

Organizational Structure

(1) Chief Elected Officials

Workforce Development Board of Flagler and Volusia Counties, Inc., dab CareerSource Flagler Volusia, (CareerSourceFV) serves at the pleasure of the Volusia County Council and the Flagler County Commission.

Jason Davis, County Chair
County of Volusia
Tomas C. Kelly
Administration Center
123 W. Indiana Ave.
DeLand, Florida 32720
386.943.7026
jdavis@volusia.org

Barbara Revels, County Chair
Flagler County Commission
Government Services Building
1769 E. Moody Blvd.
Bunnell, Florida 32110
386.313.4093
brevels@flaglercounty.org

The Interlocal agreement between the County of Volusia and Flagler County is attached to this plan. CareerSourceFV and the respective counties are poised to update the Interlocal agreement upon the passing of SB 7040, HB 7065 and the passing of the final regulations for Workforce Innovation and Opportunity Act (Opportunity Act).

The Interlocal agreement, while not signed by CareerSourceFV, provides for the governance respected and followed by CareerSourceFV. There is no other agreement

CareerSourceFV board of directors have by-laws that do not yet include the proposed rules from the Notice of Proposed Rulemaking. Upon receipt of the final rules, CareerSourceFV will update our by-laws.

The nomination policy set forth by the Chief Elected Officials (CEOs) is outlined in the Interlocal agreement. CareerSourceFV, acting on behalf of the CEOs in soliciting, collecting and submitting all necessary and appropriate, and qualified nominees to the CEOs for final approval and subsequent appointments.

For representatives of business, nominations are received from local business organizations and business trade associations. Potential board members complete an application highlighting their interest in serving on the Board of Directors. Future nominations may have new members serve on one of CareerSourceFV's committees prior to serving on the Board of Directors.

The balance CareerSourceFV has found that works is keeping board members on long enough so that they understand the depth and complexity of our workforce development network. The term limits established in CareerSourceFV's by-laws are that all directors shall be appointed for three-year terms. Terms are staggered so approximately one-third of the director's terms expire each year so that we retain, continuously, knowledgeable members. This continuum is disrupted only when an independent sector stakeholder (mandatory partner) leaves his or her position.

CareerSourceFV wants and needs engaged members of the community to be the stewards of our services, as well as our funding. As the process of soliciting new board members is delegated to

CareerSourceFV, upon receipt of a resignation of a board member or notice that a board member still no longer continue as a board member, CareerSourceFV staff contact local business organizations for recommendations and nominations. To decrease the length of time for a vacancy, CareerSourceFV will expand committees to include more non-board members who have expressed interest in serving on CareerSourceFV's Board of Directors.

Each Director of the CareerSourceFV's Board will serve personally. Designees may attend meetings, however may not vote, make a motion or be counted towards a quorum. Should the final regulations of the Opportunity Act require that designees have voting privileges, CareerSourceFV will modify our by-laws.

CareerSourceFV respects the time dedicated by our volunteers and creates every opportunity for their voices to be heard. Therefore, we make accommodations for participation in the event a board or committee member is unable to attend a meeting in person. CareerSourceFV's board and committee meetings are noticed to our members via email with a link to board materials online. Included in the agenda, as well as public notices, is the call in number and passcode to CareerSourceFV's board meeting. CareerSourceFV's also uses iPads in the board and committee meetings for reference materials.

In order for CareerSourceFV to be relevant to our job seekers, businesses, other stakeholders and community at-large we seek active participation of our board and committee members. Historically, CareerSourceFV has enjoyed the benefits of healthy participation of our board and committee members. The Opportunity Act has invigorated that energy.

At our May, 2015 board meeting, the Chairman of CareerSourceFV's board of directors asked each board member to speak to his/her current passion around workforce. While there was a bit of duplication in their answers, their focuses ranged from early childhood development through middle and high school, post-secondary education to older workers. One of the most powerful statements is that "we do not have the privilege of overlooking the chronically unemployed."

CareerSourceFV staff aligned these focuses to our strategic goals and the members of our committees have prioritized their work around their targets. Moving forward, the tasks around these targets will be assigned to staff and/or committee members.

CareerSourceFV's board and committee members are in the midst of designing sector strategies around our targeted sectors. One of those strategies, yet to be fully designed, is to have representation on the board of directors of each of our targeted sectors. The intent of these private sector directors will be to head industry councils and invite their peers to actively participate in conversations around their workforce needs. Our anticipated implementation date is July 1, 2016.

The Interlocal agreement between Volusia and Flagler Counties requires that a representative from the Volusia County Council and the Flagler County Commission have a voting seat on CareerSourceFV's board. These representatives are also encouraged to actively participate on one or more of CareerSourceFV's committees. Through their board and committee participation, the representatives have participated in the conversations around our planning.

Upon the public review period and approval of the CareerSourceFV's Executive Committee, the plan will be sent to the Volusia County Council and the Flagler County Commission. The president/CEO of CareerSourceFV will present a summary of the plan at their respective meetings prior to the plan being submitted to Florida Department of Economic Opportunity and CareerSource Florida.

(2) Local Workforce Development Board (LWDB)

The Chair of CareerSourceFV's Board of Directors is:

Derek Triplett, Chair

869 Derbyshire Road

Daytona Beach, Florida 32114

dtriplett@hopefellowship.org

386.214.8474

In addition to representing Media, our board chair represents a faith-based organization.

Our timeline for the board's approval of our plan follows the 30-day public comment period, which will end on 4/4/2016. As we do not have a board meeting scheduled prior to when we need to take the plan before Volusia County Council and Flagler County Commission, the CareerSourceFV's Executive Committee will approve with the full board ratifying their decision on May 27th, 2016.

(3) Local Grant Subrecipient

CareerSourceFV's leadership believes the intent of the Opportunity Act is to separate operations from administration because the work of the board and its staff is different than that of the work of the Career Centers. The function of our Board (and staff) will focus on strategic policy while the function of our providers will focus on the successful delivery of services - integrated in as much as the funding allows.

CareerSourceFV also employs board staff only. Since July 2008, CareerSourceFV has been responsible for Center Management, which included front desk personnel. For more than ten (10) years, CareerSourceFV has also directly employed business service representatives. Even though CareerSourceFV was able to redirect more than Two Million Dollars to direct services in seven years, CareerSourceFV is in the process of procuring a provider that will do these functions as well as all other career services effective July 1, 2016.

The Workforce Development Board of Flagler and Volusia Counties, Inc. dba CareerSource Flagler Volusia is the local fiscal and administrative entity for Local Area #11. While there is no agreement for CareerSourceFV to provide these services, CareerSource Flagler Volusia follows the Master Agreement with DEO as well as uses proper and ethical internal controls that have been audited, without findings, by DEO and independent auditors.

(4) One-Stop System

CareerSourceFV is responsible for providing employment and training services to the labor force of 280,269 (237,553 in Volusia and 42,716 in Flagler) in our two-county area. We want our services to be accessible to everyone, regardless of their ability to walk through our physical doors, so in addition to our three Career Centers, CareerSourceFV has a network of Mini Career Links (MCLs) through the two counties.

Our three Career Centers are near the heaviest populated areas:

Daytona Career Center 359 Bill France Blvd. Daytona Beach, FL 32114	Orange City Career Center 846 Saxon Blvd Orange City, FL 32763	Palm Coast Center 20 Airport Road, Suite E Palm Coast, FL 32164
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When selecting our sites, we considered proximity to bus routes as well as analyzing the zip codes of our customers to determine need.

CareerSourceFV wants our services to be accessible to everyone in our local area. To meet the needs of our remote customers, as well as those with other barriers to using self-services, we have partnered with community services in the independent sector, including food pantries, churches and community centers. We have trained volunteers and staff in the county libraries, early learning coalition, housing developments and other partners how to assist job seekers to register and properly use our website and Employ Florida Marketplace.

CareerSourceFV wants to provide access to services and provide ample time for staff to return phone calls, complete paperwork and data entry. Therefore, the Career Centers are open from Monday through Friday 8:00 to 4:00. This allows an hour a day for staff to complete tasks necessary for compliance and excellence in customer services (including DEO.) As we move forward we will implement more online workshops with digital connection to someone on chat and in-person labs. As need has been identified by businesses, CareerSourceFV has hosted a variety of job fairs during weekends.

CareerSourceFV believes in having multiple contractors providing service. This allows for diversity and flexibility. Since July, 2008, CareerSourceFV has operated our Career Centers with three local women-owned contracted providers for career services: Training Initiatives, Inc. for workshops and Supplemental Nutrition Assistance Program , Case Management, Inc. for the Welfare Transition Program and Workforce Innovation and Opportunity Act/Workforce Investment Act case management services and Career Steps, Inc. for career planning and professional networking services. CareerSourceFV also contracts with three youth service providers; Henkel’s & McCoy, SaSo Training Solutions and a joint contract with Flagler County Schools with the George Washington Carver Foundation. On February 1, 2016, CareerSourceFV issued a Request for Proposals for all services, including One-Stop management and business services. Proposals are due on March 15th with an anticipated start date of new contracts on July 1, 2016.

It is vital to our community to provide services under the Opportunity Act comprehensive model. CareerSource Flagler Volusia is collaborating with our core partners to have multiple comprehensive Career Centers. CareerSourceFV will have at least one comprehensive center in our local area by July 1, 2017.

Analysis of Need and Available Resources

1. Please provide an analysis of the regional economic conditions, which must include:

a. Information on existing and emerging in-demand industry sectors and occupations; and

b. The employment needs of employers in those industry sectors and occupations.

