Sales Agents	5,554	6,200	646	11.6	4,585	21.79	PS	HS
42	39-9031	Fitness Trainers and Aerobics Instructors	2,134	2,768	634	29.7	3,589	17.76	HS	HS
43	35-3011	Bartenders	2,600	3,228	628	24.2	4,257	9.42	NR	NR
44	35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	2,709	3,328	619	22.8	5,723	10.39	NR	NR
45	47-2111	Electricians	4,053	4,669	616	15.2	4,056	22.45	PS	HS
46	49-3011	Aircraft Mechanics and Service Technicians	1,237	1,842	605	48.9	1,533	35.14	PS	PS
47	31-1131	Nursing Assistants	6,305	6,909	604	9.6	6,009	13.68	PS	PS
48	35-9021	Dishwashers	3,598	4,195	597	16.6	5,202	11.62	NR	NR
49	41-9022	Real Estate Sales Agents	4,516	5,104	588	13.0	3,777	26.74	PS	HS
50	13-1071	Human Resources Specialists	4,741	5,325	584	12.3	4,077	28.97	B	B
51	25-9045	Teaching Assistants, Except Postsecondary	4,259	4,809	550	12.9	4,005	23,160.00	A	SC
52	21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	1,880	2,425	545	29.0	2,054	20.24	B	B

53	11-9021	Construction Managers	3,958	4,500	542	13.7	2,629	47.75	A	B
54	99-2021	Nonfarm Animal Caretakers	1,246	1,784	538	43.2	2,273	12.08	NR	HS
55	11-9141	Property, Real Estate & Community Assoc. Mgr.	4,631	5,156	527	11.4	3,282	30.68	A	HS
56	25-3031	Substitute Teachers, Short-Term	4,722	5,249	527	11.2	4,708	11.25	B	B
57	13-1041	Compliance Officers	3,037	3,558	521	17.2	2,519	34.16	PS	B
58	11-3021	Computer and Information Systems Managers	2,713	3,225	512	18.9	2,080	71.43	B	B
59	53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	2,412	2,917	505	20.9	2,744	12.30	NR	NR
60	41-1011	First-Line Supervisors of Retail Sales Workers	8,264	8,757	493	6.0	7,087	20.78	PS	HS
61	29-1228	Physicians, All Other and Ophthalmologists, Except Pediatric	2,959	3,449	490	16.6	1,178	-	M*	D
62	39-9011	Childcare Workers	3,607	4,094	487	13.5	4,704	11.78	PS	HS
63	53-3031	Driver/Sales Workers	2,690	3,173	483	18.0	2,847	10.66	HS	HS
64	25-2031	Secondary School Teachers, Except Special and Career/Technical Education	4,103	4,585	482	11.7	2,659	65,178.00	B	B
65	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,315	4,795	480	11.1	3,581	21.60	PS	PS
66	11-9198	Personal Service Managers, All Other, Entertainment and Recreation Managers, Except Gambling	6,768	7,234	466	6.9	4,111	43.51	B	B
67	29-1071	Physician Assistants	999	1,458	459	45.9	966	54.27	B	M
68	43-6013	Medical Secretaries	3,241	3,699	458	14.1	3,290	17.33	PS	HS
69	47-3031	Carpenters	6,471	6,927	456	7.0	5,147	20.72	PS	HS
70	39-5012	Hairdressers, Hairstylists, and Cosmetologists	3,049	3,498	449	14.7	3,354	12.30	PS	PS
71	13-1151	Training and Development Specialists	2,357	2,801	444	18.8	2,310	27.90	B	B
72	43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,004	10,429	425	4.2	9,052	20.49	A	SC
73	31-9011	Massage Therapists	1,189	1,613	424	35.7	1,556	17.21	PS	PS
74	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	1,630	2,052	422	25.9	1,944	15.73	HS	HS
75	21-1022	Healthcare Social Workers	1,886	2,286	400	21.2	1,822	23.94	M*	M
76	33-3051	Police and Sheriff's Patrol Officers	4,200	4,598	398	9.5	2,738	37.26	PS	HS
77	47-1011	Supervisors of Construction and Extraction Workers	4,316	4,714	398	9.2	3,600	29.38	A	HS
78	11-2022	Sales Managers	3,216	3,609	393	12.2	2,483	58.26	B	B
79	29-2061	Licensed Practical and Licensed Vocational Nurses	3,176	3,562	386	12.2	2,237	23.01	PS	PS
80	41-2021	Counter and Rental Clerks	2,393	2,776	383	16.0	2,617	13.73	HS	NR
81	15-1211	Computer System Analysts	2,893	3,268	375	13.0	1,935	41.54	A	B
82	23-1011	Lawyers	6,406	6,781	375	5.9	2,708	70.75	M*	D
83	53-1047	First-Line Supervisors of Transportation and Material-Moving Workers, Except Aircraft Cargo Handling Spt	2,629	3,001	372	14.1	2,438	26.20	PS	HS
84	49-3023	Automotive Service Technicians and Mechanics	4,894	5,262	368	7.5	3,896	20.09	PS	PS
85	23-2011	Paralegals and Legal Assistants	3,346	3,704	358	10.7	3,059	26.19	PS	A
86	41-2011	Cashiers	22,405	22,759	354	1.6	30,831	10.98	HS	NR
87	29-2052	Pharmacy Technicians	3,050	3,398	348	11.4	2,257	16.72	PS	HS
88	29-2010	Clinical Laboratory Technologists and Technicians	2,851	3,198	347	12.2	1,670	25.21	A	B
89	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,495	2,832	337	13.5	2,053	30.04	PS	HS
90	25-2022	Middle School Teachers, Except Special and Career/Technical Education	2,834	3,169	335	11.8	1,929	65,480.00	B	B
91	15-1212	Information Security Analysts	875	1,201	326	37.3	862	43.00	PS	B
92	25-3097	Substitute Teachers	2,164	2,483	319	14.7	2,268	60,807.00	B	B
93	39-3031	Ushers, Lobby Attendants, and Ticket Takers	1,572	1,887	315	20.0	3,390	12.95	NR	NR
94	53-7061	Cleaners of Vehicles and Equipment	2,157	2,467	310	14.4	2,642	11.57	NR	NR
95	39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Service	1,395	1,701	306	21.9	1,366	18.48	PS	HS
96	43-3021	Billing and Posting Clerks	2,832	3,135	303	10.7	2,605	19.02	HS	HS
97	43-4081	Hotel, Motel, and Resort Desk Clerks	697	999	302	43.3	1,329	13.31	HS	HS
98	47-2152	Plumbers, Pipefitters, and Steamfitters	2,737	3,038	301	11.0	2,502	21.55	PS	HS
99	41-4011	Sales Rep., Wholesale & Manufacturing, Technical & Scientific Products	2,995	3,286	291	9.7	2,545	38.47	PS	B
100	21-1093	Social and Human Service Assistants	1,508	1,786	278	18.4	1,686	18.88	PS	HS

* Annual wage rates are reported where hourly wage rates do not exist but annual wage rates do. These rates are italicized.

** Education levels are abbreviated as follow:

Florida	U.S. Department of Labor, Bureau of Labor Statistics
A: associate degree	A: associate degree
B: bachelor's degree	B: bachelor's degree
HS: high school diploma or GED	D: doctoral or professional degree
M*: masters, doctoral or professional degree	HS: high school diploma or GED
NR: No formal educational credential required	M: master's degree
PS: postsecondary non-degree award	NR: no formal educational credential required
	PS: postsecondary non-degree award
	SC: some college, no degree

JOBS BY OCCUPATION										
WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY										
SOC Code	SOC Title	Employment					Total Job Openings	2020 Median Hourly Wage (\$)*	Education	
		2021	2020	Growth	Percent Growth	FL**			BLS**	
00-0000	Total, All Occupations	894,051	#####	110,364	12.3	883,667	-	-	-	
11-0000	Management Occupations	59,464	67,293	7,829	13.2	43,408	-	-	-	
11-1000	<i>Top Executives</i>	19,386	21,597	2,211	11.4	13,912	-	-	-	
11-1011	Chief Executives	4,485	4,483	-2	0.0	2,200	77.89	B	B	
11-1021	General and Operations Managers	14,767	16,967	2,200	14.9	11,626	48.86	A	B	
11-1031	Legislators	134	147	13	9.7	86	-	B	B	
11-2000	<i>Advertising, Marketing, Promotions, Public Relations, and Sales Managers</i>	5,085	5,772	687	13.5	4,026	-	-	-	
11-2011	Advertising and Promotions Managers	208	228	20	9.6	173	37.45	B	B	
11-2021	Marketing Managers	1,449	1,683	234	16.1	1,193	62.93	B	B	
11-2022	Sales Managers	3,216	3,609	393	12.2	2,483	58.26	B	B	
11-2030	Public Relations and Fundraising Managers	212	252	40	18.9	177	47.25	B	B	
11-3000	<i>Operations Specialties Managers</i>	11,069	12,935	1,866	16.9	8,340	-	-	-	
11-3010	Administrative Services Managers	1,924	2,153	229	11.9	1,401	38.32	B	B	
11-3021	Computer and Information Systems Managers	2,713	3,225	512	18.9	2,080	71.43	B	B	
11-3031	Financial Managers	3,568	4,325	757	21.2	2,807	59.45	B	B	
11-3051	Industrial Production Managers	510	553	43	8.4	300	53.93	A	B	
11-3061	Purchasing Managers	334	383	49	14.7	248	51.02	A	B	
11-3071	Trans., Storage, and Distribution Managers	647	734	87	13.4	459	41.85	A	HS	
11-3111	Compensation and Benefits Managers	60	67	7	11.7	43	45.72	A	B	
11-3121	Human Resources Managers	1,139	1,303	164	14.4	870	52.79	B	B	
11-3131	Training and Development Managers	174	192	18	10.3	132	49.80	A	B	
11-9000	<i>Other Management Occupations</i>	23,924	26,989	3,065	12.8	17,130	-	-	-	
11-9021	Construction Managers	3,958	4,500	542	13.7	2,629	47.75	A	B	
11-9031	Education Admin., Preschool & Childcare Center	221	258	37	16.7	162	19.88	B	B	
11-9032	Education Admin., Elementary & Secondary	1,122	1,249	127	11.3	747	86,414.00	B	M	
11-9033	Education Administrators, Postsecondary	750	725	-25	-3.3	361	45.83	B	M	
11-9039	Education Administrators, All Other	153	186	33	21.6	122	35.90	B	B	
11-9041	Architectural and Engineering Managers	549	605	56	10.2	332	61.90	B	B	
11-9051	Food Service Managers	1,475	1,705	230	15.6	1,476	27.61	A	HS	
11-9071	Gaming Managers	65	75	10	15.4	65	28.36	PS	HS	
11-9081	Lodging Managers	103	132	29	28.2	119	32.74	A	HS	
11-9111	Medical and Health Services Managers	2,723	3,580	857	31.5	2,594	46.20	B	B	
11-9121	Natural Sciences Managers	138	159	21	15.2	96	49.83	B	B	
11-9141	Property, Real Estate & Community Assoc. Mgr.	4,631	5,158	527	11.4	3,282	30.68	A	HS	
11-9151	Social and Community Service Managers	572	688	116	20.3	490	35.29	A	B	
11-9161	Emergency Management Directors	22	25	3	13.6	15	46.23	A	B	
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Ge	6,768	7,234	466	6.9	4,111	43.51	B	B	
13-0000	Business and Financial Operations Occupations	55,751	63,573	7,822	14.0	47,299	-	-	-	
13-1000	<i>Business Operations Specialists</i>	38,759	44,624	5,865	15.1	34,201	-	-	-	
13-1020	Buyers and Purchasing Agents	2,242	2,266	24	1.1	1,702	29.04	A	B	
13-1031	Claims Adjusters, Examiners, and Investigators	2,963	3,094	131	4.4	1,872	29.62	PS	HS	
13-1041	Compliance Officers	3,037	3,558	521	17.2	2,519	34.16	PS	B	
13-1051	Cost Estimators	1,431	1,503	72	5.0	1,053	33.04	A	B	
13-1071	Human Resources Specialists	4,741	5,325	584	12.3	4,077	28.97	B	B	
13-1075	Labor Relations Specialists	173	170	-3	-1.7	116	23.07	B	B	
13-1081	Logisticians	759	873	114	15.0	655	28.90	B	B	
13-1111	Management Analysts	5,479	6,606	1,127	20.6	5,195	36.10	B	B	
13-1121	Meeting, Convention, and Event Planners	630	740	110	17.5	649	21.90	A	B	
13-1131	Fundraisers	543	623	80	14.7	499	17.10	HS	B	
13-1141	Compensation, Benefits & Job Analysis Specialists	625	716	91	14.6	540	23.98	A	B	
13-1151	Training and Development Specialists	2,357	2,801	444	18.8	2,310	27.90	B	B	
13-1161	Market Research Analysts & Marketing Specialists	5,130	6,384	1,304	25.4	5,402	28.54	B	B	
13-1198	Project Management Specialists and Business Operations Specialists, All Other	8,339	9,565	1,226	14.7	7,357	30.20	A	B	
13-2000	<i>Financial Specialists</i>	16,992	18,949	1,957	11.5	13,098	-	-	-	
13-2011	Accountants and Auditors	8,957	10,238	1,281	14.3	7,538	32.49	B	B	
13-2031	Budget Analysts	287	307	20	7.0	194	33.50	B	B	
13-2041	Credit Analysts	278	278	0	0.0	171	34.53	PS	B	
13-2052	Personal Financial Advisors	1,899	2,076	177	9.3	1,247	30.50	B	B	
13-2053	Insurance Underwriters	751	789	38	5.1	480	26.87	PS	B	
13-2061	Financial Examiners	208	249	41	19.7	159	35.07	B	B	
13-2071	Credit Counselors	214	254	40	18.7	175	22.32	A	B	
13-2072	Loan Officers	1,263	1,307	44	3.5	785	27.09	A	B	
13-2081	Tax Examiners and Collectors, and Revenue Agents	678	707	29	4.3	467	21.57	B	B	
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, A	1,878	2,093	215	11.4	1,354	27.69	PS	B	
15-0000	Computer and Mathematical Occupations	24,729	29,643	4,914	19.9	18,652	-	-	-	
15-1200	<i>Mathematical Science Occupations</i>	23,853	28,518	4,665	19.6	17,913	-	-	-	
15-1211	Computer System Analysts	2,893	3,268	375	13.0	1,935	41.54	A	B	
15-1212	Information Security Analysts	875	1,201	326	37.3	862	43.00	PS	B	
15-1221	Computer and Information Research Scientists	90	109	19	21.1	75	72.23	M+	M	
15-1231	Computer Network Support Specialists	1,017	1,151	134	13.2	718	30.43	PS	A	
15-1232	Computer User Support Specialists	5,165	5,970	805	15.6	3,804	22.97	PS	SC	
15-1241	Computer Network Architects	1,263	1,307	44	3.5	785	27.09	A	B	
15-1244	Network and Computer Systems Administrators	1,951	2,156	205	10.5	1,162	41.46	A	B	
15-1245	Database Administrators and Architects	1,055	1,254	199	18.9	772	48.22	A	B	
15-1251	Computer Programmers	586	600	14	2.4	303	43.40	PS	B	
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	7,777	9,998	2,221	28.6	6,581	48.19	B	B	
15-1257	Web Developers and Digital Interface Designers	808	957	149	18.4	618	30.59	PS	A	
15-1299	Computer Occupations, all other	866	991	125	14.4	623	30.43	PS	B	
15-2000	<i>Mathematical Science Occupations</i>	876	1,125	249	28.4	739	-	-	-	
15-2011	Mathes	18	23	5	27.8	13	61.34	B	B	
15-2031	Operations Research Analysts	578	741	163	28.2	474	34.19	M+	B	
15-2098	Data Scientists and Mathematical Science Occupations, All Other	227	291	64	28.2	203	60.13	B	B	
17-0000	Architecture and Engineering Occupations	7,648	8,433	785	10.3	5,252	-	-	-	
17-1000	<i>Architects, Surveyors, and Cartographers</i>	719	792	73	10.2	487	-	-	-	
17-1011	Architects, Except Landscape and Naval	364	405	41	11.3	243	35.25	M+	B	
17-1022	Surveyors	240	260	20	8.3	166	35.72	B	B	
17-2000	<i>Engineers</i>	4,587	5,086	499	10.9	2,853	-	-	-	
17-2011	Aerospace Engineers	49	60	11	22.4	35	47.25	B	B	
17-2031	Biomedical Engineers	86	93	7	8.1	51	45.60	B	B	
17-2041	Chemical Engineers	21	25	4	19.0	14	-	B	B	
17-2051	Civil Engineers	1,115	1,227	112	10.0	744	41.40	B	B	
17-2061	Computer Hardware Engineers	260	298	38	14.6	187	50.44	B	B	
17-2071	Electrical Engineers	375	398	23	6.1	204	45.45	B	B	
17-2072	Electronics Engineers, Except Computer	535	568	33	6.2	292	53.70	B	B	
17-2081	Environmental Engineers	44	50	6	13.6	30	34.46	B	B	
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	51	58	7	13.7	32	45.49	B	B	
17-2112	Industrial Engineers	741	881	140	18.9	523	37.17	B	B	
17-2141	Mechanical Engineers	573	633	60	10.5	328	43.32	B	B	
17-2199	Engineers, All Other	628	669	41	6.5	348	35.14	B	B	
17-3000	<i>Drafters, Engineering Technicians, and Mapping Technicians</i>	2,342	2,555	213	9.1	1,912	-	-	-	
17-3011	Architectural and Civil Drafters	395	420	25	6.3	307	25.24	PS	A	
17-3012	Electrical and Electronics Drafters	44	44	0	0.0	30	26.87	PS	A	
17-3013	Mechanical Drafters	297	290	-7	-2.4	197	29.62	PS	A	
17-3019	Drafters, All Other	143	173	30	21.0	140	28.66	PS	A	
17-3022	Civil Engineering Technicians	332	368	36	10.8	268	32.05	A	A	
17-3023	Electrical and Electronic Engineering Technicians	403	453	50	12.4	334	27.44	A	A	
17-3026	Industrial Engineering Technicians	181	219	38	21.0	171	28.92	PS	A	
17-3027	Mechanical Engineering Technicians	82	90	8	9.8	65	27.29	A	A	
17-3031	Surveying and Mapping Technicians	217	237	20	9.2	218	20.81	PS	HS	
17-3098	Calibration and Engineering Technologists and Technicians, Except Drafters, All Other	176	184	8	4.5	127	26.27	A	A	

