

5A. Regional Economy and Labor Market

Regional Economy and Labor Market Overview

The Palm Beach–Research Coast Regional Planning Area, comprising Palm Beach, Martin, St. Lucie, and Indian River counties, continues to demonstrate a strong and diverse regional economy supported by sustained population growth, expanding employment opportunities, and a broad mix of industries. While each county maintains unique economic characteristics and industry concentrations, the region functions as an interconnected labor market through shared employers, commuting patterns, educational institutions, workforce resources, and economic development initiatives. This interconnectedness provides a strong foundation for coordinated regional workforce planning and service delivery.

The regional economy continues to experience positive growth. Regional growth continues to be driven by business expansion, corporate relocations, entrepreneurial activity, and continued investment in healthcare, logistics, construction, professional services, and advanced manufacturing. Since 2020, the region’s population has increased by approximately 9.4 percent and is projected to grow an additional 7.8 percent through 2030. During the same period, regional employment increased by 14.4 percent, outpacing national employment growth. Although employment continues to expand, labor force participation has declined modestly. The region also continues to experience demographic shifts, including an aging population, increased migration from other states, and continued demand for both highly skilled professional occupations and entry-level workers, creating challenges for employers seeking to recruit and retain talent. This reinforces the importance of strategies that increase workforce participation, strengthen career pathways, and connect employers with qualified talent.

Healthcare and Social Assistance remains the region’s largest industry and is projected to continue leading employment growth through 2030. Other significant industries include Retail Trade, Accommodation and Food Services, Government, Professional, Scientific and Technical Services, Construction, Finance and Insurance, Manufacturing, and Transportation and Warehousing. These industries provide diverse employment opportunities and support the region’s economic competitiveness. CareerSource Palm Beach County and CareerSource Research Coast will continue aligning workforce strategies with current and emerging industry demand while recognizing that each local workforce development board may establish additional priorities based on local economic conditions.

The region benefits from a robust education and training network that includes Florida Atlantic University, Palm Beach State College, Indian River State College, technical colleges, school district career and technical education programs, registered apprenticeship sponsors, and Eligible Training Providers. These institutions play a critical role in developing talent pipelines that support regional employers and provide residents with opportunities to obtain industry-recognized credentials and employment in high-demand occupations.

Labor market information continues to guide regional planning, investment decisions, and workforce strategies. CareerSource Palm Beach County and CareerSource Research Coast utilize labor market data, employer engagement, economic development partnerships, and ongoing analysis to identify workforce needs, support regional sector strategies, and align education and training investments with employer demand. Workforce leadership actively participates in regional economic development planning to ensure workforce strategies remain aligned with long-term economic priorities. CareerSource Palm Beach County serves as the workforce representative on the Treasure Coast Regional Planning Council and its Comprehensive Economic Development Strategy (CEDS) Committee, representing both Palm Beach and Research Coast workforce interests. This participation provides direct input into regional economic development planning, infrastructure discussions, target industry development, and resilience strategies while ensuring workforce priorities are integrated into the region's Comprehensive Economic Development Strategy. The partnership strengthens coordination among workforce development, economic development organizations, local governments, educational institutions, and private industry throughout the Palm Beach–Research Coast Regional Planning Area. Regional collaboration will continue through coordinated business engagement, policy alignment, work-based learning opportunities, apprenticeship expansion, grant initiatives, and other strategies that strengthen the regional workforce system and improve outcomes for both businesses and job seekers.

Based on current labor market information and employer engagement, the regional workforce boards will continue prioritizing workforce strategies that support healthcare, skilled trades and construction, manufacturing, logistics and distribution, and other industries demonstrating sustained employer demand. Local workforce development boards may identify additional targeted industries to address the unique economic needs of their respective communities.

Major Changes Since the Previous Regional Plan

Area	Major Changes Since the Previous Plan
Population	Regional population has continued to grow and is projected to exceed 2.5 million residents by 2030.
Employment	Regional employment has grown faster than the national average since 2020, demonstrating continued economic expansion.
Labor Force	Employment has increased while labor force participation has declined modestly, highlighting the need to engage more individuals in the workforce.
Industry Trends	Healthcare remains the region's largest and fastest-growing industry, while construction, professional services, manufacturing, and transportation and warehousing continue to expand.
Occupational Demand	Employer demand remains strong across healthcare, management, transportation and material moving, construction, installation and repair, business and financial operations, and technology-related occupations.

Education and Training Resources	The region continues to benefit from a broad network of universities, state colleges, technical education providers, registered apprenticeship sponsors, and Eligible Training Providers.
Regional Priorities	Regional workforce strategies increasingly emphasize healthcare, skilled trades and construction, manufacturing, marine-related employment, and logistics and distribution.
Regional Collaboration	Collaboration has expanded through quarterly leadership and Business Services meetings, policy alignment efforts, regional job fairs, grant coordination, OJT opportunities, and apprenticeship initiatives.

Supporting Labor Market Information

Detailed regional labor market information used to inform this section and the strategies contained throughout the Regional Plan is provided in the following attachments:

Attachment A: Lightcast Economy Overview – Palm Beach–Research Coast Regional Planning Area, Q3 2026

Attachment B: Lightcast Industry Table – Palm Beach–Research Coast Regional Planning Area

Attachment C: Lightcast Occupation Table – Palm Beach–Research Coast Regional Planning Area

Data sources: Lightcast Q3 2026 Data Set, FloridaCommerce, U.S. Census Bureau, U.S. Bureau of Labor Statistics, and the Regional Planning Area Identification Agreement.

5B. Regional Service Delivery and Customer Experience

Regional Customer Experience Summary

The Palm Beach–Research Coast Regional Planning Area is committed to providing a workforce system that is collaborative, customer-centered, accessible, and responsive to the needs of job seekers, workers, employers, and community partners. While each Local Workforce Development Board maintains responsibility for its local operations, CareerSource Palm Beach County and CareerSource Research Coast work together to improve the consistency of workforce services and strengthen regional coordination.

A primary focus of the regional partnership is the ongoing alignment of workforce policies and procedures to create a more consistent customer experience across both regions. Each Local Workforce Development Board currently maintains its own operational and program policies. Through the regional planning process, the boards are reviewing opportunities to streamline policies, eligibility and enrollment practices, referral processes, and service expectations where appropriate. The intent is to reduce unnecessary differences while preserving local flexibility when required by funding, program, or community needs.

Regional collaboration is supported through quarterly leadership meetings that provide opportunities to discuss workforce trends, performance, strategic initiatives, policy alignment, and opportunities for continuous improvement. These meetings allow both boards to share promising practices, address regional service gaps, and identify initiatives that may be strengthened through coordinated planning.