The regional economic conditions in Flagler and Volusia Counties continue to improve with substantial growth in the Health Care, Construction, Finance and Insurance, and Manufacturing industries to name a few. Based on information in the EMSI economic modeling tool, the top in-demand industries in Flagler and Volusia Counties are:

Top in-demand sectors in Flagler and Volusia County 2016-2020:

1. Health Care (7% growth rate)
2. Management of Companies and Enterprises (16% growth rate)
3. Finance and Insurance (12% growth rate)
4. Professional, Scientific, and Technical Services (10% growth rate)
5. Educational Services (10% growth rate)
6. Leisure and Hospitality (6% growth rate)
7. Logistics (4% growth rate)
8. Construction (4% growth rate)
9. Retail Trade (4% growth rate)
10. Manufacturing (3% growth rate)

Industries gaining most jobs in Flagler and Volusia County 2016-2020:

1. Health Care and Social Assistance (2,352 jobs)
2. Accommodation and Food Services (676 jobs)
3. Administrative and Support and Waste Management (626 jobs)
4. Retail Trade (516 jobs)
5. Government (506 jobs)
6. Construction (368 jobs)
7. Professional, Scientific and Technical Services (327 jobs)
8. Finance and Insurance (299 jobs)
9. Education (281 jobs)
10. Arts, Entertainment, and Recreation (268 jobs)

Fastest growing jobs in Flagler and Volusia County:

1. Cement Masons and Concrete Finishers: 39.38% growth rate, \$17.01 median hourly wage
2. Home Health Aides: 38.87% growth rate, \$10.92 median hourly wage
3. Physical Therapist Assistants: 37.50% growth rate, \$30.62 median hourly wage
4. Diagnostic Medical Sonographers: 37.13% growth rate, \$30.63 median hourly wage
5. Helpers – Electricians: 34.86% growth rate, \$12.32 median hourly wage

6. Market Research Analysts and Marketing Specialists: 34.43% growth rate, \$27.42 median hourly wage
7. Personal Care Aides: 33.78% growth rate, \$9.46 median hourly wage
8. Cost Estimators: 33.59% growth rate, \$23.74 median hourly wage
9. Physician Assistants: 33.16% growth rate, \$49.94 median hourly wage
10. Drywall and Ceiling Tile Installers: 31.38% growth rate, \$13.77 median hourly wage

Comments about CareerSourceFV's efforts to assess the needs of employers in the LWDA:

CareerSourceFV is cognizant about the fact that the proper way to serve the business community is to be actively engaged in it. CareerSourceFV has applied, and will continue to develop, methods to further gauge the needs of employers as outlined below.

CareerSourceFV is in the process of procuring a provider for Career Services in our Career Centers. Services to businesses, including, in part, assessing the needs of employers in the region, will be folded up under this broad Career Services category. As stated in the Organizational Structure section of this plan, CareerSourceFV's leadership believes the intent of the Opportunity Act is to separate operations from administration and is intentionally moving away from providing direct services. An RFP was issued in February 2016, and part of the RFP narrative describes what CareerSourceFV envisions with regard to providing business services and learning and responding to the needs of employers in the region:

"The manager of Career Services will be responsible for maintaining the strong business relationships that have been built through our current business development model. The respondent must show how the needs of the businesses and the continued development of strong relationships will be maintained."

Currently, Business Service Representatives meet largely by face-to-face appointments with existing and potential business clients to discern their current and future needs. CareerSourceFV has created highly successful Work Experience and On-the-Job Training programs in response to feedback from businesses about what they need. CareerSourceFV visualizes a continuance of this method with special emphasis on the targeted sectors which are described at length in the "Description of Program Services" portion of this plan.

One tactic used by CareerSourceFV to assess the needs of local businesses was to commission a Talent Gap Survey in 2014. CareerSourceFV recognizes that the availability of a skilled workforce is one of the most critical factors in economic development. Expansion and relocation decisions hinge on the ability to hire workers with the skills and experience companies demand. In order to identify solutions to widen the talent pool, address skill gaps, and prepare for future growth, CareerSourceFV partnered with CareerSource Central Florida and CareerSource Brevard to perform a Talent Gap Analysis for the area. This survey engaged leaders throughout a wide variety of industry sectors, and asked them to identify talent gaps in their businesses and develop recommendations to address those gaps in order to expand the pipeline and fill jobs with existing talent.

The study, which included surveys, interviews and focus groups with employers in companies large and small and across a wide range of industries, found that:

- A majority (61%) of companies responding to the survey reported difficulty with hiring and recruiting, with 55 percent reporting that “lack of experience” was a reason for not filling a position.
- Companies see a number of job applicants lacking in “soft skills” such as motivation, time management and oral communication abilities.
- The use of recruiting firms has declined for all but C-level recruitment, while a majority (65 percent) are turning to employee referrals as a key strategy for recruiting talent.
- Manufacturing companies reported the greatest difficulty (84 percent) filling positions, followed by Hospitality (83 percent), Health Care (79 percent) Government (65 percent) and Professional Services (61 percent).
- Forty percent reported an increase in training for new hires, interns and incumbent workers.
- The lack of available applicants with three to five years of experience was cited as the greatest hiring challenge for most companies.
- While the long-term unemployed continue to face difficulties finding open positions, employers noted interest in hiring the long-term unemployed if they have been active in areas such as workforce volunteering, seeking to refresh skills or obtain new certifications.
- Business leaders believe more should be done to market the wide range of high-paying jobs in the region.
- Twenty-two percent of the employees reported a relationship with an educational institution which included speaking to students to assisting with the curriculum development.
- New positions are being created that require new skills not taught in the classroom
- Need strategies to rapidly incorporate new technologies and skills into educational and training programs.
- Students need to increase exposure to career options reflecting current and future jobs.

Results from the Talent Gap Survey served as the starting point for CareerSourceFV’s research into ways to address concerns of businesses in specific sectors. Development of sector strategies is in the early stages with focus on Construction, Healthcare, Manufacturing, Business and Professional Services, Logistics and Distribution, Retail, and Leisure and Hospitality. It is also important to note that, moving forward, we will apply these strategies whereby CareerSourceFV’s Board of Directors and corporate staff will develop and implement strategies that are specific to each in-demand sector in the region. These strategies will look at the specific skills and needs within each sector, in order to be more responsive to businesses. Further discussion of CareerSourceFV’s sector strategies can be found in the section of this plan entitled “**Description of Program Services.**”

Additionally, CareerSourceFV’s corporate staff is an active member of all major economic development organizations: Volusia County Economic Development, Flagler County Department of Economic Development, TEAMVolusia, and the CEO Business Alliance. We serve on each other’s boards, and extensively exchange information.

2. Please provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

Based on a study of “common employability skills” performed by the National Network of Business and Industry Association, there are four sets of skills associated with success in today’s workforce. While these skills are not derived specifically from our region, they accurately depict the abilities that our local employers expect from the labor force.

Personal skills:

Integrity, Initiative, Dependability and Reliability, Adaptability, and Professionalism

People skills:

Teamwork, Communication, and Respect

Applied knowledge:

Reading, Writing, Mathematics, Science, Technology, Critical Thinking

Workplace skills:

Planning and Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools and Technology

Now, focusing in Flagler and Volusia Counties we can identify the most in-demand occupations, and analyze the most critical skills associated with each one:

Cement Masons and Concrete Finishers

Skills:

Monitoring – Monitoring/Assessing one’s performance, other individuals, or organizations to make improvements or take corrective action.

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Coordination – Adjusting actions in relation to others' actions.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Judgment and Decision Making – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

Knowledge:

Building and Construction – Knowledge of materials, methods, and the tools involved in the construction or repair of houses, buildings, or other structures such as highways and roads.

Administration and Management – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

Mathematics – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

Design – Knowledge of design techniques, tools, and principles involved in production of precision technical plans, blueprints, drawings, and models.

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

Home Health Aides

Skills:

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Service Orientation – Actively looking for ways to help people.

Social Perceptiveness – Being aware of others' reactions and understanding why they react as they do.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Monitoring – Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

Knowledge:

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

Physical Therapist Assistants

Skills:

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Monitoring – Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

Social Perceptiveness – Being aware of others' reactions and understanding why they react as they do.

Speaking – Talking to others to convey information effectively.

Service Orientation – Actively looking for ways to help people.

Knowledge:

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction. See more occupations related to this knowledge.

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. See more occupations related to this knowledge.

Medicine and Dentistry – Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive health-care measures. See more occupations related to this knowledge.

Psychology – Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders. See more occupations related to this knowledge.

Therapy and Counseling – Knowledge of principles, methods, and procedures for diagnosis, treatment, and rehabilitation of physical and mental dysfunctions, and for career counseling and guidance.

Diagnostic Medical Sonographers

Skills:

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Reading Comprehension – Understanding written sentences and paragraphs in work-related documents.

Social Perceptiveness – Being aware of others' reactions and understanding why they react as they do.

Speaking – Talking to others to convey information effectively.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Knowledge:

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction. See more occupations related to this knowledge.

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. See more occupations related to this knowledge.

Physics – Knowledge and prediction of physical principles, laws, their interrelationships, and applications to understanding fluid, material, and atmospheric dynamics, and mechanical, electrical, atomic and sub-atomic structures and processes. See more occupations related to this knowledge.

Medicine and Dentistry – Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive health-care measures. See more occupations related to this knowledge.

Clerical – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

Helpers – Electricians

Skills:

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Quality Control Analysis – Conducting tests and inspections of products, services, or processes to evaluate quality or performance.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Repairing – Repairing machines or systems using the needed tools.

Speaking – Talking to others to convey information effectively.

Knowledge:

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. See more occupations related to this knowledge.

Mechanical – Knowledge of machines and tools, including their designs, uses, repair, and maintenance. See more occupations related to this knowledge.

Building and Construction – Knowledge of materials, methods, and the tools involved in the construction or repair of houses, buildings, or other structures such as highways and roads. See more occupations related to this knowledge.

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction. See more occupations related to this knowledge.

Design – Knowledge of design techniques, tools, and principles involved in production of precision technical plans, blueprints, drawings, and models.

Market Research Analysts and Marketing Specialists

Skills:

Reading Comprehension – Understanding written sentences and paragraphs in work-related documents.

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Complex Problem Solving – Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Judgment and Decision Making – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

Knowledge:

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. See more occupations related to this knowledge.

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction. See more occupations related to this knowledge.

Administration and Management – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership techniques, production methods, and coordination of people and resources. See more occupations related to this knowledge.

Sales and Marketing – Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems. See more occupations related to this knowledge.

Computers and Electronics – Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

Personal Care Aides

Skills:

Service Orientation – Actively looking for ways to help people.

Social Perceptiveness – Being aware of others' reactions and understanding why they react as they do.

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Speaking – Talking to others to convey information effectively.

Monitoring – Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

Knowledge:

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction. See more occupations related to this knowledge.

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. See more occupations related to this knowledge.

Psychology – Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.

Cost Estimators

Skills:

Mathematics – Using mathematics to solve problems.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Speaking – Talking to others to convey information effectively.

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Judgment and Decision Making – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

Knowledge:

Mathematics – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications. See more occupations related to this knowledge.

Engineering and Technology – Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services. See more occupations related to this knowledge.

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. See more occupations related to this knowledge.

Economics and Accounting – Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data. See more occupations related to this knowledge.

Computers and Electronics – Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming. See more occupations related to this knowledge.

Physician Assistants

Skills:

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Reading Comprehension – Understanding written sentences and paragraphs in work-related documents.

Speaking – Talking to others to convey information effectively.

Service Orientation – Actively looking for ways to help people.

Knowledge:

Medicine and Dentistry – Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive health-care measures. See more occupations related to this knowledge.

Biology – Knowledge of plant and animal organisms, their tissues, cells, functions, interdependencies, and interactions with each other and the environment. See more occupations related to this knowledge.