19-0000	Life, Physical, and Social Science Occupations	4,798	5,438	648	13.5	3,831	-	-	-
19-1000	Life Scientists	612	671	59	9.6	456	-	-	-
19-1021	Biochemists and Biophysicists	21	26	5	23.8	20	-	M+	D
19-1022	Microbiologists	56	66	10	17.9	48	24.35	M+	B
19-1029	Biological Scientists, All Other	105	107	2	1.9	68	29.94	B	B
19-1031	Conservation Scientists	59	64	5	8.5	47	22.97	B	B
19-1041	Epidemiologists	20	21	1	5.0	13	41.12	M+	M
19-1042	Medical Scientists, Except Epidemiologists	195	222	27	13.8	148	41.14	M+	D
19-2000	Physical Scientists	614	747	133	21.7	578	-	-	-
19-2031	Chemists	265	343	78	29.4	268	28.12	B	B
19-2041	Environmental Scientists and Specialists, Including Health	157	167	10	6.4	122	27.24	B	B
19-3000	Social Scientists and Related Workers	1,953	2,233	280	14.3	1,353	-	-	-
19-3022	Survey Researchers	12	13	1	8.3	10	-	B	M
19-3031	Clinical, Counseling, and School Psychologists	1,156	1,282	127	11.0	687	33.73	M+	D
19-3051	Urban and Regional Planners	352	437	85	24.1	331	34.81	B	M
19-3099	Social Scientists and Related Workers, All Other	113	131	18	15.9	108	28.16	B	B
19-4000	Life, Physical, and Social Science Technicians	1,304	1,451	147	11.3	1,268	-	-	-
19-4010	Agricultural and Food Science Technicians	27	31	4	14.8	29	17.02	A	A
19-4021	Biological Technicians	168	181	13	7.7	152	20.15	A	B
19-4031	Chemical Technicians	262	296	36	13.7	233	19.79	A	A
19-4042	Environmental Science and Protection Technicians, Including Health	328	352	24	7.3	323	14.74	PS	A
19-4092	Forensic Science Technicians	166	196	30	18.1	189	28.73	PS	B
19-4099	Life, Physical & Social Science Technicians, Other	212	230	18	8.5	212	19.36	A	A
19-5000	Occupational Health and Safety Specialists and Technicians	305	334	29	9.5	156	-	-	-
19-5011	Occupational Health and Safety Specialists	281	307	26	9.3	143	32.36	PS	B
19-5012	Occupational Health and Safety Technicians	24	27	3	12.5	13	33.50	HS	HS
21-0000	Community and Social Service Occupations	13,178	15,537	2,359	17.9	12,972	-	-	-
21-1000	Counselors, Social Workers, and Other Community and Social Service Special	11,409	13,595	2,186	19.2	11,202	-	-	-
21-1012	Educational, Guidance, School, and Vocational Counselors	2,107	2,352	245	11.6	1,808	23.03	M+	M
21-1013	Marriage and Family Therapists	352	449	97	27.6	378	25.48	M+	M
21-1015	Rehabilitation Counselors	194	213	19	9.8	162	19.58	B	M
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	1,890	2,425	545	29.0	2,054	20.24	B	B
21-1019	Counselors, All Other	150	174	24	16.0	137	17.39	M+	M
21-1021	Child, Family, and School Social Workers	850	969	139	16.4	768	20.91	M+	B
21-1022	Healthcare Social Workers	1,886	2,286	400	21.2	1,822	23.94	M+	M
21-1023	Mental Health and Substance Abuse Social Workers	563	709	146	25.9	580	17.11	M+	M
21-1029	Social Workers, All Other	157	174	17	10.8	130	22.09	B	B
21-1091	Health Educators	227	255	28	12.3	210	22.20	B	B
21-1092	Probation Officers and Correctional Treatment Specialists	214	228	12	5.6	142	20.86	PS	B
21-1093	Social and Human Service Assistants	1,508	1,788	279	18.4	1,686	18.88	PS	HS
21-1094	Community Health Workers	290	353	63	21.7	307	22.08	B	HS
21-1099	Community & Social Service Specialists, All Other	1,031	1,204	173	16.8	1,020	21.04	B	B
21-2000	Religious Workers	1,789	1,942	173	9.8	1,770	-	-	-
21-2011	Clergy	839	918	79	9.4	740	25.34	B	B
23-0000	Legal Occupations	11,565	12,321	756	6.5	6,866	-	-	-
23-1000	Lawyers, Judges, and Related Workers	6,622	7,000	378	5.7	2,768	-	-	-
23-1011	Lawyers	6,406	6,781	375	5.9	2,708	70.75	M+	D
23-1022	Arbitrators, Mediators, and Conciliators	27	29	2	7.4	12	29.84	B	B
23-2000	Legal Support Workers	4,943	5,321	378	7.6	4,098	-	-	-
23-2011	Paralegals and Legal Assistants	3,346	3,704	358	10.7	3,059	26.19	PS	A
23-2093	Title Examiners, Abstractors, and Searchers	1,427	1,441	14	1.0	923	25.71	PS	HS
23-2099	Legal Support Workers, All Other	170	176	6	3.5	116	25.11	A	A
25-0000	Education, Training, and Library Occupations	38,710	43,144	4,434	11.5	31,834	-	-	-
25-1000	Postsecondary Teachers	3,701	3,799	98	2.6	2,325	-	-	-
25-1011	Business Teachers, Postsecondary	1,262	1,399	117	9.1	913	107,648.00	B	D
25-1042	Biological Science Teachers, Postsecondary	17	16	-1	-5.9	9	-	M+	D
25-1066	Psychology Teachers, Postsecondary	24	21	-3	-12.5	11	88,751.00	M+	D
25-1061	Education Teachers, Postsecondary	118	103	-15	-12.7	51	78,156.00	M+	D
25-1111	Criminal Justice and Law Enforcement Teachers, Postsecondary	32	29	-3	-9.4	15	30,427.00	A	D
25-1112	Law Teachers, Postsecondary	9	2	-2	-22.2	2	-	M+	D
25-1122	Communications Teachers, Postsecondary	27	24	-3	-11.1	13	58,379.00	M+	D
25-1124	Foreign Language and Literature Teachers, Postsecondary	66	88	22	33.3	68	88,108.00	M+	D
25-1194	Vocational Education Teachers, Postsecondary	473	534	61	12.9	360	23.92	A	B
25-1199	Postsecondary Teachers, All Other	579	515	-64	-11.1	261	-	A	D
25-2000	Preschool, Primary, Secondary, and Special Education School Teachers	19,912	22,389	2,477	12.4	14,641	-	-	-
25-2011	Preschool Teachers, Except Special Education	4,343	4,990	647	14.9	4,006	13.42	A	A
25-2012	Kindergarten Teachers, Except Special Education	921	1,029	108	11.7	810	54,114.00	B	B
25-2021	Elementary School Teachers, Except Special Ed.	7,318	8,173	855	11.7	4,968	20,324.00	B	B
25-2022	Middle School Teachers, Except Special and Career/Technical Education	2,834	3,169	335	11.8	1,929	55,400.00	B	B
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	4,103	4,585	482	11.7	2,859	55,175.00	B	B
25-2052	Special Education Teachers, Kindergarten and Elementary School	95	110	15	15.8	71	48,317.00	B	B
25-3000	Other Teachers and Instructors	8,696	9,800	1,114	12.8	6,866	-	-	-
25-3011	Adult Basic and Secondary Education and Literacy Teachers and Instructors	275	272	-3	-1.1	227	29.07	B	B
25-3021	Self-Enrichment Education Teachers	1,525	1,796	271	17.8	1,663	13.25	PS	HS
25-3031	Substitute Teachers, Short-Term	4,722	5,249	527	11.2	4,708	11.25	B	B
25-3097	Substitute Teachers	2,164	2,483	319	14.7	2,268	50,807.00	B	B
25-4000	Librarians, Curators, and Archivists	1,128	1,231	103	9.1	1,205	-	-	-
25-4012	Curators	33	43	10	30.3	41	66.69	M+	M
25-4022	Librarian and Media Collections Specialists	471	510	39	8.3	381	27.95	B	B
25-4031	Library Technicians	601	645	44	7.3	750	15.13	A	PS
25-9000	Other Education, Training, and Library Occupations	5,283	5,925	642	12.2	4,797	-	-	-
25-9031	Instructional Coordinators	717	803	86	12.0	592	27.94	M+	M
25-9045	Teaching Assistants, Except Postsecondary	4,259	4,809	550	12.9	4,005	23,150.00	A	SC
25-9099	Education, Training, & Library Workers, All Other	105	137	32	30.5	113	14.54	B	B
27-0000	Art, Design, Entertainment, Sports, and Media Occupations	13,245	15,208	1,963	14.8	12,682	-	-	-
27-1000	Art and Design Workers	4,598	5,089	491	10.7	3,893	-	-	-
27-1011	Art Directors	381	446	65	17.1	381	43.30	B	B
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	132	160	28	21.2	140	22.49	PS	B
27-1014	Multimedia Artists and Animators	171	187	16	9.4	153	27.89	A	B
27-1021	Commercial and Industrial Designers	79	82	3	3.8	58	28.71	A	B
27-1023	Floral Designers	130	121	-9	-6.9	77	14.16	PS	HS
27-1024	Graphic Designers	1,538	1,777	239	15.5	1,380	22.39	A	B
27-1025	Interior Designers	513	544	31	6.0	395	20.83	A	B
27-1026	Merchandise Displayers and Window Trimmers	1,119	1,163	44	3.9	829	14.18	HS	HS
27-2000	Entertainers and Performers, Sports and Related Workers	3,324	3,970	646	19.4	3,815	-	-	-
27-2012	Producers and Directors	914	1,156	242	26.5	912	28.45	B	B
27-2022	Coaches and Scouts	952	1,218	266	27.9	1,440	24,435.00	HS	B
27-2042	Musicians and Singers	972	1,059	87	9.0	953	32.04	NR	NR
27-3000	Media and Communication Workers	3,052	3,575	483	15.6	2,878	-	-	-
27-3011	Radio and Television Announcers	148	160	12	8.1	134	37.53	PS	B
27-3031	Public Relations Specialists	1,162	1,393	231	19.9	1,133	26.43	B	B
27-3041	Editors	466	504	38	8.2	402	23.87	B	B
27-3042	Technical Writers	269	309	40	14.9	240	19.01	B	B
27-3043	Writers and Authors	431	485	54	12.5	391	20.90	B	B
27-3091	Interpreters and Translators	346	440	94	27.2	363	23.85	A	B
27-3099	Media and Communication Workers, All Other	45	57	12	26.7	49	17.65	A	HS
27-4000	Media and Communication Equipment Workers	2,231	2,574	343	15.4	2,096	-	-	-
27-4011	Audio and Video Equipment Technicians	600	785	185	27.5	707	21.76	A	PS
27-4012	Broadcast Technicians	167	195	28	16.8	172	17.59	A	A
27-4021	Photographers	1,110	1,155	45	4.1	834	13.64	PS	HS
27-4031	Camera Operators, Television, Video, and Motion Picture	106	133	27	25.5	106	25.35	A	B
27-4032	Film and Video Editors	191	252	61	31.9	208	22.94	A	B

29-0000	Healthcare Practitioners and Technical Occupations	58,918	66,859	7,943	13.5	33,500	-	-	-
29-1000	Health Diagnosing and Treating Practitioners	38,578	43,887	5,311	13.8	19,817	-	-	-
29-1011	Chiropractors	409	430	21	5.1	95	25.28	M+	D
29-1021	Dentists, General	978	1,049	71	7.3	302	57.62	M+	D
29-1031	Dietitians and Nutritionists	351	389	38	10.8	218	28.21	B	B
29-1041	Optometrists	220	232	12	5.5	65	30.62	M+	D
29-1051	Pharmacists	1,899	2,040	141	7.4	749	60.04	M+	D
29-1071	Physician Assistants	999	1,458	459	45.9	966	54.27	B	M
29-1122	Occupational Therapists	451	505	54	12.0	252	41.40	M+	M
29-1123	Physical Therapists	1,578	1,810	232	14.7	736	41.20	M+	D
29-1125	Recreational Therapists	64	71	7	10.9	33	23.50	B	B
29-1126	Respiratory Therapists	1,106	1,311	205	18.5	629	28.35	A	A
29-1127	Speech-Language Pathologists	584	711	127	21.7	399	38.15	M+	M
29-1141	Registered Nurses	20,663	22,613	1,950	9.4	10,245	34.10	A	B
29-1171	Nurse Practitioners	1,325	2,065	760	57.4	1,434	49.76	M+	M
29-1215	Family Medicine Physicians	999	1,202	203	20.3	439	76.90	M+	D
29-1216	General Internal Medicine Physicians	435	484	49	11.3	147	-	M+	D
29-1223	Psychiatrists	53	61	8	15.1	20	-	M+	D
29-1228	Physicians, All Other and Ophthalmologists, Except Pediatric	2,959	3,449	490	16.6	1,178	-	M+	D
29-1248	Surgeons, Except Ophthalmologists	234	255	21	9.0	74	-	M+	D
29-1292	Dental Hygienists	1,312	1,434	122	9.3	772	34.52	A	A
29-2000	Health Technologists and Technicians	19,834	22,401	2,567	12.9	13,405	-	-	-
29-2010	Clinical Laboratory Technologists and Technicians	2,851	3,198	347	12.2	1,670	25.21	A	B
29-2031	Cardiovascular Technologists and Technicians	453	493	40	8.8	222	18.33	PS	A
29-2032	Diagnostic Medical Sonographers	624	759	135	21.6	402	31.50	PS	A
29-2033	Nuclear Medicine Technologists	159	177	18	11.3	83	35.25	A	A
29-2034	Radiologic Technologists	1,749	1,980	231	13.2	951	27.28	PS	A
29-2035	Magnetic Resonance Imaging Technologists	456	507	51	11.2	237	32.96	PS	A
29-2040	Emergency Medical Technicians and Paramedics	1,472	1,604	132	9.0	836	17.46	PS	PS
29-2051	Dietetic Technicians	208	220	12	5.8	139	14.00	PS	A
29-2052	Pharmacy Technicians	3,050	3,398	348	11.4	2,257	16.72	PS	HS
29-2053	Psychiatric Technicians	1,146	1,412	266	23.2	1,024	15.27	PS	PS
29-2055	Surgical Technologists	680	999	119	13.5	675	23.33	PS	PS
29-2056	Veterinary Technologists and Technicians	618	737	119	19.3	520	22.08	A	A
29-2061	Licensed Practical and Licensed Vocational Nurses	3,176	3,562	386	12.2	2,237	23.01	PS	PS
29-2081	Opticians, Dispensing	473	508	35	7.4	314	14.48	A	HS
29-2098	Orthotists and Prosthetists	25	26	3	12.0	17	-	B	M
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians	2,243	2,520	277	12.3	1,611	18.86	PS	PS
29-9000	Other Healthcare Practitioners and Technical Occupations	506	571	65	12.8	278	-	-	-
29-9091	Athletic Trainers	99	118	19	19.2	62	48,239.00	B	B
29-9092	Genetic Counselors	12	15	3	25.0	8	-	M+	M
29-9098	Health Info Technologists, Medical Registrars, Surgical Asst., Healthcare Practitioners and Technicians	395	438	43	10.9	208	25.97	PS	PS
31-0000	Healthcare Support Occupations	25,864	30,760	4,896	18.9	26,531	-	-	-
31-1000	Nursing, Psychiatric, and Home Health Aides	12,865	14,887	2,022	15.7	13,963	-	-	-
31-1120	Home Health and Personal Care Aides	6,392	7,794	1,402	21.9	7,794	11.34	PS	HS
31-1131	Nursing Assistants	6,305	6,909	604	9.6	6,009	13.68	PS	PS
31-1132	Orderlies	81	91	10	12.3	80	13.46	PS	HS
31-1133	Psychiatric Aides	87	93	6	6.9	80	-	PS	HS
31-2000	Occupational Therapy and Physical Therapist Assistants and Aides	1,192	1,447	255	21.4	1,333	-	-	-
31-2021	Physical Therapist Assistants	634	773	139	21.9	724	29.57	A	A
31-2022	Physical Therapist Aides	278	315	39	14.1	285	15.16	PS	HS
31-9000	Other Healthcare Support Occupations	11,807	14,426	2,619	22.2	13,235	-	-	-
31-9011	Massage Therapists	1,189	1,613	424	35.7	1,556	17.21	PS	PS
31-9091	Dental Assistants	1,506	1,640	134	8.9	1,394	21.67	PS	PS
31-9092	Medical Assistants	5,889	7,572	1,683	26.8	7,028	17.46	PS	PS
31-9093	Medical Equipment Preparers	572	635	63	11.0	573	16.40	PS	HS
31-9096	Veterinary Assistants & Lab. Animal Caretakers	280	328	48	17.1	396	14.20	PS	HS
31-9097	Phlebotomists	1,075	1,265	190	17.7	1,068	17.05	PS	PS
31-9099	Healthcare Support Workers, All Other	1,029	1,128	99	9.6	1,011	15.61	PS	HS
33-0000	Protective Service Occupations	25,532	27,612	2,080	8.1	24,194	-	-	-
33-1000	Supervisors of Protective Service Workers	2,894	3,154	260	9.0	1,817	-	-	-
33-1011	First-Line Supervisors of Correctional Officers	110	108	-2	-1.8	57	-	PS	HS
33-1012	First-Line Supervisors of Police and Detectives	1,265	1,382	117	9.2	743	50.00	A	HS
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	954	1,047	93	9.7	547	48.69	PS	PS
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	565	617	52	9.2	470	18.49	PS	HS
33-2000	Fire Fighting and Prevention Workers	2,107	2,307	200	9.5	1,366	-	-	-
33-2011	Firefighters	1,975	2,163	188	9.5	1,250	32.56	PS	PS
33-3000	Law Enforcement Workers	6,825	7,238	413	6.1	4,441	-	-	-
33-3012	Correctional Officers and Jailers	1,861	1,859	-2	-0.1	1,268	-	PS	HS
33-3021	Detectives and Criminal Investigators	543	569	26	4.8	304	49.02	PS	HS
33-3041	Parking Enforcement Workers	66	49	-17	-25.8	16	19.36	HS	HS
33-3051	Police and Sheriff's Patrol Officers	4,200	4,598	398	9.5	2,738	37.26	PS	HS
33-9000	Other Protective Service Workers	13,706	14,913	1,207	8.8	16,570	-	-	-
33-9031	Gaming Surveillance Officers & Investigators	29	37	8	27.6	39	15.44	PS	HS
33-9032	Security Guards	9,655	10,781	1,126	9.4	10,757	12.13	PS	HS
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	957	1,052	95	9.9	2,046	16.82	NR	NR
33-9093	Transportation Security Screeners	1,014	1,038	24	2.4	740	20.56	PS	HS
33-9098	School Bus Monitors and Protective Service Workers, all other	702	810	108	15.4	1,576	14.15	PS	HS
35-0000	Food Preparation and Serving Related Occupations	70,826	88,026	17,200	24.3	119,999	-	-	-
35-1000	Supervisors of Food Preparation and Serving Workers	6,022	7,443	1,421	23.6	8,632	-	-	-
35-1011	Chefs and Head Cooks	806	1,044	238	29.5	1,085	22.99	PS	HS
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	5,216	6,399	1,183	22.7	7,547	18.30	PS	HS
35-2000	Cooks and Food Preparation Workers	18,917	23,885	4,968	26.3	26,586	-	-	-
35-2011	Cooks, Fast Food	1,582	1,668	86	5.4	1,767	9.49	NR	NR
35-2012	Cooks, Institution and Cafeteria	1,144	1,314	170	14.9	1,442	13.83	HS	NR
35-2014	Cooks, Restaurant	9,987	13,885	3,898	39.0	16,250	14.03	PS	NR
35-2015	Cooks, Short Order	339	374	35	10.3	404	13.14	PS	NR
35-2021	Food Preparation Workers	5,795	6,555	760	13.1	8,623	12.45	NR	NR
35-3000	Food and Beverage Serving Workers	36,505	45,307	8,802	24.1	66,665	-	-	-
35-3011	Barenders	2,600	3,228	628	24.2	4,257	9.42	NR	NR
35-3023	Fast Food and Counter Workers	18,529	23,428	4,899	26.4	35,518	9.66	NR	NR
35-3031	Waiters and Waitresses	14,553	17,686	3,133	21.5	25,698	9.55	NR	NR
35-3041	Food Servers, Nonrestaurant	823	965	142	17.3	1,152	11.53	NR	NR
35-9000	Other Food Preparation and Serving Related Workers	9,382	11,391	2,009	21.4	16,114	-	-	-
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	2,989	3,739	750	25.1	5,010	10.40	NR	NR
35-9021	Dishwashers	3,598	4,195	597	16.8	5,202	11.62	NR	NR
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	2,709	3,328	619	22.8	5,723	10.39	NR	NR
35-9099	Food Preparation and Serving Related Workers, All Other	86	129	43	50.0	179	11.91	NR	NR
37-0000	Building and Grounds Cleaning and Maintenance Occupations	28,625	33,619	4,994	17.4	34,711	-	-	-
37-1000	Supervisors of Building and Grounds Cleaning and Maintenance Workers	1,892	2,275	383	20.2	2,028	-	-	-
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1,016	1,226	210	20.7	1,131	18.19	PS	HS
37-1012	Supervisors of Landscaping, Lawn Service & Groundskeeping Workers	876	1,049	173	19.7	897	23.61	PS	HS
37-2000	Building Cleaning and Pest Control Workers	17,981	20,956	2,975	16.5	22,031	-	-	-
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	11,088	12,382	1,294	11.7	12,709	12.39	NR	NR
37-2012	Maids and Housekeeping Cleaners	6,062	7,603	1,541	25.4	8,294	11.63	NR	NR
37-3000	Grounds Maintenance Workers	8,752	10,388	1,636	18.7	10,652	-	-	-
37-3011	Landscaping and Groundskeeping Workers	7,757	9,200	1,443	18.6	9,431	15.85	NR	NR