Business Services teams from both regions also meet quarterly to coordinate employer engagement activities, exchange information, and identify opportunities to serve businesses whose workforce needs extend across local workforce development boundaries. During the previous program year, the teams jointly planned and conducted a Regional Job Fair. The regions intend to continue this collaborative effort and identify additional opportunities for coordinated employer outreach, talent recruitment, and sector-based activities.

Each Local Workforce Development Board administers supportive services in accordance with its approved local policies and available funding. The regions will continue reviewing opportunities to improve consistency, coordinate community resource referrals, and share information regarding resources that help customers address barriers to employment. These efforts are intended to improve customer access while recognizing that supportive service availability and funding limitations may differ between the two local areas.

The region also collaborates, where appropriate, to identify grant opportunities, expand registered apprenticeship and preapprenticeship initiatives, and develop On-the-Job Training opportunities with employers operating across regional boundaries. These efforts strengthen regional talent pipelines and support employers whose recruitment and training needs extend throughout the Palm Beach–Research Coast area.

Both Local Workforce Development Boards are committed to universal access and accessibility. Regional services are supported through ADA-accessible career centers, virtual service options, language assistance, assistive technology, community partnerships, and accommodations based on customer needs. The boards will continue sharing promising practices and identifying opportunities to improve physical, programmatic, digital, and communication access throughout the regional workforce system.

CareerSource Palm Beach County has implemented Functional Service Delivery using human-centered and trauma-informed principles as its local service delivery model. CareerSource Research Coast has not implemented this model at this time. CareerSource Palm Beach County is willing to share its implementation experience, tools, training approaches, and lessons learned should CareerSource Research Coast wish to explore similar practices. This exchange of promising practices supports regional learning without suggesting that both boards currently use the same service delivery structure.

Regional Service Delivery Matrix

Regional Service Area	Shared Regional Strategy	Current Regional Practice	Service Gaps and Future Actions
Customer Experience	Deliver a consistent, customer-centered workforce experience across the Palm Beach–Research Coast Regional Planning Area.	Both Local Workforce Development Boards provide locally administered workforce services and are working to streamline policies and procedures where appropriate.	Continue aligning service expectations, policies, procedures, and customer communication while maintaining necessary local flexibility.
Eligibility and Enrollment	Improve consistency in customer eligibility, enrollment, documentation, and referral practices across the region.	Each board follows applicable federal and state requirements and maintains locally approved policies and procedures.	Compare local practices, identify unnecessary differences, and develop greater consistency where program rules and local conditions allow.
Leadership Collaboration	Promote regional coordination through regular leadership engagement and strategic planning.	Executive leadership from both Local Workforce Development Boards meets quarterly to discuss workforce priorities, performance, policy alignment, and regional initiatives.	Continue quarterly meetings, document agreed-upon actions, and use the meetings to address regional opportunities and service gaps.
Employer Engagement	Coordinate Business Services to better serve employers operating across regional boundaries.	Business Services teams meet quarterly and jointly planned and conducted a Regional Job Fair during the previous program year.	Continue the Regional Job Fair and expand coordinated outreach, employer referrals, sector activities, and talent recruitment where appropriate.
Supportive Services Coordination	Improve customer access to supportive services and community resources that reduce barriers to employment.	Each board administers supportive services under its local policies and coordinates referrals through community and workforce partners.	Compare supportive service practices, share regional resource information, and identify opportunities for more consistent referrals and customer communication.

Regional Service Area	Shared Regional Strategy	Current Regional Practice	Service Gaps and Future Actions
Grant Collaboration	Pursue funding opportunities that strengthen regional workforce services and economic priorities.	Regional leadership communicates regarding grant opportunities and collaborates when funding priorities and requirements align.	Continue identifying and pursuing regional grants where collaboration adds value and responsibilities can be clearly defined.
Work-Based Learning	Expand regional apprenticeship, OJT, and other work-based learning opportunities through employer partnerships.	Both regions coordinate, where appropriate, with employers whose operations or workforce needs cross local boundaries.	Increase coordination involving registered apprenticeship, preapprenticeship, OJT, and other work-based learning opportunities.
Accessibility and Universal Access	Promote equitable physical, digital, communication, and programmatic access to workforce services.	Both boards provide accessible facilities, virtual options, language assistance, assistive technology, accommodations, and community referrals.	Continue evaluating accessibility, sharing promising practices, and addressing barriers affecting individuals with disabilities, limited English proficiency, transportation challenges, and other employment barriers.
Promising Practices and Innovation	Share effective service delivery practices and lessons learned across the region.	Both boards exchange information through leadership and operational meetings. CareerSource Palm Beach County has implemented FSD and human-centered, trauma-informed service delivery locally.	Share FSD implementation tools and lessons learned with CareerSource Research Coast if it elects to explore similar practices, while respecting each board's local service delivery decisions.
Shared Agreements and Tools	Use regional agreements, data, meetings, and shared resources to strengthen coordination and reduce duplication.	The boards participate in the Regional Planning Area Agreement, quarterly leadership meetings, quarterly Business Services meetings, regional labor market analysis, and joint employer activities.	Document shared practices, identify appropriate common tools, and develop additional agreements when needed to support regional initiatives.

5C. Regional Operations and System Efficiencies

Regional Operations Summary

CareerSource Palm Beach County and CareerSource Research Coast maintain separate governance structures, staffing models, fiscal responsibilities, procurement processes, and administrative operations. The regions do not share administrative costs or staff. Each Local Workforce Development Board remains responsible for its own budgeting, financial management, personnel, contracts, compliance, and local service delivery.

Regional coordination is used when collaboration can reduce duplication, improve consistency, or strengthen service delivery. The boards share labor market information, employer leads, performance information, and updates regarding regional initiatives. They are also working to streamline regional policies where appropriate so that customers and employers experience greater consistency across local workforce development boundaries.

The regional partnership has also supported the sharing and procurement of operational tools. CareerSource Palm Beach County shared access to VOS Greeter with CareerSource Research Coast and procured the tool for its use. CareerSource Palm Beach County also provided access to its Sector Strategy Explorer to assist CareerSource Research Coast in developing its own sector strategy, shared its short-form registration process, and offered to pull and analyze performance data to support regional performance negotiations.

These activities demonstrate a practical approach to regional efficiency. The boards coordinate when shared tools, information, or technical assistance can create value, while preserving local authority and accountability.

Administrative Cost-Sharing Summary

CareerSource Palm Beach County and CareerSource Research Coast do not currently maintain a formal administrative cost-sharing arrangement. Each board is responsible for its own administrative, fiscal, staffing, contracting, and operational expenses.

The regional partnership has also supported the sharing and procurement of operational tools. CareerSource Palm Beach County previously procured VOS Greeter for CareerSource Research Coast; however, neither board currently uses the system. CareerSource Palm Beach County also provided access to its Sector Strategy Explorer to assist CareerSource Research Coast in developing its own sector strategy, shared its short-form registration process, and offered to pull and analyze performance data to support regional performance negotiations.