Psychology – Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders. See more occupations related to this knowledge.

English Language – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. See more occupations related to this knowledge.

Therapy and Counseling – Knowledge of principles, methods, and procedures for diagnosis, treatment, and rehabilitation of physical and mental dysfunctions, and for career counseling and guidance.

Drywall and Ceiling Tile Installers

Skills:

Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Speaking – Talking to others to convey information effectively.

Complex Problem Solving – Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

Judgment and Decision Making – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

Knowledge:

Building and Construction – Knowledge of materials, methods, and the tools involved in the construction or repair of houses, buildings, or other structures such as highways and roads. See more occupations related to this knowledge.

Mathematics – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications. See more occupations related to this knowledge.

Design – Knowledge of design techniques, tools, and principles involved in production of precision technical plans, blueprints, drawings, and models. See more occupations related to this knowledge.

Mechanical – Knowledge of machines and tools, including their designs, uses, repair, and maintenance. See more occupations related to this knowledge.

Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

Summary and ranking of the most needed skills in our region:

1. Active listening (10 out of 10)
2. Critical thinking (8 out of 10)
3. Speaking (7 out of 10)
4. Monitoring (4 out of 10)
5. Judgment and decision making (4 out of 10)
6. Service orientation (4 out of 10)

Observations about most the needed skills in our region:

The general consensus among developmental professionals is that the skills listed above are most effectively taught, learned and mastered at an early developmental age. In fact, after reviewing several local elementary, middle and high school curricula, these aptitudes constitute the students' core learning objectives.

The key here is to train the workforce to use these skills. In other words, reinforce through training the importance of – for example – dependability and conscientiousness, as these two can yield significant return on investment for an organization.

This presents an important opportunity for our youth services and our school partners, as they work directly with the young population in our region. At the same time it is important to note that our workforce board may find it difficult to teach these skills to adults. In other words, if the expectation is that these skills are optimally learned and mastered at an early age, it is unrealistic to assume they can be fully developed during adulthood without a solid foundation. To this point our workforce board should focus on facilitating training opportunities that merely refresh and polish these skills.

Summary of most needed knowledge in our region:

1. Customer and personal service (8 out of 10)
2. English language (8 out of 10)
3. Building and construction (3 out of 10)
4. Mathematics (3 out of 10)
5. Design (3 out of 10)

6. Medicine and dentistry (3 out of 10)
7. Psychology (3 out of 10)

Observations about most the needed knowledge in our region:

There are two topics that significantly stand out from the list of relevant knowledge in the region: Customer and personal service and English language.

Customer and personal service: None of our training providers has an established curriculum that focuses solely on customer and personal service. Nevertheless, there are multiple programs that include some form of training in this field. For example, Daytona State College's Mori Hosseini College of Hospitality and Culinary Management offers two relevant courses: Customer Care Specialist and Hospitality Service.

English language: This knowledge is optimally learned at an early developmental age – just like the most needed skills in the region. To this extent our training efforts should focus on our youth through our school partners.

English language knowledge presents another peculiar challenge: It also means our region would benefit from offering rigorous English courses for immigrants. This is particularly true if the State of Florida is aggressively promoting exportations of goods and services. In other words, if part of our future economic development hinges on foreign market growth, it is easy to see why local businesses will see an increased need to hire foreign nationals to grow those very markets. To this extent our workforce board should seek partnerships with language institutions, as a means to perfect this target population's non-native English skills.

3. Please provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skills levels of the workforce in the region, including individuals with barriers to employment.

According to unemployment data released by the Department of Economic Opportunity, the unemployment rate in the area comprised by Flagler and Volusia Counties has steadily declined over the course of the last 12 months (from December 2014 to December 2015.) The rate at which unemployment has declined in each county is significantly different: Flagler County has nearly halved its rate, from 9.5% to 5.5% unemployment. In that same timeframe Volusia has reduced its unemployment rate 1.5%, from 6.5% to 5%. The improvement in both counties is proportionally equal. Naturally we can expect a deceleration in the improvement as our region reaches its "full employment" baseline, historically between 4% and 5%.

These numbers must also be understood in the context of the total labor force: In the same period of time Flagler and Volusia combined, experienced a reduction in its labor force of 5.1%. This can be attributed to various reasons:

1. Mature workers, who were working beyond retirement age to compensate for financial losses incurred during the most recent economic recession, have restored their financial strength and transitioned out of the workforce.
2. Workers have moved out of the area in search of higher paying jobs. (Wages in the area have marginally increased, compared to other regions, since the recession.)

A note on wages: As we reach our full employment baseline, we can expect wages to increase across all sectors. This will come as a result of increased pressure is placed on businesses to retain qualified talent.

Labor employability studies in the region to assess the skill base:

In July 2014 CareerSource Flagler Volusia commissioned a “Labor Employability Report” from a trusted provider: The Pathfinders. This report provided our Board an assessment of the unemployed and underemployed population in our two-county region. The report included among other things information about their experience and skills.

Education level of **underemployed** workers:

Less than high school: 2%

High school graduate/GED: 28%

Some college, no degree: 26%

Associate degree: 6%

Bachelor degree: 22%

Graduate degree: 6%

Vocational degree: 10%

The survey **underemployed** respondents were also asked to identify the one category of experience in which they believed themselves to be most skilled. These were the results:

Office operations: 34% (of respondents)

Medical/health sciences: 19%

Warehouse/Logistics: 11%

Manufacturing/Assembly/Fabrication: 10%

Maintenance/Installation/Repair: 9%

Information Technology: 6%

Telecommunications: 5%

Electronics/Engineering: 3%

Technician/Quality Assurance: 3%

Education level of **unemployed** workers:

Less than high school: 9%

High school graduate/GED: 30%

Some college, no degree: 25%

Associate degree: 6%

Bachelor degree: 14%

Graduate degree: 5%

Vocational degree: 11%

The survey **unemployed** respondents were also asked to identify the one category of experience in which they believed themselves to be most skilled. These were the results:

Office operations: 58% (of respondents)

Warehouse/Logistics: 54%

Manufacturing/Assembly/Fabrication: 52%

Maintenance/Installation/Repair: 46%

Technician/Quality Assurance: 43%

Telecommunications: 41%

Information Technology: 38%

Medical/health sciences: 28%

Electronics/Engineering: 25%

Observations about the education level and self-attested skills of the underemployed and unemployed in Flagler and Volusia County:

There is a difference between the education level of the underemployed and the unemployed in the region: The underemployed, on average, has attained a higher level of education than their unemployed counterparts. Perhaps the most pronounced disparity is among the group that hasn't completed a high school degree (7% absolute difference.) This is a clear indication we need to continue providing services to the youth. The more young adults we graduate, the more likely we are to achieve even lower levels of unemployment.

With regard to the self-attested skills, it is important to note the unemployed, on average, claim to be more proficient at various skills, than their underemployed counterparts. There are two possible interpretations to this result: (1) the unemployed, due to their lower levels of education, underestimate the adequate level of performance for a specific skill; and/or (2) the underemployed, in an attempt to gain employment, will overrate their skills.

Where are we headed: Two very distinct paths, with very distinct needs

There are several macro economic factors that should be taken into account to understand the current situation in the area: (1) The price of crude oil has dropped drastically in the recent past. Oil barrels are currently trading at \$27 (as of February 11th, 2016); (2) At the same time there are suspicions of an economic slowdown in China, which would depress economies worldwide. Given the most recent losses in the stock market – with double-digit dips, experts are unsure if we face a market adjustment or potentially another recession.

This is important to note, because it can have significant repercussions in the development and implementation of our workforce plan. Another recession would require an entirely different approach to help job seekers and businesses alike.

In case we face a market adjustment, our plan should be implemented assuming a healthy economy: with an emphasis on helping the harder to serve, and continuing to find careers for job seekers.

In case of a new recession, any gains/improvements seen in the recent past would vanish. Putting our region in a similar situation we faced during the most recent recession. A plan of this nature will require significant resources to develop and implement.

The bottom line is that this plan will be valid to the extent that we face a market adjustment – not a full-fledged recession.

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

The analysis in this section will be based on the skill needs in the region: Active listening, Critical thinking, Speaking, Monitoring, Judgment and Decision-Making, and Service orientation; and the education needs: Customer and personal service, English language, Building and Construction, Mathematics, Design, Medicine and Dentistry, and Psychology.

Skills

As previously mentioned in the analysis of the skills needed to meet employment needs in the region, the skills most needed in this region are most effectively taught, learned and mastered at an early developmental age. To this extent workforce development activities for adults can only achieve a marginal success, if the adult lacks a relatively solid foundation. CareerSourceFV focuses on facilitating training opportunities that merely refresh and polish these skills.

Assessment of Career Center workshops based on in-demand skills:

Each workshop is accompanied by the skills that are directly or indirectly instilled in it.

iCareerSource – not applicable

Training Overview – not applicable

Successful Applications – critical thinking, judgment and decision-making

Employer Expectations – active listening, critical thinking, judgment and decision-making

Interviewing skills – active listening, critical thinking, speaking, judgment and decision-making

7 Steps to Promoting Yourself aka Résumé Writing – critical thinking and decision-making

Take Control of Your Job Search – critical thinking, judgment and decision-making

Project Reconnect – not applicable

QuestNet – active listening, critical thinking, speaking, monitoring, judgment and decision-making

Overall assessment of Career Center workshops:

While all workshops directly or indirectly touch on the in-demand skills, none focus entirely on a single skill. A case can be made that the way the workshops are set up at present is optimal, because the skills are introduced in connection to the immediate employment needs of the job seeker. For example, individuals are learning/polishing their critical thinking skills while learning how to take control of their job search. This set up accomplishes both learning objectives simultaneously.

CareerSourceFV is in the process of creating high-quality, informative electronic workshops, which will run on a variety of media.

In addition to the skills mentioned above, the specific needs of residents in Flagler and Volusia Counties' workforce continue to be education and training in demand-driven occupations. This training is needed in order to compete in a rapidly evolving global economy. In addition, many have the need of relying on daily transportation to attain either their training or employment job search needs. The overall need of our job seeker population is to possess a multitude of skill sets so they can continuously evolve with the ever-growing workplace. By enabling the job seeker to enhance their skill set level, each customer will build confidence and self-esteem which is needed to ensure they market themselves in a competitive manner among the region's talent pool.

Jobs in Flagler and Volusia Counties today are requiring more and more workers to be equipped with the latest computer skills. These skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is changing and evolving provides a key skill deficiency among the unemployed and underemployed population. CareerSourceFV continues to offer ongoing training skills development for individuals to meet employers' demands. CareerSourceFV is constantly monitoring current workforce services to ensure they are meeting the needs of participants who are working towards their goal of obtaining employment and businesses who are in need of qualified applicants.