39-0000	Personal Care and Service Occupations	21,014	25,795	4,781	22.8	32,054	-	-	-
39-1000	Supervisors of Personal Care and Service Workers	1,879	2,054	375	22.3	1,792	-	-	-
39-1013	First-Line Supervisors of Gambling Services Workers	284	353	69	24.3	426	22.99	HS	HS
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except	1,395	1,701	306	21.9	1,368	18.48	PS	HS
39-2000	Animal Care and Service Workers	1,341	1,898	557	41.5	2,400	-	-	-
39-2011	Animal Trainers	95	114	19	20.0	127	18.48	HS	HS
39-2021	Nonfarm Animal Caretakers	1,246	1,784	538	43.2	2,273	12.08	NR	HS
39-3000	Entertainment Attendants and Related Workers	4,356	5,482	1,126	25.8	9,296	-	-	-
39-3011	Gaming Dealers	326	390	64	19.6	483	9.47	PS	HS
39-3019	Gaming Service Workers, All Other	30	37	7	23.3	46	11.37	NR	HS
39-3031	Ushers, Lobby Attendants, and Ticket Takers	1,572	1,887	315	20.0	3,390	12.95	NR	NR
39-3091	Amusement and Recreation Attendants	2,304	3,017	713	30.9	5,129	9.94	NR	NR
39-3093	Locker Room, Costume and Dressing Room Attendants	35	46	11	31.4	79	11.54	NR	HS
39-4000	Funeral Service Workers	246	261	15	6.1	298	-	-	-
39-4031	Morticians, Undertakers, and Funeral Directors	60	64	4	6.7	57	23.45	A	A
39-5000	Personal Appearance Workers	4,224	5,091	867	20.5	4,902	-	-	-
39-5012	Hairdressers, Hairstylists, and Cosmetologists	3,049	3,498	449	14.7	3,354	12.30	PS	PS
39-5094	Nailcare Specialists	505	667	162	32.1	641	15.09	PS	PS
39-6000	Baggage Porters, Bellhops, and Concierges	535	779	244	45.6	926	-	-	-
39-6011	Baggage Porters and Bellhops	171	257	86	50.3	308	10.23	NR	HS
39-6012	Concierges	364	522	158	43.4	618	14.21	HS	HS
39-7000	Tour and Travel Guides	129	157	28	21.7	209	-	-	-
39-9000	Other Personal Care and Service Workers	8,504	10,073	1,569	18.5	12,231	-	-	-
39-9011	Childcare Workers	3,607	4,094	487	13.5	4,704	11.78	PS	HS
39-9031	Fitness Trainers and Aerobics Instructors	2,134	2,768	634	29.7	3,589	17.76	HS	HS
39-9032	Recreation Workers	2,023	2,276	255	12.6	2,848	14.67	A	HS
39-9041	Residential Advisors	376	463	87	23.1	558	17.85	HS	HS
39-9098	Crematory Operators and Personal Care and Service Workers, All other	364	470	106	29.1	532	11.71	PS	HS
41-0000	Sales and Related Occupations	116,803	126,717	9,914	8.5	126,763	-	-	-
41-1000	Supervisors of Sales Workers	11,437	11,962	545	4.8	9,241	-	-	-
41-1011	First-Line Supervisors of Retail Sales Workers	8,264	8,757	493	6.0	7,087	20.78	PS	HS
41-1012	First-Line Supervisors of Non-Retail Sales Workers	3,173	3,225	52	1.6	2,154	36.14	A	HS
41-2000	Retail Sales Workers	58,831	63,902	5,271	9.0	75,639	-	-	-
41-2011	Cashiers	22,405	22,759	354	1.6	30,331	10.98	HS	NR
41-2012	Gaming Change Persons and Booth Cashiers	517	572	55	10.8	790	16.81	HS	NR
41-2021	Counter and Rental Clerks	2,393	2,776	383	16.0	2,617	13.73	HS	NR
41-2022	Parts Salespersons	1,598	1,647	251	15.7	1,740	14.31	PS	NR
41-2031	Retail Salespersons	31,720	35,948	4,228	13.3	39,661	11.92	HS	NR
41-3000	Sales Representatives, Services	23,280	25,398	2,138	9.2	21,266	-	-	-
41-3021	Insurance Sales Agents	5,554	6,200	646	11.6	4,585	21.79	PS	HS
41-3031	Securities, Commodities, and Financial Services Sales Agents	3,330	3,520	190	5.7	2,435	27.10	B	B
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and	9,363	10,546	1,183	12.6	9,659	26.01	HS	HS
41-4000	Sales Representatives, Wholesale and Manufacturing	14,190	15,425	1,235	8.7	11,863	-	-	-
41-4011	Sales Rep., Wholesale & Manufacturing, Technical & Scientific Products	2,995	3,286	291	9.7	2,545	36.47	PS	B
41-4012	Sales Rep., Wholesale & Manufacturing, Except Tech. & Scientific Products	11,195	12,139	944	8.4	9,318	25.89	PS	HS
41-9000	Other Sales and Related Workers	9,285	10,010	725	7.8	8,754	-	-	-
41-9011	Demonstrators and Product Promoters	599	698	99	16.5	969	17.23	HS	NR
41-9022	Real Estate Sales Agents	4,516	5,104	588	13.0	3,777	26.74	PS	HS
41-9031	Sales Engineers	284	318	34	12.0	261	53.13	B	B
41-9041	Telemarketers	1,958	1,804	-154	-7.9	1,905	12.13	HS	NR
41-9099	Sales and Related Workers, All Other	930	1,048	118	12.7	1,029	14.00	PS	HS
43-0000	Office and Administrative Support Occupations	137,959	145,378	7,419	5.4	128,052	-	-	-
43-1000	Supervisors of Office and Administrative Support Workers	10,943	11,700	757	6.9	9,220	-	-	-
43-1011	First-Line Supervisors of Office and Administrative Support Workers	10,943	11,700	757	6.9	9,220	27.57	A	HS
43-2000	Communications Equipment Operators	701	608	-93	-13.3	442	-	-	-
43-2011	Switchboard Operators, Including Answering Service	650	558	-92	-14.2	397	15.88	HS	HS
43-3000	Financial Clerks	18,402	19,111	709	3.9	16,217	-	-	-
43-3011	Bill and Account Collectors	1,859	1,875	16	0.9	1,592	17.82	HS	HS
43-3021	Billing and Posting Clerks	2,832	3,135	303	10.7	2,605	19.02	HS	HS
43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,004	10,429	425	4.2	9,052	20.49	A	SC
43-3041	Gaming Cage Workers	87	100	13	14.9	96	12.00	HS	HS
43-3051	Payroll and Timekeeping Clerks	1,057	1,170	113	10.7	989	21.02	HS	HS
43-3061	Procurement Clerks	254	254	0	0.0	178	20.80	HS	HS
43-3071	Tellers	2,202	2,031	-171	-7.8	1,607	15.95	PS	HS
43-3099	Financial Clerks, All Other	107	117	10	9.3	98	19.62	HS	HS
43-4000	Information and Record Clerks	51,423	56,020	4,597	8.9	54,678	-	-	-
43-4011	Brokerage Clerks	331	362	31	9.4	293	28.69	HS	HS
43-4031	Court, Municipal, and License Clerks	1,277	1,390	113	8.8	1,055	20.11	HS	HS
43-4041	Credit Authorizers, Checkers, and Clerks	98	95	-3	-3.1	66	20.05	HS	HS
43-4051	Customer Service Representatives	33,862	36,427	2,565	7.6	36,054	16.42	PS	HS
43-4061	Eligibility Interviewers, Government Programs	349	372	23	6.6	275	15.31	HS	HS
43-4071	File Clerks	922	872	-50	-5.4	746	18.38	HS	HS
43-4081	Hotel, Motel, and Resort Desk Clerks	697	999	302	43.3	1,329	13.31	HS	HS
43-4111	Interviewers, Except Eligibility and Loan	457	505	48	10.5	488	20.24	HS	HS
43-4121	Library Assistants, Clerical	141	141	0	0.0	159	12.25	PS	HS
43-4131	Loan Interviewers and Clerks	1,025	1,083	58	5.7	797	22.85	PS	HS
43-4151	Order Clerks	998	1,020	22	2.2	869	17.42	HS	SC
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	597	619	22	3.7	510	17.74	PS	A
43-4171	Receptionists and Information Clerks	8,073	9,064	991	12.3	9,232	14.76	HS	HS
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	1,830	2,052	422	25.9	1,944	15.73	HS	HS
43-4199	Information and Record Clerks, All Other	789	858	69	8.7	743	18.69	HS	HS
43-5000	Material Recording, Scheduling, Dispatching, and Distributing Workers	12,198	13,021	823	6.7	9,418	-	-	-
43-5011	Cargo and Freight Agents	1,070	1,221	151	14.1	939	19.70	PS	HS
43-5021	Couriers and Messengers	1,087	1,152	65	6.0	856	15.29	NR	HS
43-5031	Police, Fire, and Ambulance Dispatchers	627	687	60	9.6	507	26.65	PS	HS
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1,328	1,500	172	13.0	1,134	17.65	HS	HS
43-5041	Meter Readers, Utilities	69	66	-3	-4.3	45	17.08	HS	HS
43-5051	Postal Service Clerks	306	309	3	1.0	183	30.28	HS	HS
43-5052	Postal Service Mail Carriers	1,859	1,878	19	1.0	1,026	26.41	HS	HS
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	41	40	-1	-2.4	24	30.29	HS	HS
43-5061	Production, Planning, and Expediting Clerks	2,045	2,318	273	13.3	1,900	18.06	HS	HS
43-5071	Shipping, Receiving, and Traffic Clerks	3,604	3,680	76	2.1	2,668	15.73	PS	HS
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	162	170	8	4.9	136	17.05	HS	HS
43-6000	Secretaries and Administrative Assistants	20,782	20,592	-170	-0.8	16,705	-	-	-
43-6011	Executive Secretaries and Executive Administrative Assistants	2,531	2,292	-239	-9.4	1,729	27.90	PS	HS
43-6012	Legal Secretaries	1,879	1,394	-285	-17.0	969	22.40	PS	HS
43-6013	Medical Secretaries	3,241	3,699	458	14.1	3,290	17.33	PS	HS
43-6014	Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	13,311	13,207	-104	-0.8	10,717	17.25	PS	HS
43-9000	Other Office and Administrative Support Workers	23,530	24,326	796	3.4	21,372	-	-	-
43-9021	Data Entry Keyers	1,220	1,027	-193	-15.8	707	15.71	HS	HS
43-9022	Word Processors and Typists	165	126	-39	-23.6	91	13.03	PS	HS
43-9041	Insurance Claims and Policy Processing Clerks	1,147	1,206	59	5.1	906	17.95	HS	HS
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	219	236	17	7.8	207	16.28	HS	HS
43-9061	Office Clerks, General	19,467	20,256	789	4.1	18,151	16.29	HS	HS
43-9071	Office Machine Operators, Except Computer	149	144	-5	-3.4	113	16.52	HS	HS
43-9199	Office & Administrative Support Workers, All Other	1,121	1,290	169	15.1	1,162	18.91	HS	HS

45-0000	Farming, Fishing, and Forestry Occupations	646	655	9	1.4	743	-	-	-
45-1000	<i>Supervisors of Farming, Fishing, and Forestry Workers</i>	114	119	5	4.4	128	-	-	-
45-2000	<i>Agricultural Workers</i>	497	502	5	1.0	578	-	-	-
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	351	339	-12	-3.4	387	12.95	NR	NR
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	38	48	10	26.3	60	-	NR	NR
45-2099	Agricultural Workers, All Other	7	8	1	14.3	9	-	NR	NR
45-3000	<i>Fishing and Hunting Workers</i>	7	6	-1	-14.3	6	-	-	NR
45-4000	<i>Forest, Conservation, and Logging Workers</i>	28	28	0	0.0	31	-	-	-
47-0000	Construction and Extraction Occupations	42,414	46,190	3,776	8.9	36,802	-	-	-
47-1000	<i>Supervisors of Construction and Extraction Workers</i>	4,316	4,714	398	9.2	3,600	-	-	-
47-1011	Supervisors of Construction and Extraction Workers	4,316	4,714	398	9.2	3,600	29.38	A	HS
47-2000	<i>Construction Trades Workers</i>	33,721	36,698	2,977	8.8	28,845	-	-	-
47-2021	Brickmasons and Blockmasons	458	453	-5	-1.1	314	22.74	PS	HS
47-2031	Carpenters	6,471	6,927	456	7.0	5,147	20.72	PS	HS
47-2044	Tile and Marble Setters	631	738	107	17.0	557	18.35	PS	NR
47-2051	Cement Masons and Concrete Finishers	756	776	20	2.6	550	21.71	PS	NR
47-2061	Construction Laborers	8,404	9,208	804	9.6	7,357	16.32	NR	NR
47-2072	Pile-Driver Operators	74	79	5	6.8	66	25.19	PS	HS
47-2073	Operating Engineers and Other Construction Equipment Operators	1,401	1,479	78	5.6	1,219	21.84	PS	HS
47-2081	Drywall and Ceiling Tile Installers	409	441	32	7.8	305	12.20	PS	NR
47-2111	Electricians	4,053	4,689	616	15.2	4,056	22.45	PS	HS
47-2121	Glaziers	571	615	44	7.7	501	22.89	PS	HS
47-2141	Painters, Construction and Maintenance	2,723	2,933	210	7.7	2,130	17.51	PS	NR
47-2151	Pipelayers	383	395	12	3.1	309	18.85	PS	NR
47-2152	Plumbers, Pipefitters, and Steamfitters	2,737	3,038	301	11.0	2,502	21.55	PS	HS
47-2171	Reinforcing Iron and Rebar Workers	456	491	35	7.7	518	-	PS	HS
47-2181	Roofers	2,722	2,888	166	6.1	2,134	15.76	PS	NR
47-2211	Sheet Metal Workers	540	570	30	5.6	430	21.39	PS	HS
47-3000	<i>Helpers, Construction Trades</i>	1,847	2,006	159	8.6	1,923	-	-	-
47-3012	Helpers—Carpenters	252	273	21	8.3	261	14.07	NR	NR
47-3013	Helpers—Electricians	575	624	49	8.5	598	14.95	NR	HS
47-3015	Helpers—Pipefitters, Plumbers, Pipefitters, and Steamfitters	530	595	65	12.3	580	16.10	NR	HS
47-3019	Helpers, Construction Trades, All Other	239	263	24	10.0	254	14.88	NR	NR
47-4000	<i>Other Construction and Related Workers</i>	2,381	2,620	239	10.0	2,303	-	-	-
47-4011	Construction and Building Inspectors	722	788	66	9.1	711	30.22	PS	HS
47-4021	Elevator Installers and Repairers	336	381	45	13.4	313	41.09	PS	HS
47-4051	Highway Maintenance Workers	251	264	13	5.2	216	18.29	PS	HS
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	136	161	25	18.4	142	17.50	HS	HS
47-4090	Miscellaneous Construction and Related Workers	510	552	42	8.2	515	17.03	HS	HS
47-5000	<i>Extraction Workers</i>	149	152	3	2.0	131	-	-	-
47-5022	Excavating and Loading Machine and Dragline Operators, Surface Mining	116	117	1	0.9	99	19.50	HS	HS
49-0000	Installation, Maintenance, and Repair Occupations	37,999	42,749	4,750	12.5	32,966	-	-	-
49-1000	<i>Supervisors of Installation, Maintenance, and Repair Workers</i>	2,495	2,832	337	13.5	2,053	-	-	-
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,495	2,832	337	13.5	2,053	30.04	PS	HS
49-2000	<i>Electrical and Electronic Equipment Mechanics, Installers, and Repairers</i>	4,340	4,732	392	9.0	3,849	-	-	-
49-2011	Computer, Automated Teller, and Office Machine Repairers	915	1,006	91	9.9	826	22.91	PS	SC
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	25	30	5	20.0	27	34.32	PS	A
49-2022	Telecommunications Equipment Installers & Repairers, Exc. Line Installers	1,986	2,076	90	4.5	1,726	34.09	PS	PS
49-2091	Avionics Technicians	175	261	86	49.1	203	24.22	PS	A
49-2092	Electric Motor, Power Tool, and Related Repairers	126	133	7	5.6	109	20.96	PS	HS
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	95	106	11	11.6	66	26.33	PS	PS
49-2098	Security and Fire Alarm Systems Installers	562	645	83	14.8	564	22.44	PS	HS
49-3000	<i>Vehicle and Mobile Equipment Mechanics, Installers, and Repairers</i>	10,548	11,943	1,395	13.2	9,164	-	-	-
49-3011	Aircraft Mechanics and Service Technicians	1,237	1,842	605	48.9	1,533	35.14	PS	PS
49-3021	Automotive Body and Related Repairers	885	967	82	9.3	699	25.00	PS	HS
49-3023	Automotive Service Technicians and Mechanics	4,894	5,262	368	7.5	3,896	20.09	PS	PS
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	949	1,074	125	13.2	789	28.09	PS	HS
49-3041	Farm Equipment Mechanics and Service Technicians	49	51	2	4.1	37	-	PS	HS
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	642	670	28	4.4	492	27.05	PS	HS
49-3051	Motorboat Mechanics and Service Technicians	1,195	1,322	127	10.6	1,078	27.32	PS	HS
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	59	64	5	8.5	51	21.30	A	HS
49-3093	Tire Repairers and Changers	459	514	55	12.0	452	16.16	NR	HS
49-9000	<i>Other Installation, Maintenance, and Repair Occupations</i>	20,616	23,242	2,626	12.7	17,900	-	-	-
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	220	240	20	9.1	156	23.37	PS	HS
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,315	4,795	480	11.1	3,581	21.60	PS	PS
49-9031	Home Appliance Repairers	369	387	18	4.9	285	18.14	PS	HS
49-9041	Industrial Machinery Mechanics	1,033	1,218	185	17.9	903	22.51	PS	HS
49-9043	Maintenance Workers, Machinery	177	195	18	10.2	134	16.85	PS	HS
49-9044	Millwrights	9	11	2	22.2	9	-	PS	HS
49-9051	Electrical Power-Line Installers and Repairers	485	495	10	2.1	305	28.17	PS	HS
49-9052	Telecommunications Line Installers and Repairers	629	620	-9	-1.4	479	23.61	PS	HS
49-9062	Medical Equipment Repairers	429	468	39	9.1	373	28.37	PS	A
49-9071	Maintenance and Repair Workers, General	10,364	11,944	1,580	15.2	9,255	17.50	PS	HS
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	227	249	22	9.7	231	12.15	HS	HS
49-9096	Riggers	159	193	34	21.4	151	24.68	NR	HS
49-9097	Signal and Track Switch Repairers	7	7	0	0.0	5	-	HS	HS
49-9098	Helpers—Installation, Maintenance, and Repair Workers	379	426	47	12.4	438	16.43	NR	HS
49-9099	Installation, Maintenance & Repair Workers, Other	1,247	1,410	163	13.1	1,171	16.31	HS	HS