Where appropriate, one board may provide a tool, resource, procurement support, or technical assistance that benefits the other board. The boards have shared access to operational tools, processes, data resources, and technical assistance when appropriate. These activities are coordinated on an as-needed basis and do not constitute a standing administrative cost-sharing agreement.

The regions will continue evaluating opportunities for shared procurement, shared technology, technical assistance, and other efficiencies when collaboration is cost-effective, allowable, and consistent with each board’s procurement and fiscal requirements.

Regional Operations and System Efficiencies Table

Operational Area	Current Regional Practice	Efficiency or Benefit	Future Action
Administrative Costs	Each Local Workforce Development Board independently manages its administrative costs, fiscal operations, contracts, and budgets.	Preserves clear fiscal accountability and local control.	Continue evaluating shared-cost opportunities only when they provide measurable value and comply with applicable requirements.
Staffing	The regions do not share staff. Each board maintains its own organizational structure and personnel.	Maintains clear supervision, accountability, and local operational responsibility.	Continue sharing staff expertise, tools, and promising practices without creating shared supervisory arrangements.
Sector Strategy Explorer	CareerSource Palm Beach County provided CareerSource Research Coast access to its Sector Strategy Explorer to support development of its own sector strategy.	Avoids duplicative development work and supports regional alignment of industry priorities.	Continue sharing labor market tools and technical assistance that strengthen sector planning.
Short-Form Registration	CareerSource Palm Beach County shared its short-form registration process with CareerSource Research Coast.	Provides an existing model that may reduce customer burden and improve access.	Review implementation results and identify opportunities for greater consistency in regional customer registration practices.
Labor Market Information	The regions share labor market reports, employer-demand information, and regional economic data.	Supports coordinated planning, sector strategies, employer engagement, and training investments.	Continue regularly sharing current labor market information and jointly reviewing major regional trends.
Operational Area	Current Regional Practice	Efficiency or Benefit	Future Action
Performance Data and Negotiations	CareerSource Palm Beach County offered to pull and analyze data for CareerSource Research Coast to support performance negotiations.	Reduces duplicative analysis and strengthens the use of consistent data in	Develop a regular process for sharing performance data, analysis, and negotiation support where appropriate.

		regional performance discussions.	
Employer Leads	Business Services teams share employer leads and information when employers operate or recruit across both regions.	Improves employer service coordination and reduces duplicative outreach.	Continue quarterly Business Services meetings and establish clear referral and follow-up practices for shared employers.
Regional Initiatives	The regions coordinate on initiatives such as the Regional Job Fair.	Combines outreach, employer participation, and talent recruitment efforts across a broader labor market.	Continue the Regional Job Fair and identify additional initiatives suited for joint implementation.
Policy Alignment	The regions are reviewing and developing regional policies to improve consistency where appropriate.	Reduces unnecessary differences and supports a more consistent customer and employer experience.	Prioritize policies with the greatest customer or operational impact and document approved regional practices.
Procurement Coordination	The regions do not conduct routine joint procurement, but CareerSource Palm Beach County procured VOS Greeter for CareerSource Research Coast.	Demonstrates the potential for reduced procurement duplication and more efficient acquisition of shared tools.	Explore future coordinated procurement when needs, funding, timing, and procurement requirements align.
Regional Agreements	The Regional Planning Area Identification Agreement is the only formal regional agreement currently in place.	Establishes the regional planning relationship and framework for collaboration.	Develop additional written agreements or memoranda when needed to define responsibilities for shared tools, initiatives, costs, or data practices.

Shared Tools and Information

Current shared tools, resources, and information include:

- Sector Strategy Explorer
- Apprenticeship Explorer
- Short-form registration model
- Regional labor market information
- Employer leads
- Performance data and analysis
- Regional initiative planning, including the Regional Job Fair

- Technical assistance related to performance negotiations
- Regional policy-development work

Regional Agreements

The Regional Planning Area Identification Agreement is the only formal regional agreement currently in effect. No additional formal agreements currently govern shared staffing, administrative costs, procurement, technology, or data-sharing activities.

As regional collaboration expands, CareerSource Palm Beach County and CareerSource Research Coast will determine whether additional written agreements are needed to document responsibilities, access, costs, data use, procurement requirements, and performance expectations.

Future Efficiency Priorities

During the 2026–2028 planning period, the regions will focus on practical opportunities to reduce duplication and strengthen coordination without creating unnecessary administrative complexity. Priorities will include:

- continuing regional policy alignment;
- expanding the sharing of labor market and performance data;
- coordinating employer leads and regional business services;
- evaluating shared technology and procurement opportunities;
- documenting responsibilities for shared tools and initiatives; and
- continuing regional initiatives that demonstrate measurable value for employers and job seekers.

5D. Regional Performance, Employer Engagement, and Apprenticeship

Regional Performance and Employer Engagement Summary

CareerSource Palm Beach County and CareerSource Research Coast are committed to strengthening workforce outcomes through regional collaboration, employer engagement, sector partnerships, and work-based learning opportunities. While each Local Workforce Development Board negotiates and manages its own performance measures, both regions recognize that collaboration improves the ability to respond to employer needs, strengthen talent pipelines, and support regional economic growth.

The regional partnership supports continuous communication regarding labor market trends, employer demand, workforce performance, and emerging opportunities. Regional leadership and Business Services teams meet quarterly to share information, coordinate initiatives, and identify opportunities to improve service delivery for employers operating across regional boundaries.

Regional employer engagement is guided by current labor market information, direct employer input, and collaboration with economic development organizations, education providers, and community partners. These relationships help ensure that workforce investments remain aligned with high-demand industries and occupations while supporting long-term economic competitiveness.

Employer engagement will be supported by measurable performance goals addressing employers served, repeat and retained business customers, new business customers, OJT employers, sector partnerships, employer referrals to training, market penetration, and Business Services delivered to targeted industries. These measures will be monitored through Employ Florida and other applicable Business Services and sector partnership documentation. The scorecard establishes improvement targets while maintaining a focus on healthcare, skilled trades, manufacturing, logistics, information technology, and other industries identified through local and regional labor market demand.

Both Local Workforce Development Boards continue promoting work-based learning strategies, including On-the-Job Training (OJT), registered apprenticeship, preapprenticeship, internships, and other employer-driven training models. Regional collaboration allows the boards to better serve employers with operations spanning multiple counties while expanding employment opportunities for job seekers.

The region will continue strengthening talent pipelines through coordinated employer engagement, sector partnerships, labor market analysis, and workforce investments that support both current and emerging industry needs.