We believe it is important to develop a workforce with competitive and relevant skills, in order to accomplish this we must continue to facilitate communications among employers and job seekers, coordinating across post-secondary institutions, focusing on the needs of the businesses, conducting outreach to current and future workers about the emerging job opportunities, and helping individuals design their own career pathways. Overall, the future forecast of the CareerSourceFV area is improving every day and we are determined to continue with constant improvements to our workforce services in order to meet the demands of our customers.

5. Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

CareerSource Flagler Volusia has a robust menu of workforce services to offer to both businesses and individuals in the region. The Opportunity Act is designed to assist job seekers with high quality career services, education and training and the support services needed to obtain good jobs and retain their employment and to match employers with the skilled workers they need to compete in the local and global economy. Training activities will be targeted to:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with sustaining wages.

- Provide access and opportunities to all job seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or those with limited English.
- Enable businesses to identify with ease and hire qualified, skilled workers and access other supports, including education and training for their current workforce.
- Participate in rigorous evaluations that support continuous improvement of the local workforce system by identifying which strategies work better for various populations.
- Ensure that high-quality integrated data inform decisions by local policy makers, board members, local area management, employers and job seekers across core partners and optional partners.

The Opportunity Act authorizes "Career Services" for adults and dislocated workers. There are two types of "Career Services" available within CareerSourceFV workforce system: Basic Career Services and Individualized Career Services. These services may be provided in any order and in no required sequence providing CareerSourceFV's service provider staff the flexibility to target services to the needs of the customer.

Basic Career Services

Basic career services will be available to all individuals seeking services in the CareerSourceFV workforce system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the CareerSourceFV ReEmployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) claimants likely to exhaust benefits,) and orientation to information and other services available through the Career Centers;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps,) transferrable skills and supportive service needs;
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling.
- Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of the Opportunity Act);
- Provision of information on nontraditional employment (as defined in sec. 3(37) of the Opportunity Act);
- Provision of referrals to and coordination of activities with other programs and services, including those within the CareerSourceFV region and, when appropriate, other workforce development programs within larger regional planning areas;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain

the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;

- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on accountability measures, as well as any additional performance information relating to the area's workforce system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban development (HUD) ; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under the Opportunity Act; and
- Provision of information regarding filing claims under UI programs, including meaningful assistance to individuals seeking to file a claim.

Individualized Career Services

If Career Center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available through CareerSourceFV Career Center resources, contracted Center staff or partners. Career Center staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include: diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate the combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre- vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including

competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;

- Financial literacy services;
- English language acquisition and integrated education and training programs.

All customers of the Career Centers may avail themselves of the Career Center Assessment Labs which have a variety of tools such as:

- Meyers-Briggs
- TORQ
- CareerScope
- TABE
- Provelt

Any customer considered for an Individualized Training Account (ITA) or other educational or training services must have the need for such services documented in the assessment process. Assessment updates may be made as the customers' circumstances change, and as new barriers to success are identified. Additionally, assessment will ensure ITA or other educational candidates meet Section 134 (c) (3)(A)(I)(cc) which states that an eligible trainee must "have the skills and qualifications to successfully participate in the selected program of training services" in addition to meeting the other eligibility criteria.

Comprehensive assessments of customer needs are essential if sound decisions are to be made by the customers and staff regarding the services needed by the customer. Such assessments are especially important for lower-skilled or less-experienced potential workers, and for those seeking to enter a new field due to layoff.

CareerSourceFV's contracted provider for Business Services will continue to identify the skill needs of local employers. The utilization of strategically planned forums will also assist in identifying skill needs. The Veteran Services Unit consisting of skilled and dedicated LVERs will assist in contacting and engaging Federal contractors and employers that have been identified as Veteran friendly in their hiring practices. The veteran customer will be assessed through the Career Centers who have significant barriers to employment and under DEO directive will be referred to the DEO DVOP team. Any veterans determined to not have a significant barrier are referred to and served through regular DEO staff.

CareerSourceFV uses three key tools to address the skill needs of local employers and close the existing skill gaps of the local incumbent, under-employed and unemployed population: Customized Training (CT), On- the-Job Training (OJT) programs, and Work Experience programs. The CT program provides opportunities for businesses to train existing employees, which allow companies to achieve greater employee retention, maximize productivity and market competitiveness. The employees have an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training. The training strategy is designed to assist individuals in need of services in order to retain their

self-sufficient employment. The training may be provided to a single employee or a group of employees.

The OJT Program (On-the-Job Training) provides local employers with qualified job seekers. The company is required to provide on-the-job training in a full-time salaried or hourly position. The company is encouraged to retain the employee, if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50% of the employee's full-time salary or hourly rate for a standard OJT period, to be determined by the staff based on salary and standard time for OJT for the position. CareerSourceFV is in the process of developing an algorithm which will allow OJT contracts to be "weighted" and funded according to whether the business is in a targeted sector, the size of the business, whether the candidate is long-term unemployed, etc.

6. Please provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities.

CareerSourceFV has a network where all young adults in the Flagler and Volusia region are able to easily access a comprehensive and integrated set of education and training supports. These supports increase the number of young adults productively engaged in the workforce, thereby increasing self-sufficiency and reducing poverty.

Currently, CareerSourceFV has three providers that work with young adults in Flagler and Volusia. All of Flagler County is served by "Road to Success" which is a program operated between Flagler County Schools and the George Washington Carver Foundation. East Volusia County is served through SaSo Training Solutions and West and South Volusia County are served through Henkels and McCoy's Youth Connections program.

While these three programs are geographical, they work very well together, and instead of competing against each other, they work together to serve the youth in the two-county area. The providers often cross-train the youth. For example, Henkels and McCoy is certified to teach the Safe Serve food handlers course and will often facilitate the course for the other two programs as well as their own. The three providers share best practices, resources, and expertise with each other.

CareerSourceFV's youth program providers serve one hundred percent out-of-school youth and a main focus is to have program participants earn their GED. All three programs have certified teachers and use on-line resources as well as in-person instructional teaching to help the youth not only pass the GED, but to also teach successful educational study skills so when they move forward with post-secondary education they are more likely to be successful.

CareerSourceFV is a leader in empowering "Opportunity Youth" (young adults who are disconnected from school or work) ages 16-24 to obtain employment, re-engage in school, prepare for post-secondary education and/or connect to industry-focused education and training programs.

CareerSourceFV aligned with young adult serving institutions in order to have easy access, reduce duplication, close service gaps and promote collaboration. It has decreased the number of “opportunity youth” through successful attachment to the labor market, entry into career pathways, increased education and/or paid work experience. It has also improved outcomes for young adults through: placement in employment or education, attainment of industry recognized degrees or certificates, and increased literacy and numeracy gains.

CareerSourceFV recently posted an Request For Proposals (RFP) for youth services. CareerSourceFV envisions funding programs that incorporate best practices for serving out-of-school young adults (OSY.) Successful program models for OSY must be designed to assist young adults on an individual basis and must provide an array of services that will ultimately launch young adults on a meaningful career pathway with sustainable employment.

CareerSourceFV has determined the priority target populations under this RFP as:

- “Opportunity Young Adults” who are disconnected from school or work.
- Court-involved young adults; homeless, runaway, in or aging out of foster care, pregnant or parenting young adults; young adults with a disability; immigrant young adults eligible for work; and young adults residing in public housing.
- Young adult veterans

The RFP also requested proposals that contain the following elements:

- Proven recruitment strategies to effectively outreach, engage, enroll, and retain young adults.
- A continuum of service that allows participants to progress along GED/High School diploma attainment, matriculation into post-secondary education/training and placement into employment with a career path.
- Meaningful partnerships with businesses in high growth industries that support career pathways through internships and work-based learning opportunities for young adults. Use structured career exploration, while providing maximum opportunities for young adults to learn theoretical and practical skills relevant to their career interests.
- Provide long-term career development services such as occupational training leading to unsubsidized employment in high demand industries with wage progression.
- Employ career pathways model, with structured sequences of activities and multiple entry and exit points that provide adequate support services to meet the wide range of barriers of various young adult populations.

- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction.
- Provide intensive customer and support services, including financial literacy education, to help young adults overcome complex barriers and to successfully complete programs, and secure and retain employment.
- Incorporate trauma-informed care approaches into intensive customer service models.
- Demonstrate investment in long-term follow-up with participants upon program completion. This intensive customer service after the young adult has exited the program must show how to ensure continued success in post-secondary education, training, or employment.

CareerSourceFV anticipates beginning new contracts July 1, 2016.

As stated in Section 188 of the Opportunity Act and 29 CFR §38 of the Opportunity Act, no individual in the LWDA, including the young adult population, may be denied the benefits of any Opportunity Act Title I funded program activity. CareerSourceFV has worked with Vocational Rehabilitation to create curriculum for a series of employability skills workshops for young adults with varying abilities in VR's programs. These workshops are currently being facilitated by a CareerSourceFV service provider and are being offered in the Orange City Career Center.

Local Workforce Development Area Vision and Strategic Goals

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

Our vision is a simple, clear description of our compelling aspiration. The vision is intentionally aspirational; it is high-reaching and reflective of a goal not only for our workforce system, but for everyone it touches. CareerSourceFV’s vision is to be the premier organization for employment and training solutions to the business and workforce of Volusia and Flagler Counties. CareerSourceFV’s vision compliments CareerSource Florida’s vision of “Florida will be the global leader for talent,” because by providing employment and training solutions, CareerSourceFV is directly supplying “talent” to the customers we serve.

The mission of CareerSourceFV is a succinct description of the work we do to achieve the vision. This is what we get up every day thinking about. It directly informs CareerSourceFV’s structure, staffing, and design of operations and is the most visible to the market. CareerSourceFV’s mission is to provide innovative, customized, employment and training solutions to support economic prosperity in collaboration with economic development, education, chambers of commerce, community-based organizations, local governments and active business partners.

Values are the unswerving core beliefs and spiritual foundation of CareerSourceFV’s workforce system. Our values express lasting core ideas that will not change over time; they are the foundation and are embraced by the entire organization. CareerSourceFV’s values are in accordance with the branding standards created by CareerSource Florida and are listed below:

- **Business-Driven:** We believe Florida employers – the state’s job creators – are essential to our overall success in providing effective, market-relevant workforce solutions that drive economic growth and sustainability.
- **Continuous Improvement:** Driven by our commitment to excellence, we respond to changing market dynamics. We continually strive to improve our performance to better anticipate and address the talent needs of employers and the employment and skills needs of job seekers and workers. We identify, measure and replicate success.
- **Integrity:** We fulfill our mission with honesty and accountability and strive in every decision and action to earn and protect the public trust.
- **Talent Focus:** We believe in the power of talent to advance every enterprise and open the door to life-enhancing economic opportunities for individuals, businesses and communities.
- **Purpose-Driven:** Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.