51-0000	Production Occupations	25,361	26,857	1,496	5.9	22,664	-	-	-
51-1000	Supervisors of Production Workers	2,199	2,424	225	10.2	1,854	-	-	-
51-1011	First-Line Supervisors of Production and Operating Workers	2,199	2,424	225	10.2	1,854	28.25	PS	HS
51-2000	Assemblers and Fabricators	4,880	4,493	-187	-4.0	3,487	-	-	-
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Workers, Tapers, and	534	539	5	0.9	422	12.83	HS	HS
51-2041	Structural Metal Fabricators and Fitters	113	103	-10	-8.8	72	18.72	PS	HS
51-2051	Fiberglass Laminators and Fabricators	188	212	24	12.8	185	19.49	PS	HS
51-2090	Miscellaneous Assemblers and Fabricators	3,817	3,609	-208	-5.4	2,783	15.29	PS	HS
51-3000	Food Processing Workers	2,297	2,505	208	9.1	2,363	-	-	-
51-3011	Bakers	717	797	80	11.2	819	14.31	PS	NR
51-3021	Butchers and Meat Cutters	994	1,074	80	8.0	956	16.30	HS	NR
51-3092	Food Batchmakers	217	236	19	8.8	239	10.88	NR	HS
51-4000	Metal Workers and Plastic Workers	3,232	3,347	115	3.6	2,558	-	-	-
51-4021	Extruding & Drawing Machine Setters, Operators, & Tenders, Metal & Plastic	30	26	-4	-13.3	19	17.71	HS	HS
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	28	28	0	0.0	19	-	PS	HS
51-4031	Cutting, Punching & Press Machine Setters, Oper. & Tenders, Metal & Plastic	200	203	3	1.5	154	15.29	HS	HS
51-4033	Grind., Lap., Polish, & Buff. Mach. Tool Set., Oper. & Tend., Met. & Plast.	77	75	-2	-2.6	59	13.23	HS	HS
51-4034	Lathe & Turning Machine Tool Setters, Operators, & Tenders, Metal & Plastic	74	70	-4	-5.4	45	-	PS	HS
51-4041	Machinists	796	880	85	10.7	701	22.00	PS	HS
51-4072	Molding, Coremaking & Casting Machine Set., Oper. & Tend., Metal & Plastic	143	133	-10	-7.0	86	13.55	PS	HS
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	196	201	5	2.6	148	17.34	HS	HS
51-4111	Tool and Die Makers	58	61	3	5.2	47	29.84	PS	PS
51-4121	Welders, Cutters, Solderers, and Brazers	1,287	1,340	53	4.1	1,045	19.01	PS	HS
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	77	79	2	2.6	61	12.48	PS	HS
51-4194	Tool Grinders, Filers, and Sharpeners	23	21	-2	-8.7	19	-	PS	HS
51-5100	Printing Workers	953	1,014	61	6.4	855	-	-	-
51-5111	Press Technician and Workers	42	44	2	4.8	41	18.79	PS	PS
51-5112	Printing Press Operators	779	827	48	6.2	673	17.75	HS	HS
51-5113	Print Binding and Finishing Workers	132	143	11	8.3	141	16.35	HS	HS
51-6000	Textile, Apparel, and Furnishings Workers	2,507	3,050	543	21.7	2,980	-	-	-
51-6011	Laundry and Dry-Cleaning Workers	729	988	259	35.5	1,073	11.05	HS	NR
51-6021	Pressers, Textile, Garment, and Related Materials	277	329	52	18.8	305	12.59	NR	NR
51-6031	Sewing Machine Operators	975	1,121	146	15.0	990	11.80	NR	NR
51-6052	Tailors, Dressmakers, and Custom Sewers	399	463	64	16.0	484	14.63	PS	NR
51-6052	Textile Cutting Machine Setters, Operators, and Tenders	34	42	8	23.5	33	15.78	HS	HS
51-7000	Woodworkers	676	725	49	7.2	587	-	-	-
51-7011	Cabinetmakers and Bench Carpenters	430	464	34	7.9	344	19.10	PS	HS
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	124	134	10	8.1	135	16.04	HS	HS
51-8000	Plant and System Operators	627	632	5	0.8	405	-	-	-
51-8031	Water and Wastewater Treatment Plant and System Operators	584	592	8	1.4	379	24.93	PS	HS
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	4	6	2	50.0	6	-	PS	HS
51-9000	Other Production Occupations	8,190	8,667	477	5.8	7,575	-	-	-
51-9011	Chemical Equipment Operators and Tenders	128	166	37	28.9	150	17.40	HS	HS
51-9021	Crushing, Grinding, & Polishing Machine Setters, Operators & Tenders	92	83	-9	-9.8	63	17.58	NR	HS
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	504	601	97	19.2	549	19.00	HS	HS
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	65	66	1	1.5	56	17.49	HS	HS
51-9041	Extruding, Forming, Pressing & Compacting Machine Setters, Oper. & Tenders	132	121	-11	-8.3	88	16.50	NR	HS
51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	1,684	1,604	-80	-4.8	1,341	19.26	HS	HS
51-9071	Jewelers and Precious Stone and Metal Workers	24	22	-2	-8.3	20	18.12	PS	HS
51-9082	Medical Appliance Technicians	62	66	4	6.5	62	15.07	PS	HS
51-9083	Ophthalmic Laboratory Technicians	505	550	45	8.9	518	13.57	PS	HS
51-9111	Packaging and Filling Machine Operators & Tenders	2,365	2,641	276	11.7	2,306	14.35	NR	HS
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	440	481	41	9.3	398	19.07	HS	HS
51-9151	Photographic Process Workers and Processing Machine Operators	73	53	-20	-27.4	51	14.62	NR	HS
51-9181	Computer Numerically Controlled Tool Operators	278	274	-4	-1.4	188	20.08	PS	HS
51-9182	Computer Numerically Controlled Tool Programmers	58	64	6	10.3	48	28.95	PS	PS
51-9191	Adhesive Bonding Machine Operators and Tenders	20	24	4	20.0	22	14.49	HS	HS
51-9194	Etchers and Engravers	39	41	2	5.1	38	18.20	PS	HS
51-9195	Molders, Shapers & Casters, Except Metal & Plastic	215	200	-15	-7.0	149	13.04	HS	HS
51-9196	Paper Goods Machine Setters, Operators, and Tenders	29	31	2	6.9	25	12.43	HS	HS
51-9198	Helpers-Production Workers	581	645	64	11.0	718	14.12	NR	HS
51-9199	Production Workers, All Other	536	591	55	10.3	507	13.58	NR	HS
53-0000	Transportation and Material Moving Occupations	73,014	82,610	9,596	13.1	79,872	-	-	-
53-1000	Supervisors of Transportation and Material Moving Workers	2,724	3,113	389	14.3	2,531	-	-	-
53-1041	Aircraft Cargo Handling Supervisors	95	112	17	17.9	93	26.76	A	HS
53-1047	First-Line Supervisors of Transportation and Material-Moving Workers, Except Aircraft Cargo	2,629	3,001	372	14.1	2,438	26.20	PS	HS
53-2000	Air Transportation Workers	5,249	6,638	1,387	26.4	6,238	-	-	-
53-2012	Commercial Pilots	1,332	1,581	249	18.7	1,328	183,385.00	PS	HS
53-2022	Airfield Operations Specialists	106	122	16	15.1	90	24.47	A	HS
53-2031	Flight Attendants	3,090	4,072	982	31.8	4,100	60,993.00	HS	HS
53-3000	Motor Vehicle Operators	20,008	22,877	2,869	14.3	20,519	-	-	-
53-3031	Driver/Sales Workers	2,890	3,173	483	16.0	2,847	10.86	HS	HS
53-3032	Heavy and Tractor-Trailer Truck Drivers	6,468	7,202	734	11.3	6,246	18.74	PS	PS
53-3033	Light Truck or Delivery Services Drivers	6,824	7,756	931	13.6	6,809	16.58	PS	HS
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	2,412	2,917	505	20.9	2,744	12.30	NR	NR
53-3099	Motor Vehicle Operators, All Other	268	291	23	8.6	370	11.90	PS	NR
53-4022	Railroad Brake, Signal, and Switch Operators and Locomotive Fires	1	1	0	0.0	0	-	HS	HS
53-5021	Captains, Mates, and Pilots of Water Vessels	200	220	20	10.0	162	29.78	PS	PS
53-5031	Ship Engineers	93	117	24	25.8	119	33.37	A	PS
53-6000	Other Transportation Workers	3,083	4,531	1,448	47.0	5,481	-	-	-
53-6031	Automotive and Watercraft Service Attendants	327	414	87	26.6	483	13.29	NR	NR
53-6041	Traffic Technicians	77	85	8	10.4	67	24.28	PS	HS
53-6051	Transportation Inspectors	228	250	22	9.6	200	60.74	HS	HS
53-7000	Material Moving Workers	41,456	44,940	3,444	8.3	44,089	-	-	-
53-7021	Crane and Tower Operators	147	161	14	9.5	134	30.03	PS	HS
53-7051	Industrial Truck and Tractor Operators	2,035	2,257	222	10.9	1,891	17.81	PS	NR
53-7061	Cleaners of Vehicles and Equipment	2,157	2,467	310	14.4	2,642	11.57	NR	NR
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	18,223	20,282	2,059	11.3	20,652	13.97	NR	NR
53-7064	Packers and Packers, Hand	4,091	3,859	-232	-5.7	3,779	11.34	NR	NR
53-7065	Stockers and Order Fillers	13,658	14,658	1,000	7.3	14,388	13.81	HS	HS
53-7081	Refuse and Recyclable Material Collectors	599	645	46	7.7	654	20.21	NR	NR
53-7121	Tank Car, Truck, and Ship Loaders	29	33	4	13.8	32	-	NR	NR
53-7199	Material Moving Workers, All Other	391	392	1	0.3	343	23.79	NR	NR
<p>es do not exist but annual wage rates do. These rates are italicized.</p> <p>is abbreviated as follow.</p>									
Florida		U.S. Department of Labor, Bureau of Labor Statistics							
A: associate degree		A: associate degree							
B: bachelor's degree		B: bachelor's degree							
HS: high school diploma or GED		HS: high school diploma or GED							
M+: master's, doctoral or professional degree		HS: high school diploma or GED							
NR: no formal educational credential required		M: master's degree							
PS: postsecondary non-degree award		NR: no formal educational credential required							
		PS: postsecondary non-degree award							
		SC: some college, no degree							

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

WDA 22 Top 10 Fastest Growing Occupations - Employment Needs

Data from the Department of Economic Opportunity, July 25, 2022

Occupation	% of growth By 2029	Knowledge/Skills Needed according to O*NET Online
1. Nurse Practitioners	57.4	<ul style="list-style-type: none"> • Medicine and Dentistry • English Language • Biology • Active Listening • Complex Problem Solving • Critical Thinking • Inductive Reasoning • Problem Sensitivity • Written Comprehension
2. Aircraft Mechanics and Service Technicians	48.9	<ul style="list-style-type: none"> • Mechanical • English Language • Engineering and Technology • Equipment Maintenance • Repairing • Operations Monitoring • Control Precision • Finger Dexterity • Information Ordering
3. Physician Assistants	45.9	<ul style="list-style-type: none"> • Medicine and Dentistry • English Language • Biology • Active Listening • Critical Thinking • Reading Comprehension • Deductive Reasoning • Inductive Reasoning • Oral Comprehension
4. Hotel, Motel, and Resort Desk Clerks	43.3	<ul style="list-style-type: none"> • Customer and Personal Service • English Language • Public Safety and Security • Social Perceptiveness • Speaking • Service Orientation • Oral Comprehension • Oral Expression

		<ul style="list-style-type: none"> • Speech Clarity
5. Nonfarm Animal Caretakers	43.2	<ul style="list-style-type: none"> • Customer and Personal Service • Administrative • English Language • Monitoring • Active Listening • Coordination • Oral Comprehension • Information Ordering • Near Vision
6. Cooks, Restaurant	39.0	<ul style="list-style-type: none"> • Food Production • Customer and Personal Service • English Language • Monitoring • Active Listening • Coordination • Near Vision • Information Ordering • Manual Dexterity
7. Information Security Analyst	37.3	<ul style="list-style-type: none"> • Computers and Electronics • English Language • Administration and Management • Reading • Critical Thinking • Active Listening • Deductive Reasoning • Inductive Reasoning • Oral Comprehension
8. Massage Therapists	35.7	<ul style="list-style-type: none"> • Customer and Personal Service • Biology • English Language • Active Listening • Speaking • Service Orientation • Dynamic Strength • Trunk Strength • Oral Comprehension
9. Laundry and Dry-Cleaning Workers	35.5	<ul style="list-style-type: none"> • Customer and Personal Service • Production and Processing • Active Listening • Monitoring • Arm-Hand Steadiness • Control Precision • Manual Dexterity

10. Skincare Specialists	32.1	<ul style="list-style-type: none"> • Customer and Personal Service • English Language • Sales and Marketing • Speaking • Active Listening • Service Orientation • Oral Comprehension • Oral Expression • Near Vision
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WDA 22 Top 10 Occupations Gaining the Most New Jobs

Data from the Department of Economic Opportunity, July 25, 2022

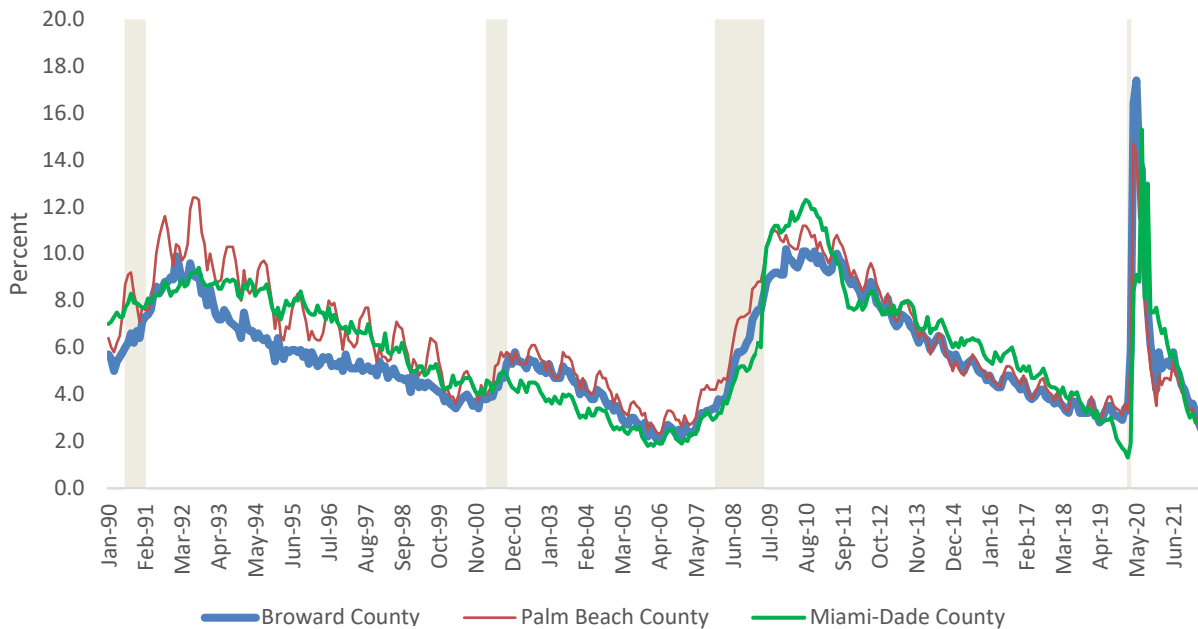
Occupation	2021 Employment per DEO LMI 2021	2021 to 2029 Growth Percentage	Education Level
Fast Food and Counter Workers	18,529	26.4	No formal educational credential required
Retail Salespersons	31,720	13.3	No formal educational credential required
Cooks, Restaurant	9,987	39.0	No formal educational credential required
Waiters and Waitresses	14,553	21.5	No formal educational credential required
Customer Service Representatives	33,862	7.6	High School diploma
Software Developers and Software Quality Assurance Analysts and Testers	7,777	28.6	Bachelor's degree
General and Operations Managers	14,767	14.9	Bachelor's degree
Laborers and Freight, Stock, and Material Movers, Hand	18,223	11.3	No formal educational credential required
Registered Nurses	20,663	9.4	Bachelor's degree
Medical Assistants	5,889	28.6	Postsecondary non-degree award

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

Although the unemployment rate is historically low, it does not necessarily describe the entire labor market environment. Many employers are finding it very difficult to find and retain the talent needed. Known as the “Great Resignation,” employees have recently found themselves in a favorable position in the labor market. With job openings at the highest level in twenty years, employees have plenty of opportunities if not satisfied at their current situation. National quit rates, estimated by the Bureau of Labor Statistics (BSL), have more than doubled since the “Great Recession” in 2009.