Regional Performance, Employer Engagement, and Talent Pipeline Scorecard

Priority Area	Current Regional Strategy	Measure of Success	Future Actions
Performance Improvement	Share labor market information, performance data, and promising practices to support continuous improvement.	Improved performance outcomes and informed regional performance negotiations.	Continue sharing performance data, regional analysis, and best practices through quarterly leadership meetings.
Employer Engagement	Coordinate Business Services activities for employers operating across regional boundaries.	Continued regional employer participation and successful collaborative events such as the Regional Job Fair.	Expand coordinated outreach, employer referrals, and sector-based engagement activities.
Sector Partnerships	Align workforce strategies with regional high-demand	Increased collaboration with employers,	Continue strengthening sector partnerships based

	industries including healthcare, skilled trades and construction, manufacturing, marine-related employment, and logistics/distribution.	education providers, and workforce partners supporting targeted industries.	on labor market information and employer demand.
Work-Based Learning	Expand employer participation in OJT, registered apprenticeship, preapprenticeship, internships, and other work-based learning opportunities.	Increased employer participation and expanded work-based learning opportunities across the region.	Continue coordinating opportunities involving employers operating across regional boundaries.
Talent Pipeline Development	Align education, training, and workforce investments with employer demand.	Improved alignment between training programs and regional workforce needs.	Continue collaborating with education providers, apprenticeship sponsors, employers, and workforce partners to strengthen regional talent pipelines.
Regional Collaboration	Maintain quarterly leadership and Business Services meetings to support regional workforce initiatives.	Continued implementation of collaborative regional initiatives and information sharing.	Identify additional opportunities for regional coordination that improve employer services and workforce outcomes.

Apprenticeship and Work-Based Learning

CareerSource Palm Beach County and CareerSource Research Coast recognize Registered Apprenticeship, preapprenticeship, On-the-Job Training, and other work-based learning strategies as important components of the regional workforce system. The two Local Workforce Development Boards will coordinate, where appropriate, with employers, education providers, apprenticeship sponsors, labor organizations, and other workforce partners to expand employer-driven training opportunities across the Palm Beach–Research Coast region.

Apprenticeship expansion also supports Florida’s statewide workforce goals. Figure 2.45 of Florida’s WIOA Combined State Plan establishes a **2030 cumulative expected performance apprentice count of 109 for CareerSource Palm Beach County (LWDB 21) and 125 for CareerSource Research Coast (LWDB 20)**. Together, these individual LWDB expectations represent a regional contribution of **234 apprentices by 2030**, while each LWDB remains individually accountable for its respective state-established target.

CareerSource Palm Beach County’s apprenticeship strategy includes increasing Registered Apprenticeship and preapprenticeship opportunities, expanding OJT and other work-based learning placements, increasing employer and job seeker outreach, training front-line workforce staff on apprenticeship opportunities, evaluating apprentices for WIOA supportive services, and maintaining its internal apprenticeship sponsorship. Detailed baselines, targets, annual actions, and partners are reflected in the Apprenticeship and Work-Based Learning Scorecard.

MCL Alignment

CareerSource Palm Beach County and CareerSource Research Coast will coordinate with employers, education providers, Eligible Training Providers, apprenticeship sponsors, the Treasure Coast Regional Planning Council, and education and industry consortiums to align workforce training investments and credential opportunities with Florida’s Master Credentials List (MCL) and regional employer demand. The regional strategy will emphasize industry-recognized credentials that support targeted and emerging sectors and strengthen career pathways into high-demand occupations. Alignment will be informed by labor market information, employer input, ETPL offerings, sector strategies, and ongoing collaboration with education and industry partners.

Future Regional Priorities

During the 2026–2028 planning period, CareerSource Palm Beach County and CareerSource Research Coast will continue to:

- Strengthen regional employer engagement through coordinated Business Services activities.
- Expand sector partnerships supporting healthcare, skilled trades and construction, manufacturing, marine-related employment, and logistics/distribution.
- Increase employer participation in work-based learning opportunities, including OJT, registered apprenticeship, and preapprenticeship.
- Continue using labor market information and employer feedback to guide workforce investments.
- Support alignment with Florida's Master Credentials List and other industry-recognized credentials.
- Share performance information, promising practices, and regional initiatives that improve workforce outcomes while respecting each Local Workforce Development Board's independent governance and operational responsibilities.

Regional Strategy Summary Table

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
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LWDB 21 – CareerSource Palm Beach County

Targeted Industries and Sector Partnerships	Align workforce strategies with regional labor market demand by supporting healthcare, skilled trades and construction, manufacturing (including marine-related employment), logistics and distribution, and other locally identified high-demand industries.	CareerSource Palm Beach County (Region 21); CareerSource Research Coast (Region 20); employers; education providers; economic development organizations; Treasure Coast Regional Planning Council.	Continued alignment of workforce investments with regional employer demand and sector priorities.	Lightcast Economy Overview; Industry Dashboard; Occupation Dashboard; Section 5A.
Coordinated Service Delivery	Improve consistency in workforce services through policy alignment, shared best practices, and customer-centered service strategies while maintaining local operational flexibility.	CareerSource Palm Beach County; CareerSource Research Coast.	Improved consistency in customer experiences and continued regional policy alignment.	Regional Service Delivery Matrix; regional policies; Section 5B.
Supportive Services Coordination	Coordinate information sharing regarding supportive services and community resources while maintaining locally administered supportive service policies.	CareerSource Palm Beach County; CareerSource Research Coast; community partners.	Improved customer access to workforce and community resources throughout the region.	Local supportive service policies; partner resource information; Section 5B.

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Administrative Efficiencies	Reduce duplication through shared tools, labor market information, employer leads, procurement support, and regional planning activities	CareerSource Palm Beach County; CareerSource Research Coast.	Continued implementation of shared operational tools and regional efficiencies without increasing	Section 5C; Regional Planning Area Identification Agreement.

	while maintaining independent governance and fiscal responsibility.		administrative burden.	
Coordinated Performance	Share labor market information, performance analysis, and promising practices to support regional planning and continuous improvement while each board remains responsible for its negotiated performance outcomes.	CareerSource Palm Beach County; CareerSource Research Coast.	Continued regional collaboration supporting performance improvement and informed performance negotiations.	Performance dashboards; quarterly leadership meetings; Section 5D.
Apprenticeship/ Work -Based Learning	Expand On-the-Job Training, registered apprenticeship, preapprenticeship, internships, and other work-based learning opportunities that respond to regional employer demand.	CareerSource Palm Beach County; CareerSource Research Coast; employers; apprenticeship sponsors; education providers.	Increased employer participation in work-based learning opportunities and continued apprenticeship expansion.	Apprenticeship Scorecard; OJT documentation; Section 5D.
MCL / Credential Alignment	Coordinate with education and industry partners to align workforce training investments and credential opportunities with Florida's Master Credentials List (MCL) and regional employer demand.	CareerSource Palm Beach County; CareerSource Research Coast; education and training providers; employers; apprenticeship sponsors; education and industry consortiums.	Increased alignment of training programs and credential opportunities with MCL-approved credentials and targeted industry needs.	Master Credentials List; Eligible Training Provider List (ETPL); consortium and sector partnership documentation; Section 5D.