The goals selected by CareerSourceFV's Board of Directors were carefully evaluated and selected as goals that would best propel CareerSourceFV to fulfil our Vision, Mission and Values. CareerSourceFV has created the following goals:

- Sustained & Valued Partnerships
 - Partnerships support economic growth
 - Collaborative partners identified
 - Collaborative partners engaged

- Continuous & Accurate Business Intelligence
 - Effective business survey
 - Resource gathering
 - Sector-based information

- Qualified Talent Pool for Today and Tomorrow
 - Reduce the number of underemployed
 - Innovative training solutions
 - increased skill of workforce

- Effective One-Stop System
 - Employment and training solutions
 - Effective and efficient processes
 - Brokering of information
 - Customer surveys
 - Employability/soft skills solutions

- Effective Regional, State and Federal Partnerships
 - Valued return on investment
 - Accountability through audit
 - Funds aligned with CBE vision

- Effectively Guide Youth Towards Success
 - Businesses-valued certifications
 - Support to at-risk
 - Opportunities for development

These updated strategic goals have assisted in realigning our board committee structure.

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

In the spirit of the Opportunity Act and following recommendations of the state’s WIOA task force and CareerSource Florida, the CareerSourceFV is expanding to include WIOA’s core program partners of Florida Department of Education Divisions of Vocational Rehabilitation (VR), and Florida Division of Blind Services, and Adult Education. In addition to strategic input into the LWDA’s decision-making process, WIOA core program teams focused on strategy implementation and performance accountability reporting will continue to focus on areas for improvement and strategy execution. CareerSourceFV will utilize a number of strategies to work with the core programs to align resources and realize regional and local goals. These include:

- Consistently using labor market tools such as Economic Modeling Specialists International (EMSI,) Employ Florida Marketplace, and Florida Research and Economic Information Database Application (FREIDA) to forecast emerging career paths
- Assessing skill requirements for training against employer demand
- Collectively support business engagement efforts across partners
- Convene employer groups with training providers and core partners to implement skills development opportunities that effectively include at-risk populations
- Utilize a business information system (Salesforce) across the core partners that effectively gathers and shares information that informs joint planning and training development initiatives
- Collect and analyze employer satisfaction information that serves to increase efficiency of service to employers
- Establish career pathways in key occupational sectors
- Integrate core partners fully into a service delivery network within the CareerSourceFV system
- Continue working on the Daytona State College School of Business Advisory board and other pertinent advisory boards to align training in occupational skills and soft skills with jobseeker and employer needs
- Develop specific communication and outreach strategies that target individuals most at need of services including basic skills deficient individuals, offenders and those with disabilities
- Establish relationships with potential alternative funding sources to enhance services provided by all the core partners

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

CareerSourceFV places a priority on effectively serving customers, not only by providing basic services available through any LWDA, but by continuously looking for ways to increase the value of its services. CareerSourceFV ‘s Career Centers will have “human-centered design.” A human-centered design approach fuels the creation of processes and solutions that resonate with our customers. CareerSourceFV will ask questions such as, “How can we help busy customers stay connected with us?” and “What other services can we offer that will be of maximum use to the customer?” CareerSourceFV is dedicated to understanding the customers’ expectations and preferences, and will organize programs

and services around what matters to the customer and what will continue to benefit the customer long after their experience with us is over.

In addition to “human-centered design,” CareerSourceFV will explore and employ formal Career Pathways. Each adult, dislocated worker, WTP customer and young adult enrolled into services will have a career plan to identify their career goals. As we develop and strengthen formal Career Pathways, customers will be able to see, perhaps for the first time, where their efforts can lead. CareerSourceFV is not just working to place a customer in any sort of job; we are looking to truly enhance their lives by helping individuals envision bright futures.

CareerSourceFV has created processes to ensure that every customer walking through the doors has access to a one-on-one counseling session with dedicated staff knowledgeable in local area demand occupations, local companies, and projected growth occupations. This allows CareerSourceFV to prioritize training services for in-demand occupations and selected industry sectors, fostering industry collaborations that align with each of the board-approved sectors, engaging education and training providers, economic developers, and private sector members in planning programs and approaches that focus on providing job-seekers with the critical skills needed to thrive and advance in today’s workforce.

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

As stated in Section 188 of the Opportunity Act and 29 CFR §38, no individual in the LWDA, or the United States for that matter, may, on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, be denied the benefits of, subjected to discrimination under, or denied employment in the administration of, or in connection with any Opportunity Act Title I funded program activity. The status quo with regard to the disparity of people in the workforce without disabilities versus the people in the workforce with disabilities is no longer acceptable. The Vocational Rehabilitation portion of the Opportunity Act will serve as a catalyst for optimal outcomes of competitive, integrated employment for persons with disabilities desiring to work. CareerSourceFV fully endorses the idea that people with disabilities are valuable employees who can succeed in a wide variety of work environments.

Local Vocational Rehabilitation representatives will have an on-site presence in the three Career Centers in the LWDA to facilitate referrals of customers with disabilities. Career Center staff will be cross-trained in Vocational Rehabilitation eligibility criteria and processes. This will enable Career Center staff to better recognize customers who may benefit from a referral to Vocational Rehabilitation Services.

Additionally, representatives from the Division of Blind Service will also have an on-site presence in the centers. CareerSourceFV is updating their TTY and TDD equipment to better accommodate our customers who are visually impaired or hard-of-hearing. All three Career Center facilities will be

evaluated at least annually to ensure they are compliant with the credentialing standards in DEO Guidance Paper FG 02-032.

“Work Ready” service recipients in CareerSourceFV’s Career Centers will be co-enrolled in Wagner-Peyser and the Opportunity Act, and there will be an increased emphasis in all CareerSourceFV’s service provider contracts in 2016-2017 on serving these targeted individuals.

In addition, CareerSourceFV is in the process of moving many workshops online, such as resume writing and job seeking skills instructional workshops. This will enable all customers to access the knowledge base without physically having to be at the Centers for a “live” workshop.

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

CareerSourceFV’s vision and goals were created by the Board of Directors and facilitated in part by Fairfield Index. Over twenty-five Board members participated. The Board of Directors did this structured exercise to answer several questions such as,

What trends matter most to the CareerSourceFV Board and the market it serves?

How do we translate our Vision and Mission into action?

What are the Strategic Objectives of CareerSourceFV?

What does a high performance CareerSourceFV look like to advance towards goals?

What steps must we take to confirm, launch and change?

The Board Team shared perspectives on key trends in workforce and economic development, reviewed the existing committee system, and considered the intent of past vision and mission work. Key workshop results include confirmation of the meanings and intent behind the vision and mission, drafting of strategic goals in support of the mission, and a roster of areas where the Board Team desires further training and information. The Board Team recognized that some structural changes in the committee system may be required over time to respond to the strategic goals.

Our strategic goals and guidance from our Committees will continue to define how to improve and deliver services for the WIOA, TAA, Wagner-Peyser, Veterans, WTP/TANF customers and SNAP Employment and Training programs. CareerSourceFV does not operate Job Corps or Migrant Seasonal Farm Worker (MSFW) programs.

In order to make sure that the Board’s vision and goals are still relevant, recently the Board Chair asked for each Board member’s passion(s) as it related to workforce issues in general and the work of the board. The Board members’ responses were captured and consolidated and will guide future focus of the Board. The responses ranged from increasing the local average wage to ensuring that careers were introduced to youth at an early age. Each committee of CareerSourceFV will meet during the first part of

the calendar year to review their priorities and establish goals and tasks for the year based on the feedback from the Board of Directors.

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

CareerSourceFV’s strategic vision and goals are consistent with the premises of the Opportunity Act and CareerSource Florida’s State Plan. The goals pertaining to effective regional, State, and Federal partnerships, continued and accurate business intelligence, producing a qualified talent pool, overseeing the management of an effective One-Stop System, and guiding youth toward success all directly relate to the performance indicators that support economic growth and self-sufficiency.

There will be continued emphasis on upgrading the skills of the under skilled population of the area. The preliminary unemployment rate for December 2015 was 5%, and is expected to dip even lower as the local economy continues to gain momentum. Achieving CareerSourceFV’s broad vision involves the well-planned and concerted effort of all the workforce system partners guided by clear and consistent information gathered from knowledgeable business leaders in the growth sectors of the local economy.

(7) Please indicate the negotiated local levels of performance for federal measures. WIOA §108(b)(17)

CareerSourceFV has not negotiated local levels of performance for federal measures as of the time the plan was posted for public comment.

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

CareerSourceFV uses several indicators to gauge performance. CareerSourceFV will use the Opportunity Act’s primary indicators to measure performance and effectiveness of contracted service providers and the overall one-stop delivery system. These indicators are shown below:

- Adult Entered Employment Rate
- Adult Employment Retention Rate
- Adult Median Earnings
- Adult Credential Rate
- Adult Measurable Skills Gain
- Youth Placement in Employment/Training/Education
- Youth Median Earnings
- Youth Credential Rate
- Youth Measurable Skills Gain

In addition, CareerSourceFV will use Florida’s Performance Funding Model’s seven metrics once they are all being reported. The seven metrics are:

Placement Rate
Time to Earnings
Cost Per Employed at Exit
Average Earnings
Earnings Per Dollar Spent
Business Engagement
Customer Satisfaction

CareerSourceFV will continue to measure customer satisfaction at the local level through on-site surveys. This allows CareerSourceFV to have almost instant access to real-time data and allows for quick responses to customers as needed. CareerSourceFV will also measure the metrics highlighted in the Monthly Management Report produced by DEO.

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

Thirty percent of Florida households are walking a financial tightrope. They are working hard, but falling short of what they need to consistently cover the basic costs of living. Unable to save for the future, they are vulnerable to a single emergency that can push them into crisis. Regardless of background or current status (i.e. Temporary Cash Assistance recipient or previously high level income dislocated worker or employed worker) CareerSourceFV assists all individuals to gain the same level self-sufficiency in order to achieve lasting change for the families in the LWDA.

The goal of employment training programs provided through CareerSourceFV is to create an environment where the participant may reach self-sufficiency. This may be identified through the following characteristics:

- Possess employability and work skills that are in demand in the workforce of Flagler and Volusia Counties.
- Generate enough income to provide for the basic needs of one’s dependents and self.
- Maintain a household without financial assistance.
- Move from the “working poor” category.
- Function successfully as individuals independent of governmental benefits

Self-sufficiency may happen in stages in some cases. As individuals increase their earnings and skills, they decrease their need for governmental supports.