The chart below displays the monthly unemployment rate for Broward (blue), Palm Beach (orange), and Miami-Dade (green) counties over the last 32 years. Broward’s unemployment rate is consistent with its neighboring counties. However, the trend is declining for Broward, from 5.5% one year earlier, and 17.4% at the peak of the COVID-19 pandemic in March 2020.

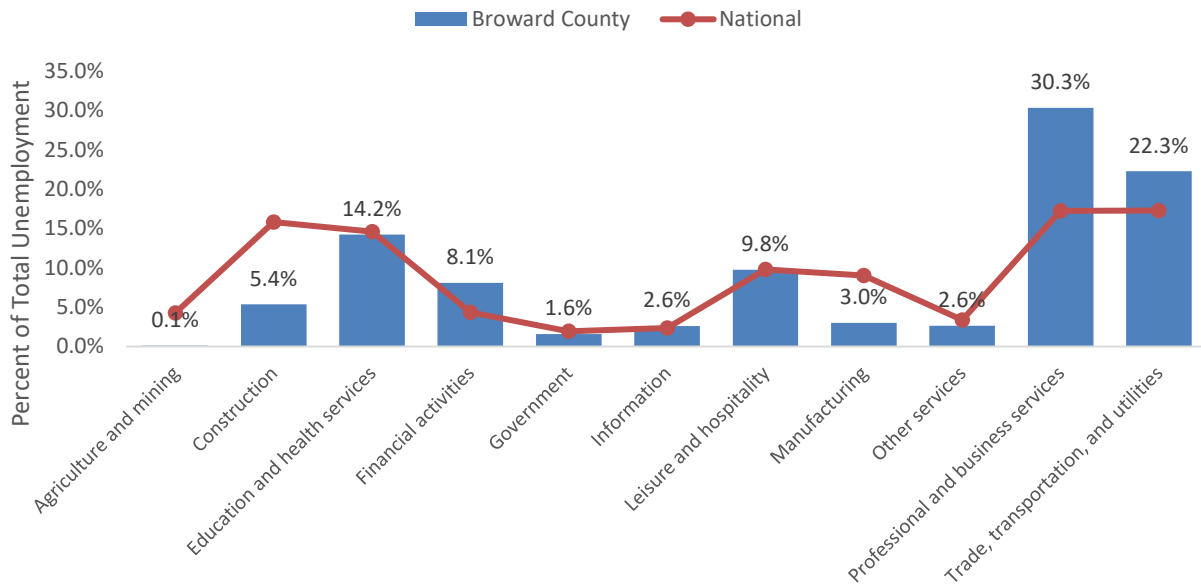
County Unemployment Rate



Source: Florida Department of Economic Opportunity

The figure below shows the distribution of employment by industry. The orange-reddish line with markers represents the U.S. distribution of unemployment, while the blue bars display Broward County's percentage of total unemployment.

Distribution of Unemployment (Dec 2021)



Source: Economic Modeling Specialists Intl.

The above chart reflects that manufacturing currently makes up 9% of the roughly 6 million total unemployed in the U.S. In Broward County, manufacturing is only 3% of the roughly 26,176 unemployed. Construction is also well below the national average (15.8%), at just 5.4% of all unemployed in Broward County. It is worth noting that unemployment is distributed in Broward County to 'Professional and business services,' 'Trade, transportation, and utilities,' and 'Financial activities' at rates higher than the national average.

Administrative and support services account for roughly 6,500 current unemployed in Broward County. This includes Office administrative services, Facilities and services to buildings, and Travel arrangement and reservation services. With COVID-19 suddenly driving a remote workforce environment in the first quarter of 2020, along with limited, if any travel, demand for these specific services came to a sudden halt. In addition, approximately 3,300 are unemployed in Retail trade including Department, Home furnishings, and Furniture stores. With the sudden closure of brick and mortar in response to the pandemic, retailers had to adapt quickly to an online only presence, limiting their resources to survive. These individuals unemployed in the current labor force likely face a difficult transition to obtain in-demand skill sets.

Labor Force and Industry Overview: As of June 2022, Broward County's labor force was 1,065,846, up 33,339 (+3.2 percent) over the year. There were 31,920 unemployed residents in the region.

Labor force participation is an important indicator of a region's economic health. The rate measures the working age population, specifically what percentage is currently in the labor force that is available and willing to work. The indicator does not include those who are retired or otherwise are no longer seeking employment. According to the following charts, Broward County has a roughly 6% greater labor force participation rate than its neighboring counties, Miami-Dade and Palm Beach, despite having similar age distributions, and offers potential employers a larger relative workforce from which to draw labor.

County Population by Age Cohort

Age Bracket	Broward County		Palm Beach County		Miami-Dade County	
	2021 Population	2026 Population	2021 Population	2026 Population	2021 Population	2026 Population
Under 15	340,856	347,792	236,672	249,508	453,992	451,775
15-24 years	218,710	220,319	161,378	166,122	311,928	313,842
25-39 years	395,384	398,172	268,682	283,057	562,215	549,362
40-54 years	395,567	407,654	272,355	283,546	568,962	577,794
55-69 years	378,218	393,376	297,730	314,325	499,191	527,860
70+	247,434	297,051	292,571	340,794	333,361	383,229

Source: Economic Modeling Specialists Intl.

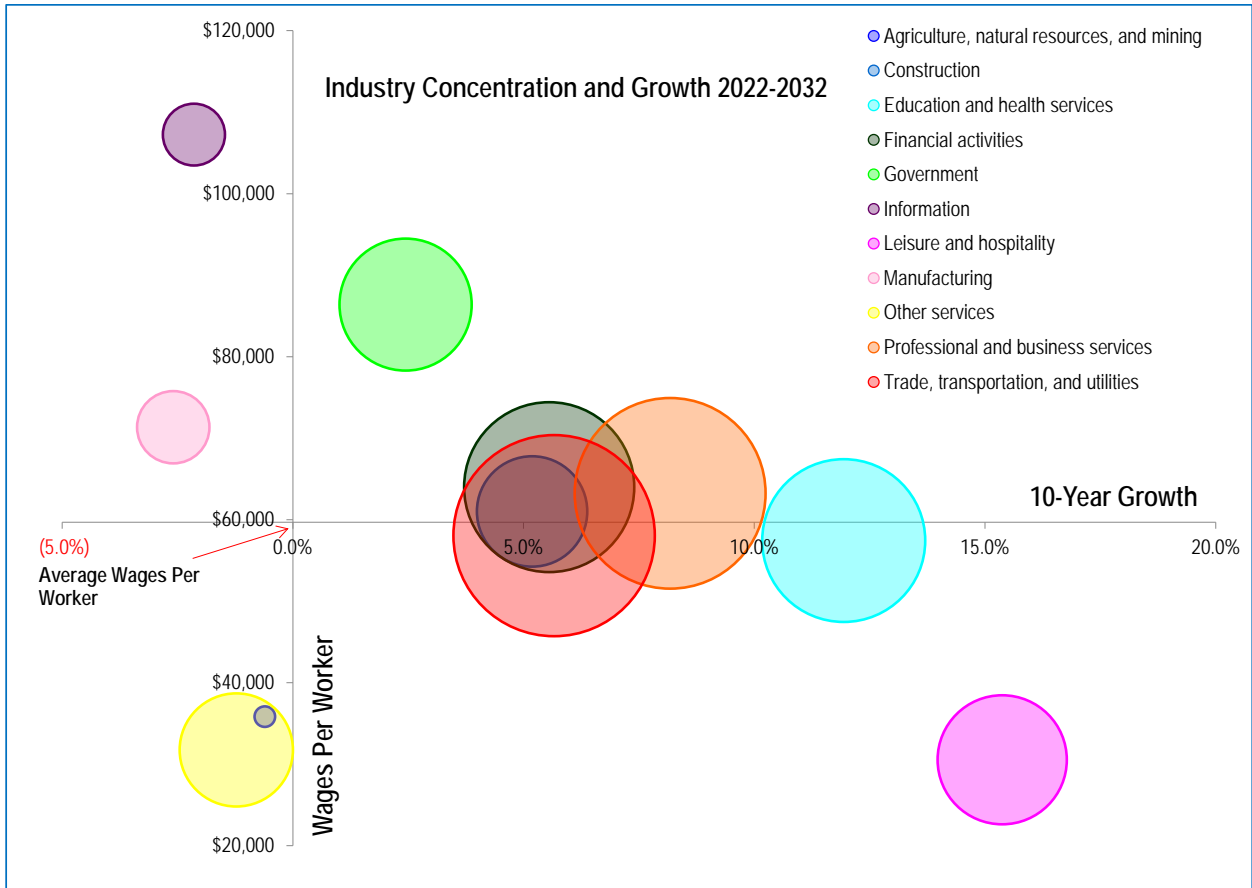
Labor Force Participation, as of May 2022

	Broward County	Palm Beach County	Miami-Dade County
Labor Force	1,055,691	762,719	1,323,557
Employed	1,028,875	744,345	1,292,780
Unemployed	26,816	18,374	30,777
Not in Labor Force	541,774	503,698	877,690
Labor Force Participation Rate	66.1%	60.2%	60.1%

Source: Economic Modeling Specialists Intl.

Broward County is home to approximately 1.2 million jobs (including self-employed estimates). The chart below highlights the county's industry employment, average earning, and forecasted job growth over the next 10-years.

Broward County Industry Concentration and Growth



Source: Economic Modeling Specialists Intl.; All Class of Workers

For Broward, the largest circle (red) represents 'Trade, transportation, and utilities.' Given tourism in the region, retail trade accounts for roughly two-thirds of this industry. This diverse industry overall pays roughly the county average wage and is expected to grow about 5.7% over the next 10 years. 'Professional and business services' (orange) is the second largest industry, currently employing almost 220,000 jobs in the county. Pay is above Broward County average and expected to grow at a strong 8.2% over the next decade.

Given the tourism component, it is important to recognize the role of 'Leisure and hospitality' (pink) in the county. Although the industry pays average wages well below Broward's average, the growth is expected to account for roughly 19.3% of all net new jobs over the next 10 years. It is important to note that this industry can support a learning environment and experience to gain some soft skills requested by employers. In addition, there are also many opportunities for career growth and management level occupations.

Industry growth is expected to be nearly 15% for Leisure and hospitality over the next decade. This is followed by growth in 'Education and health services,' 'Professional and business services,' 'Trade, transportation, and utilities, and Financial activities.' Further research into these industries provide 10-year growth for:

- Scheduled Air Transportation at 55.6%,
- Clothing Stores at 14.8%,
- Computer System Design Services at 18.4%,
- Restaurants, Amusement, and Recreation at 24.6%,

- Financial Investments Activities at 15.1%,
- Medical Offices of Health Practitioners at 24.9%.

Occupation Supply and Demand: Given the growth and wages from the industries provided above, a deeper analysis will focus on detailed industries that also align with CareerSource Broward’s “High-Growth Industries.” These industries identified in the figure below account for roughly 25% of all Broward County jobs and are expected to add over 50,000 net new jobs over the next decade.

Detailed Industry Growth

Financial activities	2022 Jobs	10-Yr Job Growth	Percent Change	Avg. Earnings/Job
Other Financial Investment Activities	29,967	4,513	15.1%	\$56,870
Activities Related to Real Estate	33,028	3,816	11.6%	\$46,001
Lessors of Real Estate	27,133	1,782	6.6%	\$55,173
Education and health services	2022 Jobs	10-Yr Job Growth	Percent Change	Avg. Earnings/Job
Offices of Other Health Practitioners	15,213	3,784	24.9%	\$45,473
Offices of Physicians	24,339	1,895	7.8%	\$123,535
Elementary and Secondary Schools	10,968	1,384	12.6%	\$46,896
Home Health Care Services	21,864	1,304	6.0%	\$29,153
Continuing Care / Assisted Living Facilities	6,563	1,293	19.7%	\$32,442
Trade, transportation, and utilities	2022 Jobs	10-Yr Job Growth	Percent Change	Avg. Earnings/Job
Scheduled Air Transportation	9,984	5,551	55.6%	\$107,884
Clothing Stores	8,691	1,288	14.8%	\$27,382
Professional and business services	2022 Jobs	10-Yr Job Growth	Percent Change	Avg. Earnings/Job
Management and Technical Consulting	21,145	3,039	14.4%	\$69,251
Computer Systems Design Services	13,853	2,555	18.4%	\$110,811
Leisure and hospitality	2022 Jobs	10-Yr Job Growth	Percent Change	Avg. Earnings/Job

Restaurants and Other Eating Places	61,904	14,993	24.2%	\$29,431
Other Amusement and Recreation	8,048	2,243	27.9%	\$35,350
Gambling Industries	1,094	829	75.8%	\$44,152

The following table is sorted by occupations expected to have the most openings in Broward County over the next decade. This includes job openings due to replacement (jobs due to retirement, turnover, or termination) and new job hires (expansion of business). Most of these jobs fall under Leisure and hospitality and retail trade.

Top 20 Occupations by Total Job Openings

Occupations	Avg. Annual Openings	Avg. Hourly Earnings	Current Job Postings
Retail Salespersons	4,009	\$13.93	2,048
Fast Food and Counter Workers	3,933	\$10.38	969
Customer Service Representatives	3,343	\$17.13	988
Cashiers	3,259	\$11.44	247
Waiters and Waitresses	3,082	\$12.01	466
Laborers, Freight, Stock, and Movers	2,443	\$17.24	307
Stockers and Order Fillers	2,316	\$13.75	1,243
Office Clerks, General	2,241	\$17.21	184
Janitors and Cleaners	2,062	\$13.04	633
Cooks, Restaurant	1,918	\$14.28	449
Home Health and Personal Care Aides	1,738	\$11.81	173
Security Guards	1,608	\$13.13	541
General and Operations Managers	1,307	\$54.17	296
Secretaries & Admin Assistants	1,262	\$17.38	867
Landscaping & Groundskeeping	1,083	\$14.93	154
Receptionists and Information Clerks	1,064	\$15.14	519

Maids and Housekeeping Cleaners	1,055	\$12.26	378
Bookkeeping & Accounting Clerks	1,047	\$21.09	443
Supervisors of Food Prep & Servers	1,040	\$17.65	905
Food Preparation Workers	1,028	\$12.73	268

The next table includes the top occupations by net new jobs (expansion of business). This table includes some jobs from Leisure and Hospitality, but also from Air transportation, Professional and Business Services, and Financial Activities.

Top 20 Occupations by Net New Jobs

Occupations	Total Jobs Gained	Avg. Hourly Earnings	Current Job Postings
Cooks, Restaurant	3,653	\$14.28	449
Waiters and Waitresses	3,057	\$12.01	466
Flight Attendants	1,997	\$24.71	2
Security Guards	1,714	\$13.13	541
Home Health and Personal Care Aides	1,675	\$11.81	173
Fast Food and Counter Workers	1,566	\$10.38	969
Laborers, Freight, Stock, and Movers	1,531	\$17.24	307
Software Developers, Analysts and Testers	1,406	\$50.78	796
Passenger Vehicle Drivers	1,078	\$14.76	14
Exercise Trainers and Fitness Instructors	1,017	\$20.40	164
Personal Service Managers	932	\$38.16	32
Supervisors of Food Preparation	908	\$17.65	905
Janitors and Cleaners	899	\$13.04	633
Postsecondary Teachers	880	\$40.01	551
Insurance Sales Agents	809	\$31.87	148

Airline Pilots, Copilots, and Flight Engineers	782	\$104.91	10
Real Estate Sales Agents	775	\$32.57	73
Hairdressers, Hairstylists, & Cosmetologists	758	\$16.25	143
Lawyers	739	\$70.81	154
Management Analysts	729	\$46.58	359

The following figure provides the top declining occupations in terms of net new jobs for Broward County. Some of these occupations are potentially in this figure, as the number of job openings per year is high. However, over the next decade they are expected to see the overall number of jobs in this occupation decline. This is likely due to technology and the use of Artificial Intelligence. For example, it is expected that cashiers have over 3,200 job openings in Broward County on an annual basis. However, over time, more will be resigning or laid off and not replaced.

Top Declining Occupations by Net New Jobs

Occupations	Total Jobs Lost	Avg. Hourly Earnings	Current Job Postings
Cashiers	(2,261)	\$11.44	247
Maids and Housekeeping Cleaners	(968)	\$12.26	378
Customer Service Representatives	(697)	\$17.13	988
Travel Agents	(678)	\$22.01	2
Secretaries and Admin Assistants	(668)	\$17.38	867
Retail Salespersons	(622)	\$13.93	2048
Childcare Workers	(573)	\$11.79	78
Office Clerks, General	(455)	\$17.21	184
Tellers	(454)	\$14.70	88
Securities and Financial Sales Agents	(368)	\$38.92	478
Parking Attendants	(367)	\$12.20	140
Hotel, Motel, and Resort Desk Clerks	(338)	\$12.00	231
Executive Secretaries and Admin Assistants	(304)	\$27.44	109

Telemarketers	(302)	\$13.63	23
Preschool Teachers	(296)	\$13.73	286
Supervisors of Office and Admin	(289)	\$29.30	595
Postal Service Mail Carriers	(270)	\$26.37	10
Bill and Account Collectors	(253)	\$18.28	167
Legal Secretaries and Admin Assistants	(234)	\$21.77	31
Laundry and Dry-Cleaning Workers	(226)	\$11.63	38

Demographic Overview: In 2021, it is estimated that 1.976 million people resided in Broward County. The population has increased 3.3% since 2016. This growth is expected to continue for the next five years, as estimates have total population growth at 4.5%, topping 2.06 million by 2026. Broward County is projected to experience a shift in its demographic base over the next several years. By 2026, the Hispanic population is projected to become the dominate ethnic group within the county, with the Asian population growing at a significant rate, as well. Perhaps the more meaningful shift through 2026 is the growth in the 70 and up age cohort. The cohort is project to grow by 20% to nearly 300,000 and make-up roughly 14% of the county’s total population. The greying of the population will likely have significant impacts to the requisite services demanded throughout the county, such as increased healthcare and a possible softening in demand for childcare services.

Educational Attainment: With respect to the region’s educational attainment, Broward and Miami-Dade are similar in the demographic distribution with two exceptions: Miami-Dade has significantly higher percentage of their population with less than a high school education, and Broward has a significantly higher percentage of their population with at least some college. Palm Beach County, however, has a greater percentage of their population having either a bachelor’s degree or a graduate degree.

Quality of Life: Broward County currently suffers from affordable housing and childcare issues. As the housing market has exploded since the pandemic, the cost of to purchase a home in the county has become out of reach for many working families. The data suggest housing prices should begin to ease as mortgage interest rates increase and rents begin to stabilize; however, many first-time buyers are still priced out of the market. Childcare costs are also putting pressure on working families as Broward County is reported to have the most expensive childcare in the state. While these costs have impacted Broward County families, poverty rates throughout the county have declined significantly since 2010. So, while the cost of living has increased, so too have incomes to help offset these increases.