Coordinated Business Services	Coordinate employer outreach, business engagement, and regional initiatives to better serve employers operating across local workforce development boundaries.	Business Services teams; employers; chambers of commerce; economic development partners.	Continued regional employer engagement activities, including coordinated outreach and Regional Job Fairs.	Quarterly Business Services meetings; employer engagement documentation; Section 5D.
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Together, these regional strategies demonstrate the Palm Beach–Research Coast Regional Planning Area's commitment to strengthening workforce development through collaboration, data-informed decision making, employer engagement, continuous improvement, and coordinated investments that support both regional economic growth and local workforce priorities.

The Local Plan Addendum identifies CareerSource Palm Beach County-specific strategies, service delivery approaches, operational practices, and workforce priorities that supplement the shared regional strategies described in Section 5 and reflect the unique needs, resources, governance responsibilities, and economic conditions of Palm Beach County.

6A. Governance and Organizational Structure

Governance and Organizational Structure

CareerSource Palm Beach County serves as the Local Workforce Development Board (LWDB) for Palm Beach County and is responsible for providing strategic leadership, oversight, and administration of the local workforce development system in accordance with the Workforce Innovation and Opportunity Act (WIOA), applicable federal and state laws, and guidance issued by FloridaCommerce and CareerSource Florida.

The Local Workforce Development Board is governed by a business-led Board of Directors appointed in accordance with WIOA requirements and Florida law. The Board provides policy direction, strategic oversight, fiscal accountability, and continuous monitoring of workforce programs and services to ensure they remain responsive to the needs of employers, job seekers, and the community.

CareerSource Palm Beach County serves as the direct service provider for workforce services and also serves as the designated One-Stop Operator for the local workforce development area. In its role as One-Stop Operator, CareerSource Palm Beach County is responsible for coordinating the

One-Stop delivery system, facilitating collaboration among required partners, supporting continuous improvement of customer services, and ensuring compliance with applicable federal and state requirements. Charles Duval serves as the designated One-Stop Operator and also serves as the Apprenticeship Navigator, providing leadership for apprenticeship expansion and work-based learning initiatives throughout Palm Beach County.

CareerSource Palm Beach County (CSPBC) has designated Stacey Hayden as the Hope Navigator to support individuals and families in identifying available community resources and workforce services that address barriers to employment and promote long-term economic self-sufficiency.

Since the previous Local Plan, CSPBC has continued strengthening its organizational structure through the implementation of Functional Service Delivery (FSD). While the Board's governance structure has remained unchanged, operational responsibilities have evolved to support a more integrated, customer-centered approach to workforce service delivery. Cross-functional staffing, standardized customer experiences, and clearly defined workforce roles have enhanced coordination while maintaining accountability and program integrity.

CSPBC maintains policies and procedures to ensure appropriate governance, ethical decision-making, and conflict mitigation. Board members and staff are expected to comply with applicable conflict-of-interest requirements, and internal controls have been established to ensure appropriate separation of responsibilities when the Local Workforce Development Board serves as both the direct service provider and the One-Stop Operator.

To support consistent, high-quality service delivery, CSPBC continues investing in staff development through onboarding, role-specific training, cross-training, professional development opportunities, and workforce credentialing. These efforts ensure staff possess the knowledge and skills necessary to effectively serve both employers and job seekers while supporting continuous improvement throughout the workforce system.

Board-Specific Changes Since the Previous Local Plan

Area	Current Status / Change
Governance	No significant changes to the Board's governance structure. Board membership continues to be maintained in accordance with WIOA requirements.

Direct Service Delivery	CSPBC continues to provide direct workforce services.
One-Stop Operator	CSPBC continues to serve as the One-Stop Operator. Charles Duval serves as the designated One-Stop Operator.
Apprenticeship Navigator	Charles Duval serves as the Apprenticeship Navigator, supporting apprenticeship expansion and employer engagement.
Hope Navigator	Stacey Hayden serves as the Hope Navigator, connecting individuals with workforce and community resources.
Organizational Structure	Functional Service Delivery has been implemented to strengthen customer-centered service delivery, cross-functional collaboration, and operational efficiency.
Conflict Mitigation	Conflict mitigation policies and internal controls remain in place to ensure appropriate separation of governance, operational, and oversight responsibilities.
Staff Development	CareerSource Palm Beach County continues to invest in staff training, cross-training, and workforce credentialing to support high-quality customer service and continuous improvement.

6B. Analysis of Need and Available Resources

Analysis of Need and Available Resources

Workforce Needs

The regional labor market analysis is addressed in Regional Plan Section 5A – Regional Economy and Labor Market. CareerSource Palm Beach County (CSPBC) uses that analysis, together with local employer engagement, economic development partnerships, and workforce performance data, to guide local workforce investments and ensure services remain aligned with current and emerging employer needs.

While Palm Beach County continues to experience economic growth and employment opportunities, many residents continue to face barriers that affect their ability to obtain and retain employment. These barriers may include limited work experience, skills gaps, transportation challenges, housing instability, childcare needs, disabilities, justice involvement, English language acquisition, digital literacy challenges, and limited access to education and training. CSPBC also recognizes the unique workforce needs of residents living in the Glades communities and other underserved areas of the county.

To address these needs, CSPBC continues strengthening a workforce system that emphasizes employer engagement, career pathways, work-based learning, coordinated partnerships, and customer-centered service delivery designed to support long-term employment and economic self-sufficiency.

CSPBC aligns workforce resources through its Functional Service Delivery model, which integrates workforce programs, cross-functional staffing, and human-centered, trauma-informed

service delivery to improve coordination, reduce barriers, and create a more seamless customer experience. This approach enables staff to focus on individual customer needs while ensuring compliance with applicable federal and state program requirements.

Available Workforce Resources

CSPBC offers a comprehensive workforce system designed to meet the diverse needs of job seekers, workers, employers, and businesses. Rather than organizing services solely by funding source, the organization aligns available workforce resources to address customer needs, promote career advancement, and respond to employer demand.