Listed below are the calculations to be used in determining self-sufficiency:

1. Self-sufficiency for individuals served through Adult Services will be calculated as:

Personally received an income for the six-month period immediately prior to application for training services which is more than 250% of the Federal Poverty Guidelines.

2. Self-sufficiency for individuals served through Dislocated Worker Services will be calculated by:

A worker who has been given notice of lay-off or is laid-off, and who upon successful completion of training, will receive an income of not less than 83% of the earnings prior to job separation.

3. Self-sufficiency for employed workers is \$52,950/year or \$25.45/hour.

CareerSource Flagler Volusia's contracted provider of Business Services has reported that many employed workers in need of skill upgrades are unable to qualify for intensive services and training services because, according to former guidelines, (250% of LLSIL) they earn too much money. However, the wage they earn is insufficient to provide for their families. These workers need additional training to increase/maintain their earning potential.

To summarize, the income levels used to qualify employed workers for training services and to identify self-sufficient employment opportunities for dislocated and employed workers will be, either individually earned or combined family earnings, \$25.45 per hour to allow a greater number of individuals to be served and more workers prepared to meet the need of local employers.

The figure of \$25.45/hour was the result of the following calculation:

Consideration of the average price of a used home and subsequent monthly mortgage payment, add property taxes, utilities and insurance and arrive at an annual figure.

Determine what the salary would be using the above figure as 30% of the salary.

These values will be reviewed and examined annually in order to fairly recognize market changes.

Training is prioritized to customers who are receiving public assistance and other low-income individuals who are unable to obtain other funding to cover the costs.

Coordination of Services

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

So that resources are used efficiently and in order to provide a united network to our community, CareerSourceFV will lead the coordination of our local public workforce network.

Developing an effective workforce network will be built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data. CareerSourceFV is looking beyond the Opportunity Act to set goals for a comprehensive network that increases the number of “jobs that pay,” and expands the idea of just “teaching” the skills necessary to succeed in education or training through individualized career services that are coordinated across programs and partners.

CareerSourceFV will do this by designing and implementing a workforce development network that addresses three core challenges facing the workforce network:

- The workforce network in general, including education and training providers, needs flexibility to respond to the needs of businesses who provide jobs that pay self-sufficient wages.
- Workforce programs operate in their own individual silos rather than being integrated into an overall network that allows leveraging multiple funds to better serve businesses, job seekers (especially individuals with disabilities) and incumbent workers.
- The workforce network lacks a support structure of training programs and employer peer-learning opportunities, including apprenticeship programs, which enables and encourages more businesses to invest in their workers and implement best organizational practices that create more jobs that pay self-sufficient wages.

CareerSourceFV will provide the highest quality of service to job seekers and businesses by addressing these challenges through well-coordinated approaches with our partners (mandatory and others) at the local level. Access to services will be enhanced through the use of technology and creative partnerships with community organizations and other service providers. While access will be improved for all job seekers, the provision of services and training will be focused on those most in need and hardest to serve.

CareerSourceFV is currently procuring for career services within our three Career Centers as well as the Young Adult programs; contracts under this procurement will start on July 1, 2016. Recognizing that job seekers bring different needs and skill sets; CareerSourceFV is seeking a provider(s) that takes these individualized needs into account and addresses the three challenges stated above.

Career services are designed to assist participants in obtaining appropriate and sufficient long-term employment within all available programs. These include Adult and Dislocated Worker Programs funded through the Opportunity Act, Welfare Transition Program (WTP), Supplemental Nutrition Assistance Program (SNAP), Re-Employment Services and Eligibility Assessment Program (RESEA), and Rapid Response. Career services will be customer driven and will assist the individual in finding and retaining gainful employment. These services will focus on training related to careers aligned with the skills needs of the area's in-demand employment opportunities. CareerSourceFV aims to connect individuals with the following in-demand industry sectors through the use of up-to-date Labor Market Information (LMI).

- Healthcare
- Construction
- Manufacturing
- Business and Professional Services
- Logistics and Distribution
- Information Technology
- Retail
- Leisure and Hospitality

Within the Career Centers both Vocational Rehabilitation and Division of Blind Services will have offices to help coordinate services to all job seekers and to ensure that there is no duplication of services. Meetings with both agencies, as well as, with Adult Education and Literacy partners are held frequently to ensure continued open dialogue and representatives from our mandatory partners are active participants on the CareerSourceFV's board of directors and its committees.

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

CareerSourceFV, in collaboration with the local economic development organizations, has identified eight supersectors important to the economy to generate wealth, have employment growth potential, or where the region has a competitive advantage (Healthcare, Construction, Manufacturing, Business and Professional Services, Logistics and Distribution, Information Technology, Retail and Leisure and Hospitality). CareerSourceFV is creating strategies around these supersectors; one of these strategies is to identify the subsectors and their critical occupations necessary for future growth and advancement.

Successful economic development relies on close relationships with workforce development and vice versa. So that our strategies and resources are aligned, CareerSourceFV works closely with our EDOs to develop strategies to support growth in the above industries.

The leaders of our local EDOs serve on CareerSourceFV's Board of directors and committees.

These members include: Flagler County's Department of Economic Opportunity, Volusia County Division of Economic Development; the public/private entity TEAM Volusia EDC, and the 100% private entity, the CEO Business Alliance. The president/CEO of CareerSourceFV is a member of the board of directors for TEAM Volusia EDC and Flagler County's Department of Economic Opportunity's community advisory group. CareerSourceFV also provides regularly scheduled presentations to the Counties' governing bodies.

CareerSourceFV is a partner in the economic development process whenever businesses are concerned about the availability of skilled workers. Proposals for prospective companies looking at either county include information on CareerSourceFV's services as well as labor supply reports provided by Florida's Bureau of Labor Statistics. CareerSourceFV is consulted when concerns arise about recruitment, screening and referral, on-the-job training or customized training. These concerns require a coordinated and customer friendly response from all the partners within the workforce network as well as good data. CareerSourceFV has invested in Economic Modeling to support our economic development organizations.

CareerSourceFV aims to be at the forefront to provide the skills training needed to train up the current skilled workforce in the growing sectors, as well as, being able to anticipate the needs of future businesses and train the next generation of workforce to help close the "skills gap." By anticipating current and future needs through business relationships, CareerSourceFV can work with local training vendors to provide the skills training needed to reduce this gap. By helping to maintain a highly skilled workforce, Volusia and Flagler counties will not only be able to attract new businesses to the region but will be able to increase the career pathways of the local workforce and increase their wages and living standards.

To understand our workforce board's coordination of entrepreneurial services through our regional economic development partners, it is important to recapture our efforts to date:

CareerSourceFV's first significant step towards providing entrepreneurial and microenterprise training occurred in 2013, when we participated in Startup Quest. Startup Quest is an entrepreneurial training program conceived and managed by CareerSource North Central Florida. The goal of this program was to teach its participants current and effective ways to commercialize technologies. This was accomplished through a 10-week program where participants formed groups and selected technologies and mentors. During the training sessions participants learned the skills and knowledge required to bring a new product to market.

This program was well received in the community, especially by our economic development partners. Startup Quest received extensive coverage in the local media, including multiple editorial pieces in printed newspapers and television segments.

After satisfying our commitment with CareerSource North Central Florida, which entailed piloting the program in three rounds of training over the course of three years, our board opted not to extend the training beyond the pilot phase. The principal reason is that the program focused on a specific demographic group (college-educated individuals) and did not meet our needs. For this reason we

decided it was in the best interest of our local area to develop (or contract) other, more inclusive, programs that would benefit our average resident, even without a college degree.

Following Startup Quest we engaged all entrepreneurial service organizations in our region, including economic development organizations. Among other things, we learned how economic development organizations in our region support entrepreneurial activities. The entrepreneurial ecosystem is led by: the Small Business Development Center (SBDC), SCORE, Florida Virtual Entrepreneur Center, and University of Central Florida's Business Incubator. Since the successful implementation of Startup Quest, CareerSourceFV has continued to support the efforts of these stakeholders.

Through extensive conversations and discussions with these players we listed all the entrepreneurial and microenterprise services available in the region and discovered the areas that were not currently addressed. For example, we discovered that none of these organizations offered training specific to market validation. CareerSourceFV's RFP is seeking entrepreneurial services that will support existing community initiatives.

3) Coordination of education and workforce investment activities: Please describe how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.

Recognizing that the youngest demographic of the local workforce also had the highest level of unemployment, CareerSourceFV sought and received funding (from CareerSource Florida) to develop an on-line portal to connect high school juniors and seniors with local businesses. Through this connection, businesses who wish to be a part of the training of the largest demographic of workers can help to ensure that locally those workers receive the work-based training needed to develop strong work ethic and gain valuable work experience through on-the-job trainings and other work-based learning opportunities.

CareerSourceFV serves on the Volusia County School's Career Connection Cadre that oversees the Career Academies in Volusia County and actively participates in the development and delivery of curriculum for these academies. Additionally, meetings are frequently hosted by Flagler County Schools' administration with area businesses and CareerSourceFV so that we both can hear firsthand the needs of businesses. Both county schools use CareerSourceFV's youth council as their approving body for additions to the Florida Career and Professional Education (CAPE) list. The Florida Career and Professional Education Act was created to provide a statewide planning partnership between business and education communities, to expand and retain high-value industry, and sustain a vibrant state economy.

CareerSourceFV works closely with post-secondary education providers to ensure that there is a coordination and alignment of strategies in serving job seekers and businesses. These area educational entities, including Daytona State College, Bethune-Cookman University, Keiser University and the

Independent Florida Colleges work with CareerSourceFV to provide the job skills training necessary for gaining and maintaining employment. Moving forward as CareerSourceFV looks to work with local businesses to identify trainings needed to help workers move upward on career pathways, partnerships with local educational entities will be utilized to provide needed trainings.

CareerSourceFV serves on Daytona State College's newly formed workforce advisory committee; this committee is made up of area EDOs, industry associations and area businesses. As more opportunities arise, CareerSourceFV will participate in new program and curriculum development.

Information is shared among partners, both public and private, and staff is kept up to date on the most recent labor market information through meetings, business feedback, and community interaction. This information is then shared with all customers so that informed decisions can be made regarding career opportunities.

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

As the unemployment rate continues to dip, CareerSourceFV recognizes that those using our services will be among the hardest to serve, including those who have been long-term underemployed.

CareerSourceFV strives to provide consistently excellent service to our workforce development customers through minimum standards, clearly defined roles and responsibilities and well-trained staff.

To better serve our customers with reduced capacity, CareerSourceFV created a Best Practice Model to ensure all customers receive a one-on-one meeting with a career counselor upon their arrival to the Centers. This approach is First Impression Team (FIT.)