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

CSBD has had success in utilizing all the training options available through WIOA. CSBD's strengths in the area of workforce training and education lies in:

1. The participation of the Broward Workforce Development Board and Council of Elected Officials in selecting the courses on our EPTL.
2. Its strong relationships with public and education partners.
3. The wealth of private post-secondary providers in our local area that are within a close commuting distance, as this provides customers with an array of choices.
4. The number of training options available to participants.
5. Our communication network with our training providers. We meet several times a year and are able to work on performance and other matters of importance related to the institutions and our participants.
6. Our performance metrics, which requires 1) the removal of courses where they are not meeting a 70% completion and placement rate and 2) the removal of courses where there are not at least 25 openings in Employ Florida for that occupation.

One weakness that has arisen since the pandemic is the decrease in individuals seeking training through a classroom. To address this, we have implemented several new outreach strategies and increased our work-based options.

C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

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

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

The BWDB's Vision

To be the premier workforce agency facilitating better jobs and providing quality workers that enhances the quality of life and builds a sustainable economy for Broward County.

The BWDB's Mission

To provide innovative solutions through the professional delivery of quality services, which consistently and effectively meet workforce needs.

The BWDB's Goals

- 1) Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.
- 2) Maintain our role as workforce development leaders through advocacy by the board, collaboration, and providing information and intelligence to stakeholders with feedback from the community.
- 3) Encourage employers by engaging and identifying their needs, and educating and connecting them to the workforce system to produce innovative workforce solutions.
- 4) Encourage job seekers to choose CSBD for comprehensive employment, education and training services, and to connect them to the workforce system using the state's job bank.
- 5) To align Broward County community services (social services and education) to maximize employment and work opportunities for targeted populations (veterans, youth, individuals with disabilities, older workers, and ex-offenders).
- 6) Develop and utilize a legislative agenda to improve employment services and opportunities in Florida.
- 7) To anticipate political, environmental, and economic changes in the near and long-term future and prepare for those changes.

The CSBD governing boards meet annually to review and update their Vision, Mission and Goals. As previously mentioned, a part of their planning process is to consider the local workforce area's economic conditions. The workforce board considers:

- Existing and emerging in-demand industry sectors and occupations.
- The employment needs of employers in those sectors & occupations.
- The knowledge and skills needed to meet the employment needs of the employers in the local workforce area, including employment needs of in-demand industry sectors and occupations.
- The workforce in the local workforce area, current labor force employment and unemployment data, information about labor market trends, and the educational and skill levels of the workforce in the region.
- The workforce needs of individuals with barriers to employment.
- The workforce development activities, including education and training in LWDA 22, as well as an assessment of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of local employers.

In addition, in 2011, more than 350 local workforce area business, civic, academic and government leaders, volunteers and community residents began the process of developing a strategic visioning plan through the year 2030, using the Six Pillars framework of the Florida Chamber Foundation as a strategic planning tool.

The Six Pillars Plan, which was launched in October 2012 sets goals through 2030, is meant to help communities prosper and create high paying jobs through 22 goals and 82 strategies. Now called The Prosperity Partnership, there are 11 pillars; Affordable Housing, Community Branding, Economic Mobility, Education, Entrepreneurship, Homelessness, Social Justice &

Racial Equality, Resiliency, Talent Hub, Targeted Industries, and Transportation. CSBD's President/CEO is co-chair of the Economic Mobility Committee.

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

The core partners all have seats on the BWDB and sit on the Board's committees. CSBD has entered in a Memoranda of Understanding with both our core and legislative partners. Because of the presence of our core partners on the board and BWDB committees, they are a part of the decision-making process.

A key goal of the CSBD governing boards is to coordinate services with respect to mutual participants and to strengthen referrals among the partner programs. Since a one-stop operator has been selected by the CSBD governing boards, the one-stop operator is charged with scheduling meetings on an on-going basis with the core and legislative partners to further these goals and make them part of our everyday standard operation and to help meet our mission and vision.

As the core partners also share performance measures with CSBD, a special assignment for the one-stop operator is to strategize with the core partners on how to assist each other in the delivery of the performance measures.

Strategies include:

1. Referrals to the WIOA adult program following adult participants' attainment of a GED through an Adult and Family Literacy Act (AEFLA) program.
2. Identifying adult referrals between Vocational Rehabilitation / Services for the Blind and Wagner Peyser / WIOA.
3. Sharing information, which is done easily between WIOA and Wagner Peyser. Through FERPA agreements, information can be shared between WIOA and our AEFLA as well as other education partners. A strategy for sharing information with Vocational Rehabilitation also exists for common customers. As common participants are also shared with the other legislative one-stop partners, methods for sharing information with them is a goal of the workforce delivery system.
4. Identifying specific services provided by the core programs, which are needed by participants, so that such services can be identified, referred and co-enrolled for them.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

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

(a) All of the programs that are included in the system;

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

- Eligibility determination
- Outreach and intake
- Orientation to the information and other services available
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Recruitment and business services on behalf of employers
- Referrals to and coordination of activities with other one-stop partners
- Provision of performance information and program cost information on eligible providers of training services, per WIOA section 122
- Provision of all information in formats usable by and understandable by one-stop center customers
- Provision of information and assistance regarding filing claims for reemployment assistance benefits
- Assistance in applying for WIOA and other federal and state financial aid assistance for training and education programs
- Development of an individual employment plan to identify and achieve employment goals
- Individual counseling
- Workshops
- Career planning and exploration
- Employability skills
- Referrals to job postings and placement assistance
- Internships and work experiences that are linked to careers
- Financial literacy services
- Referral to English language acquisition and integrated education and training programs
- Support Services; and,
- Follow-up services.

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

Our one-stop system integrates the following funding streams and programs offering customers' services as needed through: Wagner-Peyser, Veterans programs, RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act programs. CSBD implements ad hoc programs based on grants and funding, such as RESEA, NDWG and the Summer Youth Employment Program.

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

- Department of Economic Opportunity
- Department of Children and Families
- Department of Vocational Rehabilitation
- Local educational agencies
- The Early Learning Coalition (child care provider)
- Public housing agencies
- Broward County Department of Human Services
- SCSEP Title V Programs

CSBD has long established referral agreements (including youth to our WIOA Adult and Dislocated Worker programs) and we coordinate the delivery of services with Broward County Family Success Centers, OIC of South Florida, Mission United and the Urban League on many different events.

In Broward County, the Broward County Public School System (BCPS), through the technical colleges, provides all vocational training. Broward College also receives some of the Perkins Funds. CSBD provides all Carl Perkins occupational skills training options for adults, dislocated workers and out-of-school youth through ITA's for the BCPS Technical Colleges and through Broward College. The BCPS and Broward College provide us with their list of courses in occupations on the TOL and the CSBD Board approves the courses in accordance with the State's Policy of Eligible Training Providers for inclusion on the ITA List provided to customers.

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

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

CSBD one-stop center jobseekers can access a wide array of integrated employment, training and WIOA partner services. WIOA Success Coaches provide eligible job seekers with basic and individualized services.

The type and availability of adult and dislocated worker employment and training services and activities range from information about careers and the local labor market, job search assistance, case management, and assessments, such as, but not limited to, the following:

- TABE
- CASAS
- eSkills
- CareerScope
- TORQ
- Employ Florida, and CareerOneStop
- Workshops that teach:
 - resume writing
 - interviewing
 - social media and related networking

- financial stability
- soft skills and job readiness
- advanced job search techniques; and

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

- Occupational skills training
- On-the-job training
- Work experience/Internship
- Customized training, and adult education and literacy in combination with other training services, such as IWT, and;
- Rapid response and supportive services to assist individuals participating in employment and training activities.

These activities assist individuals to acquire and retain jobs, establish a work history, develop occupational and soft skills, and progress and get promoted in the workplace.

The type and availability of adult and dislocated worker employment and training services are assessed continuously in a variety of ways, ranging from customer satisfaction surveys to outcome metrics that can be analyzed to determine placement rate, time to placement, cost per placement, training related placements, earnings at placement and employment retention. Process changes, brainstorming, and root cause analysis are frequently used techniques for continuous improvement.

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

(a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;

Selection of training providers and courses of training, as well as the removal of training providers from the Eligible Training Provider List, is done through a review process established by the CSBD governing boards and include staff and board committees. In addition, CSBD staff holds provider meetings to hear from training providers and to disseminate information to continuously improve the system.

(b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs;

CSBD does not provide training services. Participants are referred to training delivered by eligible training providers through an individual training account or to work-based training provided by employers.

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

All Success Coaches are trained to advise customers on customer choice and all choices available to them. All customers receive a basic service, as part of WIOA's work first policy, before being determined in need of individualized services. Participants must complete the

assessment process including testing, economic analysis, and the individual career plan process prior to enrollment into training. Testing for entry into post-secondary training may include the TABE and/or the CASAS. A minimum 10th grade level in reading and mathematics is used as an indicator of readiness for college entry or other school training requirements. Final acceptance into training is subject to the prerequisites of the training or educational institution. The participant and Success Coach identify the career training field and the educational institution most appropriate. CSBD provides performance information on placement rates of training providers and earnings related to the desired training to assist job seekers with an informed choice among courses and training providers.

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

CSBD uses tools, such as JobsEQ and Employ Florida, to analyze the labor market information in our region. CSBD holds a publicly noticed meeting to get input from business and industry, trade associations, education, economic development and others on the local area's Target Occupations List and information on emerging occupations. In-demand training is linked to the Targeted Occupations List (TOL) based on job openings and a set floor wage rate in our workforce area. Training is limited to two years in duration and the attainment of industry-recognized certificates or degree. The TOL is reviewed at least once quarterly and the statewide Eligible Training Providers list is available for customers to review should they be interested in re-locating. Training is only provided for in-demand occupations, except for On-the-Job Training and customized training where "demand" is determined by the employer.

CareerSource Broward uses networks and relationships, such as with the Greater Ft Lauderdale Alliance, Community Foundation, The Broward Workshop and our education partners and industry intermediaries to get a broad spectrum of input from community partners, which we can use to ensure occupational training programs are available for the career pathways in key industry sectors. Also, our industry intermediaries work with the business community and education providers to ensure that CSBD's list of approved training programs meet the needs of the local industry.

Our planning process incorporates an analysis of our local workforce area's economic conditions including:

- Existing and emerging in-demand industry sectors and occupations.
- The employment needs of employers in those sectors & occupations.
- The knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.
- The workforce in the local workforce area, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.
- The workforce development activities (including education and training) in our local area, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of local employers.

To further align resources, the board applies for other grant opportunities to support key industry sectors, such as apprenticeships for the IT, construction and marine industries.

CSBD staff uses our Targeted Occupations List and JobsEQ to ensure we have training programs in the key industry sectors in order to meet the needs of the employers. If there is an occupation in demand that CSBD does offer training, CSBD staff utilizes JobsEQ to research the schools that offer the training and approach the schools to apply to be on the Eligible Training Provider List (ETPL).

CSBD annually monitors ITA providers. The monitoring confirms:

- FETPIP data reporting with the Commission for Independent Education (CIE)
- Florida Department of Education licenses with the CIE
- Reconfirms accreditation status
- Occupational training courses are still on the Targeted Occupations List
- Tuition and other costs from non-public schools are as listed in the school's catalog; and,
- Updated insurance certificates, as needed, to confirm that CSBD is listed as the third party named insured.

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

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

- OJT – CSBD assists the employer with the costs of training new hires and existing employees in order to upgrade the employee's skills. CSBD reimburses a portion of the employee's wage during the training period outlined in the training plan. OJT reimbursement rate is 75% straight-time wage reimbursement for all employers, including those with 251 or more employees that are located in a distressed zip code or opportunity tax zone. As job seekers work close to their homes, especially in distressed communities, it makes sense to offer this type of reimbursement to these employers instead of basing it on a job seeker's characteristics, which could be discriminatory.
- IWT – Designed to offset an employer's training cost for upgrading the skills of their existing workforce. CSBD pays a percentage of the training cost. CSBD sets aside 20% of its combined local adult and dislocated worker funds for IWT.
- Work Experience/Internship – Designed to enable job seekers to gain exposure to the world-of-work and its requirements, while simultaneously giving the employer an opportunity to gauge the job seeker's competency and identify any skill gaps that need to be addressed for a successful hire. However, CSBD chooses not to provide Transition Work Experience at this time, but reserves the right to do so in the future.
- Customized Training – Designed to meet the special requirement of a business or a group of businesses with the commitment by the business to employ the individual upon successful completion of the training. The purpose of this program is to provide training activities that will increase employment and occupational skill attainment of participants to improve the quality of the workforce and enhance the skills, productivity, and competitiveness of the business community.

CSBD is involved in an initiative with the Broward County Public Schools (BCPS) to educate parents that attending college to achieve a bachelor's degree is not the only path for students. Students that do not receive a bachelor's degree or attend college can earn just as much or more than their counterparts through certification programs, apprenticeship

programs and receiving an associate's degree. CSBD created career lattices in our targeted industries (Aviation/Aerospace, Construction, Healthcare, Hospitality, IT, Marine and Maritime), which were featured in a video developed by BCPS and distributed materials reflecting the career lattices at community events. These career lattices are also on CSBD's website industry pages.

CSBD utilizes intermediaries to engage the targeted industries of Healthcare, Technology, Marine, Aviation, Hospitality/Tourism, Retail and Construction to partner with trade and professional associations to expand its service delivery to employers in these industries. The aforementioned intermediaries were charged based on emerging industries and occupations data provided to CSBD from DEO's LMI unit and the Greater Fort Lauderdale Alliance, our local economic development partner. Through our industry intermediaries, CSBD partners with industry associations to hold job fairs specific to the industry. We invite job seekers who are training or who completed training in the specific industry to attend these job fairs. Additionally, we provide industry related LMI to businesses and associations. Also, our industry intermediaries work with the business community and education providers to ensure that CSBD's list of approved training programs meet the needs of the local industry.

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

(a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).

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

1) Navigator Model

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

2) Vendor Model

Contracted youth vendors deliver the WIOA youth elements on a one-by-one or small group basis. Providers contracted as Navigators or as Traditional Full-Service Providers refer youth to vendor services, as needed, as determined by the youth's Success Coach. Vendors provide services for youth participants to include:

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

3) Traditional Full-Service Model

The program design of the traditional full-service model gives youth the opportunity to participate in the 14 WIOA youth elements beginning and ending around the same time. Program designs are based on research and/or replication of a successful model to include:

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

All program designs under this model include a paid work experience tied to the youths' career pathway and employability skills.

All program models include activities to serve youth with disabilities. Given the heightened emphasis on the provision of service to students and youth with disabilities under WIOA, CSBD is in the process of renewing it's a vendor status for Vocational Rehabilitation (VR) and qualifying staff to provide benefits planning for youth receiving SSI or SSDI to explain to them: 1) how working could affect their benefits; 2) how they would make more money working than receiving benefits; and 3) what Social Security work incentives they may be eligible to receive. Moreover, CSBD has partnered with high school transitional employment programs for students with disabilities by introducing them to care center services with an on-site visit, which includes a tailored resume and interview workshops for the students. CSBD also has a youth provider that serves youth with disabilities. Center for Independent Living is funded to provide intense case management to WIOA eligible out-of-school youth who have a disability. Youth receiving SSI or SSDI are also enrolled in our Ticket to Work program.

- (b) Include the local area's design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

The 14 elements identified by WIOA, which must be made available to youth on an as needed basis, are available from our contracted youth service providers and through our one-stop center. They are:

1. Tutoring, study skills training, instruction and dropout prevention strategies that lead to completion of a high school diploma.

Providers support youth in GED and post-secondary programs with tutoring and may also access vendors procured by CSBD for specialized subjects.

2. Alternative secondary school services assist youth who have struggled in traditional secondary education. Alternative secondary education is available to all enrolled youth who need their high school credential and want to elect GED preparation. The Adult Education and Family Literacy Act (AEFLA) provider is the

School Board of Broward County. They also are a CSBD provider enrolling OSY into Alternative Education Programs.

The CSBD Navigator programs all offer online GED preparation programs to youth drop-out participants.

3. Paid and unpaid work experience is a planned, structured learning experience in the private for-profit section, the non-profit sector, or the public sector, including summer employment, pre-apprenticeship programs, internships and job shadowing, and on-the-job training.

CSBD sets aside funds for each of its providers to combine program activities with work experience and/or OJT. CSBD also is able to provide a summer program in coordination with non-federal funding made available by the Children Services Council of Broward County.

4. Occupational skills training is offered to youth through CSBD youth providers, HANDY and FLITE, which are local CBOs that dual enroll youth in WIOA and their own programs, and can offer youth an ITA if appropriate. Further, CSBD's one-stop center can also offer youth occupational skills training as appropriate with their career goals.
5. Education offered concurrently with workforce preparation and training for a specific occupation, Integrated Education, or Contextualized Instruction is provided by Broward County Public Schools. CSBD Navigator programs offer youth work experience and employability skills to provide workforce preparation together with skills training through at-work experiences.
6. Leadership development opportunities are embedded in the all youth provider programs.
7. Supportive services are a component of youth assessments and support is made available through WIOA or a partner program, as appropriate, to enable an individual to participate in WIOA activities.
8. Adult mentoring is offered to youth through the staff of the youth provider programs. While CSBD has issued RFPs for entities wishing to provide mentors; however, an entity that can provide such services has not been identified.
9. Follow-up services are provided to all WIOA youth.
10. Comprehensive guidance and counseling in the forms of individualized counseling to participants is required by all CSBD youth service providers. Youth needing substance and alcohol abuse counseling, and mental health counseling, are referred to partner programs.
11. Financial literacy education is offered through online programs by youth service providers and through the one-stop centers, as well as through one-on-one guidance by the youths' case managers.

12. Entrepreneurial skills training is provided through Junior Achievement to some CSBD youth service providers who can refer youth to those classes, as appropriate.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area is provided through the one-stop centers. CSBD youth service providers are given access to information, as needed.
14. Post-secondary preparation and transition activities are provided to ISY and to OSY youth seeking to attend post-secondary school.

As funds are available, CSBD may also use WTP funds for summer youth employment program activities or a year-round non-custodial parent program.

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

CSBD youth services are currently provided through its youth providers and its one-stop center. Youth providers generally use the CASAS to assess participants’ literacy skills, and youth scoring a 7th grade level or below are considered to be basic skills deficient; however, CSBD also allows its providers to use additional assessments identified in their responses to CSBD RFPs and which are cited in their contract.

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

CSBD youth services are currently provided through its youth providers and its one-stop center. Youth providers generally use the CASAS to assess participants’ literacy skills, and youth scoring a 7th grade level or below are considered to be basic skills deficient; however, CSBD also allows its providers to use additional assessments identified in their responses to CSBD RFPs and which are cited in their contract. For some providers the contract leaves the door open for the provider to identify an assessment tool appropriate for an individual youth. Specific assessments used by providers include:

- CASAS – Measures basic skill and academic achievement in reading, listening, math, writing, and related areas.
- Emotional readiness assessments.
- Assessment of other non-cognitive skills, such as motivation stress, management organization and the ability to cope with financial pressure.
- Career Coach – an assessment based on a series of activities related to the work environment, personality types and career interests.
- Work Keys - Career Readiness.