Customer Need	Available Workforce Resources
Career Exploration and Career Planning	Career coaching, career assessments, labor market information, individualized employment planning, workshops, and job search assistance delivered through the Functional Service Delivery model.
Career Readiness	During the 2026–2028 planning period, CareerSource Palm Beach County plans to implement the READY Program, a structured career readiness model initially designed for Welfare Transition (WTP) and SNAP Employment and Training (SNAP E&T) participants. The program will strengthen employability skills, digital literacy, workplace readiness, financial capability, and job search skills, with future expansion evaluated based on customer needs, organizational priorities, and available resources.
Education and Skills Training	WIOA Individual Training Accounts (ITAs), Eligible Training Providers (ETPL), Registered Apprenticeship, preapprenticeship, On-the-Job Training (OJT), Incumbent Worker Training, customized training, and training opportunities aligned with Florida's Master Credentials List (MCL).
Employment and Reemployment	Wagner-Peyser Employment Services, RESEA, employer recruitment, hiring events, Business Services, employer referrals, placement assistance, and Rapid Response activities.
Supportive Services	WIOA supportive services, SNAP Employment and Training, Welfare Transition, and referrals to community resources designed to reduce barriers to employment.
Youth and Young Adult Services	WIOA Youth, NCPEP, work experience, career exploration, education support, and employment services for eligible youth and young adults.
Rural Workforce Services	State Rural Grant, Federal Rural Grant, GROW, IGNITE, and other workforce initiatives supporting residents of the Glades communities.

Individuals with Disabilities	Ticket to Work, Vocational Rehabilitation partnerships, accommodations, assistive technology, and coordinated employment services.
Employer Services	Recruitment assistance, labor market information, hiring events, On-the-Job Training, customized workforce solutions, incumbent worker training, and business engagement services.

Local Workforce Priorities

CSPBC will continue aligning workforce investments with industries that support economic growth and provide opportunities for long-term career advancement. Workforce priorities include healthcare, information technology, skilled trades and construction, manufacturing, logistics and transportation, and other high-demand industries identified through labor market analysis and employer engagement.

During the 2026–2028 planning period, CSPBC plans to implement the READY Program, a structured career readiness model initially designed to support participants in the Welfare Transition (WTP) and SNAP Employment and Training (SNAP E&T) programs. The program is intended to strengthen employability skills, digital literacy, workplace readiness, financial capability, and job search skills while providing a consistent, customer-centered career readiness experience. As implementation progresses, CSPBC will evaluate opportunities to expand the READY Program to additional workforce populations based on organizational priorities, customer needs, and available resources.

6C. Strategic Alignment

Strategic Alignment

CSPBC's strategic vision is aligned with the Workforce Innovation and Opportunity Act (WIOA), the strategic priorities established by CareerSource Florida and FloridaCommerce, and the Palm Beach–Research Coast Regional Plan. The organization is committed to developing a workforce system that is responsive to the needs of businesses, job seekers, workers, and community partners while supporting economic growth and long-term prosperity throughout Palm Beach County.

The regional workforce priorities that guide local planning are addressed in Regional Plan Section 5A – Regional Economy and Labor Market and Section 5D – Regional Performance, Employer Engagement, and Apprenticeship. CSPBC advances these priorities locally by aligning workforce investments with employer demand, strengthening career pathways, expanding work-based learning opportunities, and fostering partnerships with education, economic development, and community organizations.

A cornerstone of CSPBC's strategic direction is the implementation of Functional Service Delivery (FSD). FSD transforms the customer experience by organizing workforce services around

customer needs rather than individual funding streams. Through cross-functional staffing, standardized service delivery, and human-centered, trauma-informed practices, CSPBC is creating a more integrated workforce system that improves access to services, reduces barriers to employment, strengthens staff collaboration, and supports positive customer outcomes.

CSPBC also recognizes that workforce development extends beyond helping individuals obtain employment. The organization is committed to supporting career advancement, credential attainment, work-based learning, and economic mobility by connecting customers with education, training, and employment opportunities that lead to long-term success while helping employers build and retain a skilled workforce.

During the 2026–2028 planning period, CSPBC will continue implementing strategic initiatives that strengthen service delivery, enhance employer engagement, improve operational efficiency, and expand workforce opportunities for individuals with barriers to employment. These initiatives include continued implementation of Functional Service Delivery, the phased implementation of the READY Program beginning with participants in the Welfare Transition (WTP) and SNAP Employment and Training (SNAP E&T) programs, expansion of work-based learning opportunities, increased use of labor market information to guide workforce investments, and continued collaboration with regional and local partners to address current and emerging workforce needs.

6D. Program Services and Partner Coordination

Program Services and Partner Coordination

CSPBC delivers workforce services through a coordinated network of required One-Stop partners, education providers, employers, economic development organizations, community-based organizations, and government agencies. These partnerships strengthen the local workforce system by aligning services, reducing duplication, and improving access to employment, education, training, and supportive services for job seekers and businesses.

CSPBC works collaboratively with required One-Stop partners to ensure customers have access to the full range of workforce, education, vocational rehabilitation, and supportive services available throughout Palm Beach County. Coordination among partners includes customer referrals, information sharing, resource alignment, and collaborative problem-solving while allowing each partner to fulfill its respective statutory responsibilities.

The organization also maintains strong partnerships with employers, educational institutions, apprenticeship sponsors, economic development organizations, local governments, and community-based organizations. These relationships provide valuable insight into workforce trends, employer hiring needs, skill gaps, and emerging industries while supporting career pathways, work-based learning opportunities, and economic mobility for Palm Beach County residents.

Through its Functional Service Delivery model, CSPBC promotes shared responsibility among staff and coordinated engagement with partner organizations. Customers are connected to the programs, services, and community resources that best address their individual circumstances, regardless of the funding source supporting those services. This integrated approach improves coordination, reduces unnecessary barriers, and creates a more seamless customer experience.

CSPBC recognizes that no single organization can address every workforce challenge independently. Through its human-centered and trauma-informed approach to service delivery, staff work collaboratively with partner organizations to identify customer strengths, address barriers to employment, and connect individuals with the services and resources needed to achieve sustainable employment and economic mobility. This coordinated approach strengthens customer outcomes while reinforcing partnerships throughout the community.

During the 2026–2028 planning period, CSPBC will continue strengthening partnerships that support workforce innovation, career pathways, employer engagement, work-based learning, supportive services, and economic mobility while identifying additional opportunities to improve coordination and customer outcomes across the local workforce system.

Program Services and Partner Coordination Matrix

Program / Partner	Role in the Local Workforce System	Coordination Approach
WIOA Adult	Provides career, training, supportive, and employment services for eligible adults.	Integrated through Functional Service Delivery, including career planning, training referrals, supportive services, and employer connections.
WIOA Dislocated Worker	Supports individuals who have lost employment and need reemployment, training, or career transition services.	Coordinated through Functional Service Delivery, Rapid Response, career planning, training, and employer referrals.
WIOA Youth	Supports eligible youth and young adults with education, work experience, career exploration, and employment services.	Coordinated through career planning, work experience, education support, and partner referrals, including NCPEP where applicable.
Welfare Transition (TANF/WTP)	Supports mandatory and transitional participants with work participation, employment, career readiness, and supportive services.	Coordinated through Functional Service Delivery, work activities, employer connections, supportive services, and the planned READY Program.
SNAP Employment and Training	Provides employment, assessment, career readiness, and participation services for eligible SNAP participants.	Coordinated through orientation, assessment, Functional Service Delivery, supportive services, and the planned READY Program.