FIT is made up of a team that answers the phones, greets customers at the front desk of our Centers and provides a one-on-one introduction to our services. Each customer receives an orientation of available services, including all partner services and any other pertinent resources, including available support services, to ensure successful return to employment. This practice ensures that each customer coming through our doors immediately has a human connection and a resource on which they can rely when they need additional direction.

CareerSourceFV recognizes the need to provide support services to customers, particularly those with barriers to employment, in order to promote successful outcomes. While many of these support services can be provided by the core programs, other services must be secured through partner programs and community and faith-based organizations. Examples of work with partners to provide necessary support services include:

- Participants determined to be eligible under the Opportunity Act's Title I core programs are characterized as having barriers to employment. Title I Adult and Dislocated Worker funds allow local areas to provide support services while Title I Youth's dictate support services as a

mandatory program element. Referrals and/or assistance with transportation, housing, child care and dependent care are found at all Career Centers and can also often be leveraged from TANF and SNAP Employment and Training programs. CareerSourceFV will also coordinate with partnering agencies, human services entities, and community-based organizations to ensure a robust variety of services.

- CareerSourceFV partners with local providers to increase resources for extended services for individuals with the most significant disabilities.

Support services are issued as special allowances and eligibility is determined based on requirements of the program component and the need of the individual up to a maximum limit established by legislation. Special allowances for services are issued with consideration of the least costly, most practical item or service.

Staff coordinate support services with applicable providers, deliver technical assistance to community-based organizations for employment and training services to job seekers and assists partners in providing services to mutual customers, preventing any duplication of services. For any participant who finds unsubsidized employment, support services may be provided up to 12 months following the participant's exit provided that the services are necessary for the participant to remain employed. Staff first seek to obtain support services from local agencies.

CareerSourceFV maintains active membership of area boards, including the United Way of Volusia & Flagler Counties to learn of community services and to provide feedback on the needs of our customers.

5) Coordination of Wagner-Peyser Services: Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services.

CareerSourceFV has taken an approach to high service delivery to our customers by incorporating all program staff, including DEO staff, into a combined system within each Career Center. Currently, management staff continues to share and refine many functions that in the past have been "siloeed by program." By sharing multiple program outcomes, managers have been able to develop and implement an individualized customer service delivery model. Management continues to share and conduct weekly, integrated management meetings with CareerSourceFV managers from all major programs. While the structure of contractors within the centers will be more streamlined after July 1st, 2016, CareerSourceFV will still continue to meet and facilitate communication among all partners housed within the Career Centers. This information will continue to be shared with frontline staff to ensure desired results are achieved.

Frontline staff are also encouraged to communicate best practices, policy changes or suggestions for improvement to their managers or with the President/CEO in quarterly listening sessions and through our biannual staff survey. This wrap-around approach fosters an environment for continuous

improvement and continues to keep DEO involved in the service delivery as defined by the Opportunity Act.

CareerSourceFV has adopted priorities and strategic direction to ensure continuous improvement in the delivery of the Reemployment (Unemployment Insurance) program and to fulfill our commitment to performance excellence and client centered services. Our mission continues to be to enhance Flagler and Volusia's economy, by matching jobs and workers to increase the efficiency of local labor markets, to provide unemployment compensation to support unemployed workers and their communities, to prepare a skilled workforce to enhance and align their skills to meet local labor market needs and to gather, analyze, and disseminate information about the labor force to improve local economic decisions. DEO staff work closely with other staff within the centers, ensuring that duplication of services does not occur.

CareerSourceFV understands that with the fulfillment of our mission comes a great responsibility to the citizens of our communities. The reemployment of Flagler and Volusia's job seekers is the component of CareerSourceFV's mission that is currently one of our main focuses. The primary goal of the reintegration initiative is to streamline unemployment insurance claims and resolution processes to help customers receive support and get connected to meaningful employment as rapidly as possible.

DEO staff assist all customers accessing computers for job search within the centers regardless of program. Information on available services is provided to customers when they enter the center. There are qualified workforce service specialists available to serve and/or direct the customer to the appropriate service delivery option. While we don't have designated UI staff in the centers, UI claimants are appropriately directed to available services from the initial claims process through issue resolution. DEO staff are cross-trained to answer basic questions and assist with issues like address changes, 1099's, etc. DEO staff ensure customers are assisted with filing their unemployment claim and are able to answer questions regarding the initial claims process as well as any questions about rights and responsibilities.

CareerSourceFV has also embarked on several initiatives that have proven to be effective one of which is a Best Practice Model to ensure all customers receive a one-on-one meeting with a career counselor upon their arrival to the Centers. This approach is First Impression Team (FIT.) Each customer receives an orientation of available services, including all partner services and any other pertinent resources to ensure successful return to employment. The orientation includes a complete overview of the processes and procedures for gaining maximum benefits from engagement with the Career Center. Orientations can be conducted in individual or group settings or online, depending on the needs of the customer and the need for Center efficiency. Also Wagner-Peyser activities are entered into the state management system with case notes, ensuring that as staff continue to assist customers, duplication of services does not take place.

6) Coordination of Adult Education and Literacy: Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the

provision of adult education and literacy activities under Title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II.

Embracing the idea of coordinating activities with education and training providers within Flagler and Volusia counties, including providers of adult education and literacy activities, providers of career and technical education and the local Division of Vocational Rehabilitation (VR), CareerSourceFV began monthly meetings with all partners, which include:

Daytona State College

Flagler Technical Institute

Division of Vocational Rehabilitation

Division of Blind Services

All partners recognized that cross training of staff would make the delivery of services to customers run more smoothly and could prevent the duplication of services. Historically, CareerSourceFV staff has worked with Division of Blind Services to educate their staff on using the Employ Florida Marketplace, the statewide on-line system, with their customers. This cross-training will continue on a rolling, as-needed basis and will also include Division of Blind Services educating CareerSourceFV staff on their services. Additionally VR and CareerSourceFV will begin cross-training staff to better enhance services to customers with disabilities and to ensure limited duplication of services. In addition to training Division of Blind Services and VR Staff will both be housed in the Career Centers, allowing customer to access employment and training services in a more efficient manner and providing all staff the opportunity to spend time job shadowing each other.

CareerSourceFV is piloting co-location at Daytona State College's Career Services offices to provide cross training to staff and to assist in employment/ career services directly to students. CareerSourceFV is currently working with Flagler Technical Institute to provide the similar services to their students as well.

Additionally, a Memorandum of Understanding (MOU) is currently being created that will detail different education services that Daytona State College will make available to customers, namely, GED, ESL, and remediation classes at the Daytona Career Center and Orange City Career Center.

Other discussions have included the possibility of waiving the semester based- tuition for CareerSourceFV's job seekers who need their GED or remediation, scholarships from Daytona State College may cover tuition and book fees; co-locating adult literacy classes at CareerSourceFV's Mini Career Links throughout the two counties; and providing adult literacy assessment at CareerSourceFV's Career Center.

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

CareerSourceFV has held, and will continue to hold, meaningful conversations with local Vocational Rehabilitation, Division of Blind Services and adult literacy partners. At this time, we are planning cross training of our staff and co-location of key positions to better serve our mutual customers.

Strengthening our network is key and requires resources, including time for careful planning. While CareerSourceFV does not have signed MOUs at this time; we anticipate, as we move forward, that we will implement strong MOUs that truly reflect a cooperative and collaborative network of service delivery. For example, CareerSource Florida has invested in a Customer Relationship Management that is used by the majority of business service teams at the local level. CareerSourceFV and our partners have discussed how this model can be expanded to include the Business Services and/or placement centers of everyone in the network.

CareerSourceFV expects to fully implement MOUs no later than June 2017.

Description of the Local One-Stop System

1) General System Description

Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners.

- a. Are each of the required Opportunity Act partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.
- b. Identify any non-required partners included in the local one-stop delivery system.
- c. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs.

CareerSourceFV has a focus on resources that will bring together workforce system partners to identify similar or duplicative services offered to clients, maximizing the impact of funds allocated to support workforce services within multiple state agencies. This objective will also identify specific avenues for cross-agency solutions. Ultimately, agencies will be empowered to reallocate existing resources to provide a greater range of workforce services to Flagler and Volusia counties. This effort will also examine opportunities to further leverage private investment in programs and services and to implement formal public-private partnerships.

Together with our core partners, we are working to develop an implementation plan which includes roles and responsibilities to address a comprehensive approach to state strategies. This includes housing partners within the Centers as well as working within their offices as well.

The state of Florida is currently working on MOUs with core partners as well as reviewing state statutes to allow for data sharing among core partners.

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

- a. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 1888 of the Opportunity Act.

All services and service delivery will be accessible to the entire workforce throughout Volusia and Flagler Counties. CareerSourceFV has solicited the local Disability Coalition to act as a subcommittee to our CareerSourceFV Services Committee. The immediate plan is in-depth training for the Business Services

Representatives on how to have meaningful conversations with businesses on what it means to hire an individual with a disability and the key skills needed for position. A founding member of the Disability Coalition is the Executive Director of the local independent living center and has volunteered to assess our services and service delivery for accessibility. Vocational Rehabilitation, the Division of Blind Services and the primary provider of mental health services in our community will be asked to join the Coalition before June 30, 2016.

CareerSourceFV has written an accessibility policy that all entities within the One-Stop delivery system will adhere to. Part of the policy reads as follows:

PURPOSE:

Disability is an extremely broad term, encompassing many different conditions and people from all walks of life. This policy establishes organizational procedures for providing reasonable accommodation to qualified individuals with different abilities that allows them to perform the essential function(s) of the job/job preparation in accordance with the Americans with Disabilities Act (ADA) of 1990 and the Rehabilitation Act of 1973, and to take advantage of the programs and services offered by CareerSource Flagler Volusia.

This policy communicates to individuals with different abilities, who need reasonable accommodations to participate in programs and services offered by CareerSourceFV, that, if available, they will be provided such accommodation, unless to do so would impose an undue hardship on the operation of the organization.

POLICY:

“Reasonable accommodations” are modifications or adjustments, which allow a person with different abilities to enjoy the same benefits of services as people without disabilities, such as more intensive staff assistance, provision of language interpreters, etc. Reasonableness is determined on a case-by-case basis, considering such factors as the position requirements and the feasibility and cost of the modification. Request for accommodations provides CareerSource Flagler Volusia the opportunity to improve on its service delivery by doing things differently for an individual with different abilities. Anyone who has questions regarding ADA responsibilities may contact the resources listed in paragraph 7 of this policy.

CareerSourceFV may not refuse to provide services because the person has different abilities, nor can a person with different abilities be charged a fee to cover the costs of providing accessibility. People with different abilities must have opportunities to participate in the programs and services of the CareerSourceFV system that are as effective and meaningful as those provided to people without disabilities. People with different abilities must be served in the most integrated setting as possible, with the same programs and services as everyone else, side-by-side with people without disabilities. The failure of staff to comply with this policy may result in disciplinary action up to and including dismissal.