- PERT (Post-Secondary Education Readiness Test) – to assess reading, writing and mathematics.
- LOEP (Levels of English Proficiency) - Reading and Listening Comprehension for English language learners.
- Disability Services Testing - Measures disabilities and determines the accommodations needed.
- CLEP - Measures knowledge in thirty-three (33) academic areas.
- Kuder Navigator.
- Employability Skills Pre/Post Test.
- Employability Skills Inventory.

However, not all providers use all assessments.

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

CSBD is defining the term “Additional assistance (for OSY/ISY) to enter or complete an educational program or to secure or hold employment as having low income (as referred by law) and one of the barriers listed below:

1. Historical or current personal or family substance abuse
2. Gang involved, affiliated, or affected due to family member involvement
3. Victim of abuse or domestic violence or family history of abuse or domestic violence
4. Victim of human trafficking
5. A youth who has a parent that is or was incarcerated within the past 24 months
6. A youth lacking a significant or positive work history based upon:
 - a. Their having been fired from one (1) or more jobs within the last six (6) months, or
 - b. Their having been employed in three (3) or more jobs within the last 12 months, and who is no longer employed or,
 - c. A youth who has actively been seeking full-time employment for at least two (2) months, but remains unemployed, or employed part-time. Includes a youth with no employment history.

At this time, CSBD is reserving the opportunity to define additional assistance for purposes of the 5% window.

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

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

The BWDB met on 1/26/17 to consider an appropriate definition of self-sufficiency. Based on research provided by staff and input from the public and providers, the following definition for self-sufficiency was adopted as indicated in the BWDB Self-Sufficiency Wage Level Chart below:

2022 BWDB Self-Sufficiency Wage Level Chart

Family Size	Self-Sufficiency Wage Level for WIOA Eligibility for Adult Training Services	Standard Applied
1	\$50,800	HUD Standard
2	\$58,050	HUD Standard
3	\$66,710	200% LLSIL
4	\$82,360	200% LLSIL
5	\$97,204	200% LLSIL
6	\$113,686	200% LLSIL
7	\$130,138	200% LLSIL
8	\$146,650	200% LLSIL

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

Dislocated workers have their own eligibility criteria.

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

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

N/A

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

CSBD coordinates WIOA and TANF activities for transportation, including public transportation and other supportive services, based upon program eligible job seeker needs and fund availability. Local policy requires that it must be determined that another resource is not available to provide such support services before using WIOA or TANF funding. As such, CSBD partners with the Broward County's Family Success Centers to help customers with emergency

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

CSBD issues specific denomination VISA cards and "load fund" cards for support services. The Senior Vice President of Finance is the administrator. The Finance Department is responsible for maintaining an adequate supply of cards and cash from which to draw funds. Customers in need of child care are referred to the Department of Children and Families for TANF and the Welfare Transition Program.

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

All one-stops are American with Disabilities Act (ADA) compliant. Integrated Resource Teams (IRT) are assembled for special needs individuals. Each center has a Disability Specialist assigned to assist these customers with using the assistive technology, or to schedule an interpreter as needed. CSBD assistive tools include: screen readers, screen magnifiers, JAWS software, bigger keyboards, and a specialized mouse. Staff is trained annually on disability etiquette and serving customers with disabilities. CSBD has a contracted provider to conduct sign-language interpreter services for hearing impaired customers, as well as foreign language interpreting services for customers with Limited English Proficiency. These services can be scheduled or accessed on-demand.

We partner with VR and the Division of Blind services in order to continuously increase opportunities for those with disabilities. We seek out the input of VR and the Division of Blind Services whenever the opportunity arises as well as through the many events and committees on which we are jointly represented. In addition, the Disability Program Employment Coordinator coordinates activities to ensure accessibility in the one-stop centers and in our programs. CSBD is one of 17 Florida LWDBs, designated as Employment Networks by the Social Security Administration, enabling our participation in the federally funded Ticket to Work program.

CSBD has a very successful Ticket to Work (TTW) Program serving those customers with disabilities between 18 and retirement age who are receiving SSI or SSDI. If a customer with a disability is not eligible for the TTW Program, they are served like everyone else in our centers. CSBD has various assistive technologies in the centers to help customers with various needs.

Through Ticket to Work, recipients of Social Security Disability Insurance and/or Supplemental Security Income receive priority assistance, such as job search, career planning and skill building to enhance their efforts to find and retain a job and work toward becoming self-sufficient.

The CSBD Equal Opportunity Officer is focused about ensuring access for all customers and annually monitors our one-stop centers for ADA compliance. Further, a visit is made to every training provider to ensure they are accessible for people with disabilities.

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

Resource room staff in the career one-stop centers is trained to assist customers with Reemployment Assistance (RA) applications, claiming their weeks and identifying issues customers may have to address with DEO on the Connect system. All three one-stop career centers have direct-dial lines to DEO to assist customers with claims issues.

Reemployment Assistance claimants selected to participate in the Reemployment Services and Eligibility Assessment program receive one-on-one career coaching from a success coach. During these sessions, staff provides:

- Support in the development of an individual employment plan;
- Customized career and labor market information;
- Enrollment in the Wagner-Peyser Employment Service; and
- Information and access to other services and resources that support the claimant's return to work.

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

Pursuant to USDOL ETA guidance in TEGL 19-16, CSBD will prioritize individuals seeking adult services in the order listed below as directed by the TEGL.

Priority Rank	Definition of Individuals who fall within the Priority Rank
1.	<p>Veterans and eligible spouses who are WIOA eligible <u>and</u> who are also:</p> <ul style="list-style-type: none"> a. An English language learner <u>OR</u> b. Recipients of public assistance, federal, state or local <u>OR</u> c. Other low-income individual defined as: <ul style="list-style-type: none"> i. An individual receiving or who, in the past 6 months, has received federal, state or local public assistance ii. A disabled individual whose own income meets the definition of low income regardless of family income iii. Individuals working less than full-time who are seeking full-time employment and who are economically disadvantaged iv. Employed individuals who, following an assessment, are deemed to be in a position that is inadequate with respect to their skills and training <u>OR</u> d. Individuals who are considered basic skills deficient.
2.	<p>Individuals who are not veterans or eligible spouses, who are WIOA eligible <u>and</u> who have one of the following barriers:</p> <ul style="list-style-type: none"> b. An English language learner <u>OR</u> c. Recipients of public assistance, federal, state or local <u>OR</u> d. Low-income individual defined as:

	<ul style="list-style-type: none"> i. An individual receiving or who, in the past 6 months, has received federal, state or local public assistance ii. A disabled individual whose own income meets the definition of low income regardless of family income iii. Individuals working less than full-time who are seeking full-time employment and who are economically disadvantaged iv. Employed individuals who following an assessment are deemed to be in a position that is inadequate with respect to their skills and training <u>OR</u> e. Individuals who are considered basic skills deficient.
3.	<p>Veterans and eligible spouses who are WIOA eligible and who do not have any of the barriers in the list below including:</p> <ul style="list-style-type: none"> a. Military spouses who have lost employment as a direct result of relocation to accommodate a permanent change in duty station of the spouse. b. Military spouses who are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the service member. c. Military spouses who are unemployed or underemployed and are experiencing difficulty in obtaining or upgrading employment.
4.	<p>Priority populations established by the CSBD governing boards who are individuals with a family income that does not exceed the definition of Self-Sufficiency Wage Level for WIOA Eligibility for Adult Services as listed in the <u>BWDB Self-Sufficiency Wage Level Chart</u> or who have any one of the barriers in the list under “a” below.</p> <ul style="list-style-type: none"> a. An English language learner OR b. Recipients of public assistance, federal, state or local OR c. Other low-income individual defined as: <ul style="list-style-type: none"> i. An individual receiving or who, in the past 6 months, has received federal, state or local public assistance ii. A disabled individual whose own income meets the definition of low income regardless of family income iii. Individuals working less than full-time who are seeking full-time employment and who are economically disadvantaged iv. Employed individuals who following an assessment are deemed to be in a position that is inadequate with respect to their skills and training OR d. Individuals who are considered basic skills deficient
5.	<p>Adults who are WIOA eligible and who do not have any barriers.</p>

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

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

contained on Florida's Master Credentials List.

The core partners all have seats on the BWDB and sit on the Board's committees. CSBD has entered in a Memoranda of Understanding with both our core and legislative partners. Because of the presence of our core partners on the board and BWDB committees, they are a part of the decision-making process.

A key goal of the CSBD governing boards is to coordinate services with respect to mutual participants and to strengthen referrals among the partner programs. Since a one-stop operator has been selected by the CSBD governing boards, the one-stop operator is charged with scheduling meetings on an on-going basis with the core and legislative partners to further these goals and make them part of our everyday standard operation and to help meet our mission and vision.

As the core partners also share performance measures with CSBD, a special assignment for the one-stop operator is to strategize with the core partners on how to assist each other in the delivery of the performance measures.

Strategies include:

1. Referrals to the WIOA adult program following adult participants' attainment of a GED through an Adult and Family Literacy Act (AEFLA) program.
2. Identifying adult referrals between Vocational Rehabilitation / Services for the Blind and Wagner Peyser / WIOA.
3. Sharing information, which is done easily between WIOA and Wagner Peyser. Through FERPA agreements, information can be shared between WIOA and our AEFLA as well as other education partners. A strategy for sharing information with Vocational Rehabilitation also exists for common customers. As common participants are also shared with the other legislative one-stop partners, methods for sharing information with them is a goal of the workforce delivery system.
4. Identifying specific services provided by the core programs, which are needed by participants, so that such services can be identified, referred and co-enrolled for them.

The BWDB coordinates with the local school board to identify and support programs that prepare students for internships or post-secondary education opportunities. Post-secondary education opportunities are identified through coordination with post-secondary education institutions, the State, and the BWDB to identify educational and workforce investment activities geared toward preparation for occupations that are determined to be in demand locally. Additionally, each year a publicly noticed meeting is held to obtain community input on our local workforce area's Target Occupations List. CSBD staff also researches career pathways in our sector strategies to develop career lattices for employers and job seekers. Once completed, these career lattices are provided to the community, the youth programs and posted to the CSBD website. When appropriate, customers are co-enrolled to facilitate career pathways and improve access to activities leading to recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

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

- (a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations;

CSBD implements outreach efforts to local employers, including small employers and

employers with in-demand occupations, through Chamber of Commerce participation, the Greater Ft. Lauderdale Alliance, various networking events, surveys and one-on-one meetings. CSBD also utilizes eblast and social media sites, such as LinkedIn, Instagram, Twitter and Facebook, to market to employers. CSBD uses industry intermediaries and holds affinity-type employer forums. In program year 2021-2022, CSBD served over 2,849 employers, providing them a total of 73,169 services.

- (b) Support a local workforce development system that meets the needs of businesses in the local area.

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

Specifically, CSBD provides work-based training services to employers, such as OJT, IWT, Work Experience, Internships and Customized Training, which are described below:

- OJT- CSBD assists the employer with the costs of training new hires and existing employees in order to upgrade the employee's skills. CSBD reimburses a portion of the employee's wage during the training period outlined in the training plan. OJT reimbursement rate is 75% straight-time wage reimbursement for all employers, including those with 251 or more employees that are located in a distressed zip code or opportunity tax zone. As job seekers work close to their homes, especially in distressed communities, it makes sense to offer this type of reimbursement to these employers instead of basing it on a job seeker's characteristics, which could be discriminatory.
- IWT- Designed to offset an employer's training cost for upgrading the skills of their existing workforce. CSBD pays a percentage of the training cost. CSBD sets aside 20% of its combined local adult and dislocated worker funds for IWT.
- Work Experience/Internship – Designed to enable job seekers to gain exposure to the world-of-work and its requirements, while simultaneously giving the employer an opportunity to gauge the job seeker's competency and identify any skill gaps that need to be addressed for a successful hire. However, CSBD chooses not to provide Transition Work Experience at this time, but reserves the right to do so in the future.
- Customized Training – Designed to meet the special requirement of a business or a group of businesses with the commitment by the business to employ the individual upon successful completion of the training. The purpose of this program is to provide training activities that will increase employment and occupational skill attainment of participants to improve the quality of the workforce and enhance the skills, productivity, and competitiveness of the business community.

In addition:

- CSBD expands public information and marketing to employers.
- CSBD engages businesses and training providers in the review and development of the Targeted Occupations List.
- CSBD has assigned an intermediary to the Greater Ft Lauderdale Alliance.
- CSBD employs all the work-based training options under WIOA.
- CSBD assists Welfare Transition participants in gaining self-sufficiency by providing meaningful work experience as a host-site for CSBD's Community Service / Work Experience program; this also affords some additional assistance to employers.

- CSBD provides employer workshops on topics that we believe will be of interest to employers (e.g., How to Get the Most out of Employ Florida, Hiring and Retaining Job Seekers with Disabilities, What can Workforce Do for You, etc.)
- CSBD responds to employer needs by:
 - Hosting onsite recruitments, mass recruitments and job fairs
 - Coordinating rapid response events at the employer's location
 - Posting jobs and matching and screening candidates to fill those jobs

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

CSBD supports the use of registered apprenticeships to enhance employment opportunities for job seekers. CSBD meets periodically with Atlantic Technical College to discuss additional ways we can partner to expand apprenticeship opportunities. CSBD added all the apprenticeships in Broward County to its ITA List, which is available to job seekers. CSBD has two representatives on its Board that provide training in the apprenticeship arena, which helps to enhance the awareness of apprenticeships and their use.

In PY 18-19, CSBD was awarded two CareerSource Florida Apprenticeship Grants; one is a pre-apprenticeship training in construction and the other is apprenticeship training in the IT industry. Thirty-five (35) youth completed pre-apprenticeship training in administration, construction, culinary arts and horticulture. CSBD has also placed seven (7) individuals in a construction apprenticeship program with the Fort Lauderdale Housing Authority. In PY 19-20, CSBD was awarded an apprenticeship grant from CareerSource Florida in the Marine Industry.

In PY 21-22, CSBD has partnered with local industry associations and employers to provide on-the-job training funding for apprentices in the marine and construction industries.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

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

Each of the required WIOA partners is included in the local one-stop system; however, they are not all collocated. Below is a list of the one-stop partners and a description of their roles. With respect to resource contributions, our one-stop is organized using a mall approach for the contribution of resources. Partners that are collocated pay their proportionate share of the square footage they occupy and the related common area.

The following described the roles of the partners in the OS system:

- **Adults, Dislocated Workers and Youth** - are served in the one-stop centers. The WIOA Adult/ Dislocated Worker programs, together with Wagner-Peyser universal labor exchange services, form the heart of our one-stop system. Some out-of-school youth (OSY) not served by our youth providers are also able to access services and training through the one-stop system. Our one-stop partners are very familiar with the services. WIOA pays their fair share of costs.
- **Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Employment and Training (SNAP) Programs** – TANF is co-located in our centers, while SNAP is co-located in our comprehensive one stop center. Allocations are made by the state to support these programs at the local level. TANF/SNAP pays their fair share of costs.
- **Wagner-Peyser** – Together with WIOA forms the nucleus of the workforce system, offering universal services, which allow for further assessment and referral to WIOA, as well as all of our partner services. From recruitments to job fairs, our renowned Professional Placement Network and dedicated Veteran's services, all individuals entering the one-stop have the opportunity to begin in resource rooms accessing job search tools, online assessments, and workshops targeted at helping customers find not just a job but the right job. Wagner-Peyer is our one-stop partner's entry to coordinating with our employer customers. Wagner-Peyser has been collocated since the inception of the Workforce Investment Act and helps to support the one-stop infrastructure by paying their fair share of the infrastructure.
- **Vocational Rehabilitation (VR)** – is co-located in our South One-Stop Career Center. We have a strong coordinative relationship with VR. Because of CareerSource Broward's strong emphasis on services to customers with disabilities through our Ticket to Work program, we collaborate and coordinate on the services to this high priority population. All our one-stop centers have a process in place to refer customers. VR is represented on the BWDB, contributes to our planning, and contributes to the infrastructure through rent and common area costs in the South One-Stop Center.

- **Senior Community Service Employment Program (SCSEP)** – The SCSEP programs co-locate in South One-Stop Career Center, leasing space from us and providing program services and cross referrals between our programs. Through work experience opportunities, older workers also assist in the resource room, as needed, in all three of our three one-stop career centers. While not co-located, a second SCSEP provider is technologically connected and contributes to the infrastructure by paying for its presence on the CSBD website.
- **Adult Education and Family Literacy Act Programs (AEFLA)** – Is solely delivered by the Career Technical Adult and Community Education (CTACE) Division of the Broward County School Board. At this time, AEFLA does not have a presence in the one-stop; however, we have a strong referral system in place for individuals needing to acquire a high school credential or needing to upgrade their literacy skills before they can qualify for training. AEFLA is represented on the BWDB by the Curriculum Supervisor of the CTACE Division of the School District and contributes to our planning. CSBD currently contracts with CTACE to serve both OSY needing a GED or ISY needing a high school diploma. While not co-located, AEFLA is technologically connected and contributes to the infrastructure by paying for its presence on the CSBD website. Individuals access AEFLA through one of the CSBD programs or through the website.
- **Career and Technical Education** – is delivered through the School Board of Broward County. (Please see information on CTACE above). CTACE programs are on our Eligible Training Provider List. They are represented on the BWDB by the Curriculum Supervisor of the CTACE Division of the School District and contributes to our planning, together with the Broward College, and are two of our key partners in the provision of training to our participants and contribute to our planning.
- **Trade Adjustment Assistance Act (TAA) Program** – We provide these services through State staff co-located in the one-stop. Often TAA clients are dual enrolled into dislocated worker programs.
- **Jobs for Veterans Grant** – Veterans services are provided at all one-stop center locations. Through an allocation of State funds, they pay their fair share of infrastructure and operating costs. Our Veterans' staff serves more veterans than other local areas that have a military base in their boundaries. We are also connected with the Veterans Symposium, which is a Veterans service collaborative with Mission United, a nationally renowned Veteran service initiative.
- **Community Service Block Grant (CSBG)** – Services are delivered through Family Success Centers located throughout Broward County. Broward County is represented on our Council of Elected Officials, on the Board and contributes to our planning. As we serve many of the same participants, we meet to discuss the types of support services offered to avoid duplication of services and have an ongoing relationship, which allows us to refer customers needing emergency services and weatherization. In the past, Broward County through CSBD contributed to our Summer Youth Employment Program, allowing us to serve additional youth through other funding streams. While not co-located, CSBG is technologically connected and contributes to the infrastructure by paying for its

presence on the CSBD website. Individuals access CSBD through case manager referrals or through the website.