Wagner-Peyser Employment Services	Provides labor exchange, job search, employer referrals, and employment services.	Integrated with career and reemployment services through Functional Service Delivery and Employ Florida.
Jobs for Veterans State Grant (JVSG)	Provides individualized career services to eligible veterans and employer outreach.	Coordinated through referral, priority of service, and collaboration with local veterans' employment representatives.
Unemployment Insurance / Reemployment Assistance	Supports individuals receiving or seeking unemployment benefits and reemployment services.	CareerSource Palm Beach County provides Reemployment Assistance support, RESEA services, Employ Florida registration, and workforce connection services.
Senior Community Service Employment Program (SCSEP)	Supports eligible older workers through community service and employment preparation.	Customers are referred to the appropriate SCSEP provider and coordinated with local workforce services as needed.
Community Services Block Grant (CSBG)	Provides community-based services addressing barriers such as housing, utilities, transportation, and self-sufficiency.	Referrals are coordinated with community action and other local partner organizations based on customer need.
HUD-Funded Services, Where Available	Supports housing stability and related services for eligible individuals and families.	Customers are referred to appropriate housing and community partners when housing instability affects employment.
Perkins V / Career and Technical Education	Supports career and technical education and credential pathways aligned with workforce demand.	Coordination occurs with school districts, technical colleges, Palm Beach State College, and other education partners to strengthen career pathways.
Vocational Rehabilitation	Supports individuals with disabilities through employment preparation, accommodations, and rehabilitation services.	Coordinated referrals, accommodations, assistive technology, and joint service planning where appropriate.
Adult Education	Provides literacy, English language, GED, and foundational education services.	Referrals and coordination support customers who need educational advancement to achieve workforce goals.
Community-Based and Supportive Service Partners	Address barriers that may affect participation, training, and employment.	Referrals for transportation, child care, housing, food assistance, legal services, behavioral health, and other community resources.

Local Partnership Priorities

During the 2026–2028 planning period, CSPBC will continue to:

- Strengthen collaboration with required One-Stop partners to improve service coordination and customer outcomes.
- Expand partnerships with employers to increase work-based learning opportunities, including On-the-Job Training, Registered Apprenticeship, preapprenticeship, and other employer-driven training models.
- Enhance partnerships with education and training providers to strengthen career pathways and align training with labor market demand.
- Increase collaboration with community-based organizations to improve access to supportive services and reduce barriers to employment.
- Continue integrating partner services through the Functional Service Delivery model to create a seamless, customer-centered workforce experience.
- Promote equitable access to workforce services for individuals with barriers to employment through coordinated outreach, referrals, and service delivery.

6E. One-Stop Delivery System

One-Stop Delivery System

CSPBC is committed to delivering a workforce system that is customer-centered, accessible, integrated, and responsive to the evolving needs of job seekers, workers, employers, and community partners. The organization operates a comprehensive One-Stop delivery system that brings together workforce, education, training, and supportive services through coordinated partnerships and a shared commitment to helping individuals achieve sustainable employment and economic mobility.

Since the previous Local Plan, CSPBC has transformed its service delivery model through the implementation of **Functional Service Delivery (FSD)**. Rather than organizing services around individual funding streams or program requirements, Functional Service Delivery organizes workforce services around customer needs. This integrated approach allows staff to provide coordinated workforce services while ensuring compliance with federal and state program requirements.

Functional Service Delivery utilizes cross-functional staffing, standardized customer workflows, and clearly defined service roles to improve collaboration, increase operational efficiency, and provide customers with a more consistent workforce experience. Customers receive services based on their individual needs and employment goals rather than being directed through separate program-specific processes whenever possible.

CSPBC's One-Stop delivery system is further strengthened through the integration of human-centered design and trauma-informed service delivery principles. Staff are trained to recognize barriers that may affect employment, communicate with empathy and respect, reduce unnecessary

customer burden, and create an environment that promotes dignity, trust, and opportunity. This approach recognizes that every customer brings unique experiences, strengths, and challenges, and that workforce services should be designed to support long-term success rather than simply meeting program requirements.

Accessibility remains a core component of the One-Stop delivery system. CSPBC provides workforce services through ADA-accessible facilities, virtual service options, language assistance, assistive technology, reasonable accommodations, and coordinated referrals to partner organizations. These services help ensure that individuals with disabilities and others facing barriers to employment have equitable access to workforce opportunities.

Technology continues to play an important role in improving customer access and operational efficiency. CSPBC utilizes technology to support appointment scheduling, customer flow management, virtual service delivery, labor market information, performance monitoring, communication, and workforce reporting. These tools improve access to services while enhancing staff productivity and customer engagement.

Continuous improvement is embedded throughout the One-Stop delivery system. Customer feedback, performance dashboards, labor market information, operational data, and staff input are used to evaluate service delivery, identify opportunities for improvement, and support data-informed decision-making. CSPBC remains committed to continuously refining its workforce system to better serve both customers and employers.

During the 2026–2028 planning period CSPBC will continue strengthening the One-Stop delivery system through continued implementation of Functional Service Delivery, ongoing staff development, expanded technology solutions, enhanced accessibility, and the phased implementation of the READY Program. Initially serving participants in the Welfare Transition (WTP) and SNAP Employment and Training (SNAP E&T) programs, READY will provide a structured, customer-centered career readiness model designed to strengthen employability skills and support long-term employment success, with future expansion evaluated based on organizational priorities, customer needs, and available resources.

One-Stop Delivery System Highlights

Area	CareerSource Palm Beach County Approach	Expected Outcome
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Service Delivery Model	Functional Service Delivery organized around customer needs rather than funding streams.	Integrated, seamless customer experience with improved coordination across workforce programs.
Customer Experience	Human-centered and trauma-informed service delivery emphasizing dignity, accessibility, and customer engagement.	Improved customer satisfaction, reduced barriers, and stronger employment outcomes.
Staffing Model	Cross-functional staff with clearly defined workforce roles and shared responsibility for customer success.	Increased collaboration, operational efficiency, and service consistency.
Accessibility	ADA-compliant facilities, virtual services, language assistance, assistive technology, and reasonable accommodations.	Equitable access to workforce services for all customers.
Technology	Appointment scheduling, customer flow management, virtual services, labor market information, performance dashboards, and workforce reporting tools.	Improved customer access, operational efficiency, and data-informed decision-making.
Continuous Improvement	Performance dashboards, customer feedback, staff engagement, operational reviews, and ongoing process improvement.	Continuous enhancement of workforce services and organizational performance.
Career Readiness	During the 2026–2028 planning period, CSPBC plans to implement the READY Program, a structured career readiness model initially designed for Welfare Transition (WTP) and SNAP Employment and Training (SNAP E&T) participants. The program will strengthen employability skills, digital literacy, workplace readiness, financial capability, and job search skills, with future expansion evaluated based on customer needs, organizational priorities, and available resources.	A structured career readiness model that strengthens employability skills and supports long-term employment success.

Access Point	Services Available	Access / Accessibility Features
Central Career Center	Full workforce services, career services, training assistance, reemployment support, WTP, SNAP E&T, employer services, workshops, and partner referrals.	ADA-accessible facility, assistive technology, language assistance, reasonable accommodations, in-person and appointment-based services.
West Career Center	Workforce services, career services, reemployment support, selected workshops, employer services, and partner referrals.	ADA-accessible facility, virtual and in-person service options, language assistance, and reasonable accommodations.
Virtual Services	Career services, appointments, workshops, job search assistance, follow-up, and selected program services.	Remote access by computer or mobile device, virtual appointments, email, phone, and online scheduling.
Telephone / Remote Assistance	General information, appointment support, follow-up, customer service, and referral assistance.	Provides an additional access option for customers who cannot easily travel to a career center.
Partner and Community Referrals	Access to supportive services, education, rehabilitation, housing, transportation, child care, and other community resources.	Coordinated referrals based on individual customer need and partner availability.

One-Stop System Priorities

During the 2026–2028 planning period, CareerSource Palm Beach County will continue to:

- Advance Functional Service Delivery as the foundation of workforce service delivery.
- Strengthen human-centered and trauma-informed customer service practices.
- Improve accessibility through technology, accommodations, and expanded service options.
- Enhance staff development through cross-training, professional development, and continuous learning.
- Use performance dashboards, customer feedback, and operational data to guide continuous improvement.

- Implement the READY Program through a phased approach, beginning with participants in the Welfare Transition (WTP) and SNAP Employment and Training (SNAP E&T) programs.
- Continue strengthening partnerships that improve customer outcomes and support employer success.

7. Strategic Alignment Framework

Strategic Overview

CSPBC’s workforce development strategy is centered on Functional Service Delivery (FSD), a customer-centered service delivery model designed to improve workforce outcomes through integrated services, strong employer partnerships, and coordinated staff expertise. Guided by human-centered and trauma-informed principles, FSD creates a seamless experience for job seekers, workers, employers, and community partners while advancing the priorities of Florida’s WIOA Combined State Plan.

By aligning staff responsibilities with customer needs, strengthening cross-functional collaboration, and using data to drive continuous improvement, CSPBC has transformed how workforce services are delivered. This approach supports the Five Pillars by connecting individuals to career pathways, helping employers meet workforce demands, improving accountability, expanding partnerships, and fostering innovation throughout the local workforce system.

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Industry-Driven Strategies	Employer engagement, sector strategies, in-demand occupations, targeted industries,	CareerSource Palm Beach County aligns workforce investments with the needs of regional employers by focusing on Healthcare, Information Technology,	Employers, Business Development Board of Palm Beach County, Palm Beach State	Increase employer engagement, expand work-based learning	Employer Engagement Scorecard, Eligible Training Provider List

	OJT, apprenticeship, preapprenticeship, MCL alignment	Skilled Trades, and Manufacturing & Logistics. Through Functional Service Delivery, business services staff work collaboratively with career services staff to better understand employer workforce needs, develop qualified talent pipelines, and connect job seekers to employment opportunities through sector partnerships, work-based learning, OJT, customized training, incumbent worker training, and industry-recognized credentials aligned with Florida's Master Credentials List.	College, School District of Palm Beach County, Florida Atlantic University, CareerSource Research Coast, economic development organizations, registered apprenticeship sponsors, and workforce education partners.	opportunities, increase credential attainment, and improve employment outcomes in targeted industries.	(ETPL), Sector Strategy documentation, Apprenticeship Scorecard, Business Services Reports.
Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Worker Mobility	Credential attainment, career pathways, supportive services, reduced public assistance, wage progression	Functional Service Delivery provides an individualized, coordinated approach to helping customers achieve long-term economic mobility. Customers receive career planning, career readiness services, supportive services, occupational skills training, work-based learning opportunities, and employment assistance designed to meet their unique needs and career goals. Human-centered and trauma-informed practices ensure services are responsive, equitable, and focused on removing barriers to employment while supporting sustainable career advancement.	Training providers, educational institutions, community-based organizations, employers, vocational rehabilitation, adult education providers, and supportive service partners.	Increase employment, credential attainment, measurable skill gains, median earnings, and successful transitions from public assistance to self-sufficient employment.	Career pathway documentation, Individual Employment Plans, Supportive Services Policy, Eligible Training Provider List, Workforce Program Policies.

Integrated Systems	Core and combined partner coordination, regional service delivery, education/workforce/economic development alignment	CSPBC's Functional Service Delivery model integrates workforce programs, partner services, and regional collaboration into a coordinated workforce system. Cross-functional teams, standardized referral processes, shared accountability, and collaborative partnerships improve service coordination while creating a seamless customer experience across workforce programs and partner agencies. This integrated approach strengthens alignment between workforce development, education, economic development, and community resources.	FloridaCommerce, CareerSource Research Coast, One-Stop partners, educational institutions, Vocational Rehabilitation, Adult Education providers, community-based organizations, and economic development partners.	Improve service integration, increase partner collaboration, enhance customer access, and improve customer satisfaction.	One-Stop Memoranda of Understanding (MOUs), Infrastructure Funding Agreement (IFA), Functional Service Delivery documentation, Organizational Chart, Partner Referral Procedures.
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Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	CSPBC promotes accountability through role-based performance dashboards, regular performance reviews, quality assurance activities, and continuous coaching. Functional Service Delivery establishes clear staff responsibilities, performance expectations, and data-driven decision-making that strengthen organizational performance while ensuring compliance with federal and state workforce requirements.	Executive Leadership, Innovation Department staff, Functional Supervisors, FloridaCommerce, CareerSource Florida, and workforce partners.	Meet or exceed negotiated performance measures while improving data quality, customer outcomes, organizational effectiveness, and return on workforce investments.	Performance Dashboards, Performance Reports, Quality Assurance Reviews, Continuous Improvement Plans.
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative	CSPBC embraces innovation through the implementation of Functional Service Delivery, human-centered and trauma-informed service	One-Stop partners, employers, educational institutions, technology providers,	Increase customer access, improve customer satisfaction, strengthen	Functional Service Delivery implementation documentation, Customer

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	training, customer access, continuous improvement	delivery practices, expanded technology solutions, flexible service options, and continuous evaluation of workforce programs. Customer feedback, staff engagement, employer input, and performance data are used to identify opportunities for improvement and to develop responsive workforce solutions that meet the evolving needs of the community.	community organizations, and CareerSource Research Coast.	workforce system effectiveness, expand innovative service delivery practices, and continuously improve organizational performance.	Experience Surveys, Staff Training Records, Technology Solutions, Continuous Improvement Initiatives.
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