- **Department of Housing and Urban Development (HUD)** – There is no HUD employment and training program currently operating in our workforce development area.
- **Reemployment Assistance** – is co-located in our center and pays their fair share of costs.
- **Second Chance Act** – Juvenile Justice is represented on our One Stop Services Committee. Our OSY providers recruit and target youth who are on probation, received a civil citation or are exiting the jails. CSBD is the number one ranked workforce region user of the Federal Bonding Program in the state. While not co-located, Second Chance is technologically connected through its grant recipient, OIC of South Florida, and contributes to the infrastructure by paying for its presence on the CSBD website. Individuals access Second Chance through referral or through the website.
- **Migrant and Seasonal Farmworker (MSFW) Program** - CSBD does not receive Migrant and Seasonal Farmworker funds. Farming is no longer a significant occupation in Broward County. From time to time, an individual will visit on of our centers for services and, once eligibility is established, we provide WIOA services.
- **Job Corps** – There is not a local Job Corps Program in Region 22. There is a Job Corps program in Miami-Dade County and we maintain a link to their webpage in all our career center resource room computers and refer interested customers.
- **YouthBuild** – There is not a local YouthBuild Program in Region 22.
- **Native American Programs** – CareerSource Broward has reached out to the Seminole Tribe, which is in our workforce area, many times during the course of implementing Workforce Investment Act/WIOA programs; however, they have chosen not to participate. Through outreach they are aware that our one-stop services are available to the tribal members, if they wish to access the system. The Seminole Tribe operates the very successful Hard Rock Guitar Hotel. CSBD does coordinate job fairs for that hotel and casino when requested.

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

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

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

(a) Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, comply with the Americans with Disabilities Act regarding

physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers on compliance with Section 188 of WIOA (WIOA §108(b)(6)(C)).

The CSBD EO Officer is responsible for ensuring accessibility in the centers. The EO Officer annually reviews the one-stop centers using the Accessibility Survey. If a customer needs extra assistance, the center will create an Integrated Resource Team (IRT) to ensure the appropriate staff meets the needs of the customer. The IRT approach involves diversified service systems coordinating services and leveraging funding in order to meet the needs of an individual jobseeker with a disability. IRTs provide the opportunity for comprehensive, wrap-around services on behalf of an individual with a disability or other challenges to employment by bringing together diverse programs and services that meet the needs of a particular job seeker. CSBD has a Disability Specialist in each of the centers to assist employers, staff and customers with using the assistive technology, resources in the community or to schedule an interpreter for a customer. CSBD has various assistive technologies to assist a variety of customer needs, such as screen readers, screen magnifiers, JAWS software, bigger keyboards, a specialized mouse, etc. Staff is trained on an annual basis on providing services with disability etiquette and properly serving customers with disabilities.

While feedback was not initially received, we did reach out to the Center of Independent Living and they responded and indicated they were satisfied with CSBD's efforts with serving disabled individuals within our local area both through career center physical accommodations and through staff training, dedicated disability navigators, and inclusion of local organization serving the disabled population through the one-stop partner system. As with services to any segment of the population, CSBD sees this as an opportunity for continuous improvement for the delivery of effective services to the community.

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

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

Equitable Use

All customers that visit our career centers are welcomed and assisted with their needs. The career centers are set up so that when a customer enters there is a reception desk and a kiosk sign-in system for a customer to register in to the center. If a customer is not able to use the kiosk, a staff member at the reception desk can assist them.

Flexibility in Use

The resource room is at the front of the career center so all customers have access to the equipment without having to travel too far within the center. There is a computer in each center's resource room that has assistive/adaptive technology and designed to accommodate a wide range of individual preferences and abilities.

Simple and Intuitive Use

Information is provided to customers in an easy, understandable way. They are asked throughout the process if they understand the information provided to them. CSBD has an on-demand interpreter service for those customers that either need foreign language interpretation or sign-language interpretation assistance.

Perceptible Information

Signs are posted throughout the center informing customers of various departments, disability equipment, and training/workshops rooms. These signs are both written and pictorial. If customers are not sure what they need to do or understand necessary information, staff is always there to guide the customers.

Tolerance for Error

The centers are designed to minimize hazards and provide warnings both visually and by sound if there is an emergency in the building. All traveled areas are kept clear so that customers with physical disabilities or wheelchair bound do not have any obstructions in their travels throughout the center.

Low Physical Effort and Size and Space for Approach and Use

All accessibility equipment is designed to ensure customers have easy access, are comfortable, are within reach, easy to manipulate and use, regardless of the customer's body size, posture or mobility.

- (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)).

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

- Employ Florida registration,
- Portals to fill out online applications and register their attendance / seat for our workshops
- Apprenticeship, high-growth industry and scholarship training videos; and
- Web-based career exploration tools and labor market information.

Eligible customers can also access career and work ready assessments, such as Career Scope, Metrix, eSkills, CASAS, etc. Customers are able to electronically access and fill out additional forms and submit them with their electronic signature through the use of RightSignature. We provide the customer the option of meeting with his or her Success Coach virtually or in-person. If it works best for the customer, we can set virtual meetings using the Zoom platform.

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

CSBD has also hired staff to go out into the distressed communities to bring our information about CSBD services and also to bring our workshops to where the customers live. WIOA

allows local boards to set the rate of reimbursed for OJT up to 75%. CSBD's OJT reimbursement rate is 75% straight-time wage reimbursement for all employers, including those with 251 or more employees that are located in a distressed zip code or opportunity tax zone. As job seekers work close to their homes, especially in distressed communities, it makes sense to offer this type of reimbursement to these employers instead of basing it on job seekers' characteristics, which could be discriminatory.

(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)).

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

- Employ Florida registration
- Portals to fill out online applications, such as our summer youth program application
- Register their attendance / seat for our workshops
- Apprenticeship, high-growth industry and scholarship training videos; and
- Web-based career exploration tools and labor market information.

Eligible customers can also access career and work ready assessments, such as Career Scope and eSkills. Several years ago, we transitioned to a paperless case file document management system. Customers are able to electronically access and fill out additional forms and submit them to us with their electronic signature through RightSignature and/or our electronic document management system.

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

All purchases and procurements for all programs, services and goods are done in accordance with the CSBD procurement policy, which follows the requirements and thresholds as stated in 2 CFR 200 et seq., the State's conflict of interest policy, and FS 445.007.

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

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

CareerSource Broward (CSBD) programs are monitored throughout the program year by

internal and external entities.

CSBD annually monitors ITA providers. The monitoring confirms:

- FETPIP data reporting with the Commission for Independent Education (CIE)
- Florida Department of Education licenses with the CIE
- Reconfirms accreditation status
- Occupational training courses are still on the Targeted Occupations List
- Tuition and other costs from nonpublic schools are as listed in the school's catalog; and,
- Updated insurance certificates, as needed, to confirm that CSBD is listed as the third party named insured.

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

CSBD has developed performance reports that tracks regional, career center and center employee performance. This report is reviewed by front-line staff weekly to ensure they are meeting performance. If there is a performance area that is not being met, it must be addressed with a corrective action. Management staff meets regularly to review performance as well as the corrective actions to ensure staff in the career centers is meeting their performance and the corrective actions are appropriately implemented.

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

F. COORDINATION OF SERVICES

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

CSBD coordinates and provides WIOA services by sharing participants through two-way referrals with Vocational Rehabilitation and Adult Education and Literacy and dual enrolling participants across partner programs (e.g., TANF and WIOA). This prevents duplication of efforts and provides seamless service delivery to our customers. To expand our function as strategists and community conveners to hear “the voice of the customer” on the workforce needs of Broward County, we participate in community and business initiatives to harness the expertise that exists within the local workforce area. For example, we serve on the Distressed

Communities Sub-committee of the Greater Fort Lauderdale Alliance. The intent of our participation in these collaborative efforts is to meet local workforce area development needs, coordinate services as well as to find solutions for special populations with barriers to employment. Recommendations from the meetings move on to our governing boards, culminating in the roadmap, which are both incorporated into this workforce services plan and also into a strategic planning matrix, as applicable to each of the board's committees, so that the members can work on the objectives throughout the year.

(2) Coordination with Economic Development Activities: Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

The President and CEO of the Greater Ft. Lauderdale Alliance (Alliance), which is the local economic development agency, is a Board member and also CSBD's President/CEO is a board member of the Alliance. CSBD's President/CEO is also the co-chair of the Economic Mobility Committee Pillar of the Prosperity Partnership. The Board has created an intermediary position that is co-located at the Alliance, performing outreach to new employers and sharing CSBD available services. We also work closely with the Broward County Office of Economic Development, SCORE, the Chambers of Commerce, Hispanic Unity, and other organizations involved with economic development and entrepreneurial training.

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

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

CareerSource Broward delivers Rapid Response services designed to avert or minimize the economic disruption to the local community due to employer closures, mass layoffs, disaster-related mass job dislocations, and TAA petition filings. CSBD will deliver Rapid Response services by:

- Designating a Local Rapid Response Coordinator as the primary point of contact for Rapid Response.
- Ensuring that affected workers are contacted and engaged about hiring events held by CSBD.
- Educating the affected workers about classroom and work-based training grants they may be eligible for under WIOA.
- Including the business services team to identify companies that may be in early stages of a potential mass layoff in order to implement layoff aversion strategies.
- Performing layoff aversion strategies including but not limited to:

- ongoing engagement and partnership with the business community.
- assisting employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the employer's needs, and delivery of services to address the needs.
- developing, funding and managing incumbent worker training programs or other upskilling approaches as part of a layoff aversion strategy.
- connecting companies to state Short-Time Compensation or other programs designed to prevent layoffs or to quickly reemploy dislocated workers; employer loan programs for employee skill upgrading; and other federal, state, and local resources as necessary to address other business needs.
- establishing linkages with economic development activities at the federal, state, and local levels, including Federal Department. of Commerce programs and available state and local business retention and expansion activities.
- partnering or contracting with business-focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered.
- conducting analyses of the suppliers of an affected company to assess their risks and vulnerabilities from a potential closing or shift in production of their major customer.
- coordinate with local government and non-profit organizations to plan for and respond to natural and other disasters.
- connecting businesses and workers to short-term OJT, customized training and apprenticeship programs before or after layoff to help facilitate rapid employment.

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

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

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

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

Based on targeted industries by the Greater Fort Lauderdale Alliance, our local economic development partner, and Broward County, CSBD uses the information to develop partnerships with trade and professional associations in these sectors.

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

CSBD utilizes intermediaries to engage the targeted industries of Healthcare,

Technology, Marine, Aviation, Hospitality/Tourism, Retail and Construction to partner with trade and professional associations to expand its service delivery to employers in these industries. The aforementioned intermediaries were created based on emerging industries and occupations data provided to CSBD from DEO's LMI unit and the Greater Fort Lauderdale Alliance, our local economic development partner. Further, the Board has representatives from those industries, which assist with decisions on sector-based strategies. As a result, the Board represents a cross-section of business, giving voice and serving as a source for feedback, spanning a variety of industry sectors.

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

Through our industry intermediaries, CSBD partners with industry associations to hold job fairs specific to the industry. We invite job seekers who are training or who completed training in the specific industry to attend these job fairs. Additionally, we provide industry-related labor market information (LMI) to businesses and trade and professional associations.

Also, our industry intermediaries work with the business community and education providers to ensure that CSBD's list of approved training programs meet the needs of the local industry.

CSBD's President/CEO is a board member of the Greater Fort Lauderdale Alliance, and the President/CEO of the Greater Fort Lauderdale Alliance is a Broward Workforce Development Board member.

CSBD has a staff member, the Senior Business Services Representative that is outstationed at the Greater Fort Lauderdale Alliance, ensuring that workforce services are presented to businesses planning to relocate to the area. The Senior Business Services Representative assists businesses in targeted industries in obtaining Quick Response and Incumbent Worker State Level Training Grants.

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

Using tools, such as JobsEQ and Employ Florida, CSBD provides labor market information to sector strategy employers in our region and when targeting training opportunities for job seekers that lead to employment in those industries. CSBD also convenes Employer Forums to understand sector-based employment and training needs and develops service strategies around that feedback, including communicating any needed training they may desire with our ITA providers.

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

CSBD tracks service delivery outcomes, such as placements, awarded training grants, ITA completion rates, and the accomplished goals set forth for our Intermediaries. CSBD develops strategic initiatives that target key industry sectors based on the Board annual planning session, employer and education provider meetings throughout the year, intended to improve the service delivery to those industry sectors. Sector strategies are sustained based on state data, the data received from all our partner agencies and local area needs, which allows the Board

to identify and collaborate with the employers, training providers and community organizations that can positively impact the local economic development of those targeted industries.

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

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

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

CSBD also refers adults and dislocated workers who need to work on their literacy levels or English language skills to the Adult Literacy System before they receive an ITA. In this way, the two organizations collaborate on career pathway programs designed to help prepare low-skilled workers for jobs that support an economically self-sufficient wage (e.g., cross referrals, co-enrollment, etc.).

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

CSBD coordinates WIOA and TANF activities for transportation, including public transportation and other supportive services, based upon program eligible job seeker needs and fund availability. Local policy requires that it must be determined that another resource is not available to provide such support services before using WIOA or TANF funding. As such, CSBD partners with the Broward County's Family Success Centers to help customers with emergency services, such as water and electricity bill payment and free bus passes from Broward County Transit (BCT). If a customer cannot take public transportation, such as an individual with a disability, CSBD one-stop staff refers customers to BCT's TOPS (Transportation Options Program) program. Both the need and lack of resources must be documented.

CSBD issues specific denomination VISA cards and "load fund" cards for support services. The Senior Vice President of Finance is the administrator. The Finance Department is responsible for maintaining an adequate supply of cards and cash from which to draw funds. Customers in need of child care are referred to the Department of Children and Families for TANF and the Welfare Transition Program.

The Disability Program Employment Coordinator is a member of the Transportation Disadvantaged Local Coordinating Board, which is committed to assisting the transportation disadvantaged persons of Broward County with their transportation needs.

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

A core mission of CSBD is to offer universally accessible services to all job seekers and assuring veterans receive priority of service. CSBD maximizes the coordination of services provided to job seekers and employers, while avoiding duplication of services, through the co-location of Wagner-Peyser Employment Services and other partner agencies in the one-stop career centers. Co-location improves efficiency and allows for functional alignment where appropriate to make service delivery as seamless as possible within each one-stop center.

Each one-stop career center includes a one-stop manager who ensures the workforce centers are universally accessible, customer centered, and training is career-driven. This includes providing easy access to and assistance with workforce related activities, such as career exploration, job search, job preparation and career development services, as well as referral to WIOA Title I career services.

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

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

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

CSBD also refers adults and dislocated workers who need to work on their literacy levels or English language skills to the Adult Literacy System before they receive an ITA. In this way, the two organizations collaborate on career pathway programs designed to help prepare low-skilled workers for jobs that support an economically self-sufficient wage (e.g., cross referrals, co-enrollment, etc.).

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

Both TANF and SNAP E&T are integrated and co-located in our centers. The one-stop system integrates WT/TANF, SNAP E&T, Vocational Rehabilitation, Adult Education and Family Literacy Act, Wagner Peyser and WIOA programs. Further, CSBD integrates a number of discretionary grant programs as awarded by the state and/or federal government, such as

disability programs awarded through the Social Security Administration, as well as a variety of grants awarded by the USDOL. All these initiatives expand the universe of options available to our TANF and SNAP E&T job-seeker customers. Our resource rooms, workshops, computers, telephones and fax equipment are available during the hours the centers are open. Within the center, space is dedicated to TANF and SNAP E&T program specific “labs,” along with dedicated staff who provide employment-related coaching and customer-specific job development and job fair/recruitment activities and events. CSBD also provides support services, such as assistance with transportation and interview and work attire. If a customer is a domestic violence victim, they are referred to our local expert in domestic violence, Women in Distress (WID). WID works with the customer to develop a safety plan, which is kept confidential for the protection of the customer and informs CSBD that a plan is in place. In alignment with CareerSource Florida’s goal to reduce welfare dependence, once customers find employment, follow-up and transitional services are offered to stabilize and support continued employment and to reduce recidivism.

G. PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

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

Measures	PY 21-22 Negotiated Performance Goals
Adults:	
Employed 2 nd Quarter After Exit	87.20%
Employed 4 th Quarter After Exit	84.50%
Median Wage 2 nd Quarter After Exit	\$7,800
Credential Attainment Rate	70.00%
Measurable Skills Gains	49.00%
Dislocated Workers:	
Employed 2 nd Quarter After Exit	85.00%
Employed 4 th Quarter After Exit	81.00%
Median Wage 2 nd Quarter After Exit	\$7,400
Credential Attainment Rate	73.00%
Measurable Skills Gains	49.00%
Youth:	
Employed 2 nd Quarter After Exit	79.50%
Employed 4 th Quarter After Exit	74.00%
Median Wage 2 nd Quarter After Exit	\$2,900
Credential Attainment Rate	76.50%
Measurable Skills Gains	46.50%
Wagner Peyser Measures:	
Employed 2 nd Quarter After Exit	65.00%
Employed 4 th Quarter After Exit	66.20%
Median Wage 2 nd Quarter After Exit	\$5,350

CSBD has a contracted provider who conducts our annual audit and separate contracted providers that monitor program and fiscal operations. The State also monitors programs and finance and we have quality assurance staff that monitors on a frequent and on-going basis. Quality Assurance monitoring tools are updated to align with the State monitoring tools.

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

CSBD's Operations Department developed a report matrix that is used to track key performance areas. Staff regularly convenes to discuss performance, and corrective actions

are implemented, as needed.

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

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

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

- State annual program and fiscal reviews
- Annual external audit
- Multiple yearly external fiscal monitorings
- Multiple external program monitorings each year
- Monthly quality assurance reviews
- Monthly performance reports covering all funding streams
- Monthly Financial Reports

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

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

CareerSource Broward has a robust survey system. Customer satisfaction surveys are sent to customers that use our program services and those that attend our workshops. The results are shared with the one-stop career centers to promote and emphasize customer satisfaction, and implement corrective actions, if needed.

END OF LOCAL PLAN INSTRUCTIONS

ATTACHMENTS

Attachments A-J can be accessed on the CareerSource Broward website via the following link – <https://careersourcebroward.com/local-workforce-services-plan-two-year-modification>

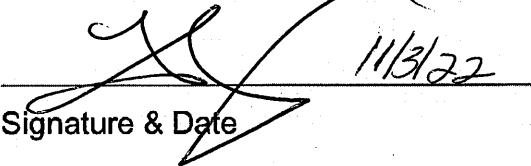
SIGNATURE PAGE

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

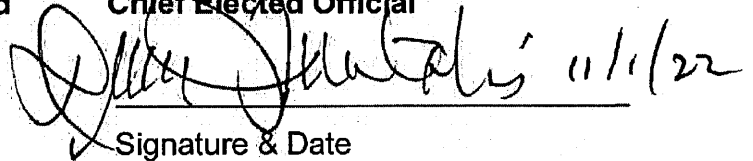
- Broward County

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

**Frank Horkey, Chair
Broward Workforce Development Board**


Signature & Date 11/3/22

**Mayor Dean J. Trantalis, Chair
Chief Elected Official**


Signature & Date 11/1/22