ACCOMMODATION REQUESTS:

CareerSource Flagler Volusia is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with different abilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. If accommodations are needed, individuals may contact the manager of the Career Center for further assistance.

COMPLAINTS:

An individual who is dissatisfied with a decision related to an accommodation request, may ask for a review of the decision to the appropriate appointing authority.

Any person who believes that either he or she, or any specific class of individuals, has been or is being subjected to discrimination may file a written complaint, either personally or through a representative. The complaint may be filed with either the CareerSourceFV Equal Opportunity Officer or the Department of Economic Opportunity's (DEO) Office of Civil Rights.

Other options are the US Equal Employment Opportunity Commission (EEOC) or the Florida Commission on Human Relations (FCHR) regarding employment discrimination.

Discrimination complaints filed under the provisions of the Workforce Innovation and Opportunity Act may be filed with DEO's Office of Civil Rights (OCR) or the U.S. Department of Labor's Civil Rights Center. Either the OCR or the Civil Rights Center will answer any questions a potential complainant has about complaint filing and investigation. Contact information for the OCR, the Civil Rights Center, and the other state and federal agencies that will accept complaints under the laws applicable to the Department and its programs is provided in paragraph 7, under resources. A charge of discrimination filed with the OCR must be filed within 180 calendar days of the alleged act of discrimination. "Filing" means a written complaint must be received by the OCR before the expiration of the 180-day period for filing.

WEB ACCESSIBILITY:

CareerSourceFV is making every effort to ensure that the information available on our website is accessible to all customers. If special adaptive equipment is needed by the customer to access the Web and they encounter problems when using our site, please email us at accessibility@careersourcefv.com and we will attempt to provide the information to you in a suitable format. We ask that customers be as specific as possible when describing the information needed.

IMPLEMENTATION:

Program Supervisors will ensure implementation and execution of this procedure by their staff. Questions may be directed to staff's immediate supervisor or the Quality Assurance Unit. The Center Manager will serve as the final authority should issues arise.

b. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

CareerSourceFV has recently posted a RFP for Career Center Operator and Career Services and incorporated the concept of human center design into the request.

CareerSourceFV is looking for proposals that focus on excellent customer service, innovative and effective service design, integrated management and high quality staffing. Customers of the Career Centers must know when walking into a Center what services are provided on site, what they may/may not be eligible for, and how the Center can best suit their individual needs. A customer should have a clear understanding of the flow of services and how they can progress from one to another quickly and seamlessly. The front-line staff should be knowledgeable about all available workforce development opportunities in the area, not only those that are offered through partner funding streams within the Center.

The successful respondents will be able to creatively and effectively manage the customer flow and provide a successful customer experience. Identifying the level of customer satisfaction is key to providing workforce services. Respondents must describe how they will provide services always cognizant of the needs of the customer. Respondents should describe the steps that will be taken to maintain high customer satisfaction (i.e. collecting data both internally and externally) through direct methods (personal interviews, focus groups, surveys, etc.) or indirect methods (performance data.) Proposals should show how this data will be used to make adjustments and measure the impact of improvements to customer flow.

Customer service is the provision of a "human-centered" approach in the delivery of services, designed:

- To prepare and coordinate comprehensive employment and/or educational plans, such as service strategies, for participants to ensure access to necessary program activities and support services using, where feasible, computer-based technologies
- To provide job and career counseling during program participation and after job placement.

This "human-centered design" is an in-depth process analysis of understanding what the customers' expectations and preferences are and organizing them into specific measurable results to increase value-added services to the customer.

The selected respondents will be required to provide experienced customer advocates in sufficient numbers to meet the needs of active customers and follow-up caseloads. Customer advocates should be provided to ensure all customers are successful. The customer service philosophy must be built around the idea of a “team approach”. In this approach, not just one staff member is involved in the success of the customer, but a team of staff members is brought together to provide all of the necessary services required to ensure customer success. Within this approach, all staff have access to the necessary information to serve the customer best, and are not requiring the customer to continue to “tell their story” multiple times or feel they have been “handed off” to another staff member. From the customer’s perspective, the experience will feel seamless and smooth, regardless of how many members of the “team” are required to assist them. Respondents must show how they will incorporate this approach in their customer service philosophy.

Ongoing analysis of this approach will allow CareerSourceFV to evaluate its effectiveness and determine what changes (if needed) should be made. All Career Center staff will receive ongoing training, as needed, to ensure that this approach is maintained and is meeting the needs of the customers.

- c. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means.**

CareerSourceFV is in the process of creating on-line trainings for all current workshops (and looking at new ones) that will be accessible to anyone who has Internet access, either at home or in Mini Career Links (MCLs.) One of these on-line trainings will be an overview of all services available, easing the strain of customers having to travel to the Centers multiple times. It is the intent of CareerSourceFV to continue to look at maintaining efficient and innovative ways to serve as many customers as possible throughout Flagler and Volusia counties regardless of where they live.

CareerSourceFV has begun to utilize technology to assist customers both within the centers, as well as within the more remote areas of Flagler and Volusia counties. The business service representatives utilize iPads to quickly serve businesses at their locations, helping to execute contracts and services in a more efficient manner. With the incorporation of Salesforce, staff are also able to enter notes into the system at the time the service is administered, better communicating to their counterparts services rendered.

With the creation of our Mini Career Links (MCLs), our outreach has been able to gain access to communities, especially in outlying areas, where targeted populations reside that may have barriers in travelling to our Career Centers. These MCLs are made possible with strong faith-based and community-based partnerships. Our partnership with local pastoral associations is vital to success.

Our association with F.A.I.T.H. (Fighting Against Injustice Towards Harmony) has also aided CareerSourceFV in positioning MCLs where needed most. F.A.I.T.H. is an interfaith congregation-based community organization. Its member congregations pledge to work together to address issues of injustice and the root causes of them in Volusia County, Florida.

To maintain awareness of needs in the community, CareerSourceFV administrative staff serves on a number of community boards including, but not limited to:

- Campaign for Working Families
- Early Learning Coalition of Flagler and Volusia
- The ARC
- One Voice for Volusia
- Halifax Urban Ministries
- Local chambers of commerce
- United Way of Volusia and Flagler Counties
- Volusia/Flagler Continuum of Care
- Family Renew
- Community Partnership for Children, the area's Community Based Care organization
- Department of Children and Families' Community Alliance
- Circuit 7 Juvenile Justice Council

Through these associations we maintain relationships within our community to determine where our resources can best be used and leveraged. Each target population has unique needs and by serving in our community in volunteer roles we are better equipped to identify those needs.

IDignity:

The IDignity Program restores dignity and hope by providing identification. Through collaboration with government agencies, churches and community volunteers, IDignity assists the poor in navigating the complexities of obtaining legal identification documents including birth certificates, state ID and social security cards - all essential items in attaining education, employment, healthcare, housing and benefits. Without IDignity's assistance, the barriers to obtaining identification are often insurmountable for the poor and disadvantaged. IDignity helps over 2,700 individuals annually at no cost. CareerSourceFV and Career Center staff's community involvement with assisting the poor and disadvantage with the most basic identification needs keeps in line with our Mission Statement.

Volunteer Income Tax Assistance (VITA):

The Volunteer Income Tax Assistance (VITA) initiative is an IRS program that helps families and working individuals making less than \$49,000 receive free tax preparation. The program was designed to allow taxpayers to receive the full amount of their tax return without losing any of it to commercial fees or rapid refund loans. United Way has established several physical VITA sites across the Volusia and Flagler County area where taxpayers can come and take advantage of free tax preparation assistance given by trained volunteers. Individuals and families earning less than \$58,000 per year qualify for the same free tax preparation assistance online. CareerSourceFV has been part of VITA since 2004 and provides volunteers and sites for this program.

Foster Care and Department of Juvenile Justice

Working with area foster care and DJJ agencies has let us identify their needs so that we can support their missions by providing workforce services.

CareerSourceFV will continue to build relationships within our community to provide services to the most in need.

3) Integration of Services

Please describe how one-stop career centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop career center partners.

All Career Center staff use Employ Florida Marketplace for tracking participant data and activities to include dual enrollment in multiple programs. All staff are trained on the system and provided technical assistance on an ongoing basis. In addition, CareerSourceFV has trained a multitude staff and volunteers from our community partners, including our training providers, county libraries, community centers, and food pantries on how to help job seekers fully register in Employ Florida Marketplace.

Center staff working with the WT and SNAP program participants use Florida's One Stop System Tracking (OSST).

The Business Services team uses the CRM, Salesforce, to record services provided to our area businesses.

CareerSourceFV staff invested in the document storage system "Content Central" for eligibility and other program documents, and is in process of the provision of electronic signature pads to the career centers to eliminate paper waste and duplication. This system is available, not only to the staff housed within the Centers but to the staff of all of the young adult programs as well. With this web-based system available, young adult staff do not have to travel to the closest center to scan in required documentation and are able to communicate with MIS staff remotely, decreasing the amount of paper and travel time.

CareerSourceFV is discussing with our partners how they can use these systems to track and share information on our mutual customers.

4) Competitive Selection of OSO

Describe the steps taken or to be taken to ensure a competitive process for selection of the one-stop operator(s).

CareerSourceFV has operated the Career Centers since July, 2008. While it has proven to be cost effective to maintain the operating of the Career Centers, it is believed that the intent of the Opportunity Act is for the local board to be more strategic in nature and to contract for all direct services. During the RFP process in 2016, CareerSourceFV has added the Career Center Operator to services that it will be procuring.

Before the public announcement of the RFP the Service Committee met with staff in advance to review the services to be requested. Staff wrote a draft based on the recommendations of the Services Committee.

The process of competitive selection of one-stop operator through CareerSourceFV's procurement process are as follows:

1) RFP List emailed of upcoming solicitation – January 19th, 2016

CareerSourceFV maintains a list of all individuals or organizations that have expressed an interest in receiving CareerSourceFV's RFP. New firms that show interest in the RFP, either by phone or in writing, are added to the list. The list is updated periodically to remove defunct organizations or organizations/individuals who have not demonstrated an interest in the RFP process within a reasonable amount of time.

2) Written and Legal Notices Posted – January 31st, 2016

CareerSourceFV issued a written announcement of its intent to solicit proposals for the provision of services. This announcement was printed in the major newspapers distributed in the two-county and surrounding areas and sent to all individuals/firms on the RFP list (which is maintained in CareerSourceFV's Administrative Office). The Announcement of Intent to Solicit briefly describes the types of services to be solicited, RFP availability date, bidders' workshop date, proposal due dates, and CareerSourceFV's address and phone number.

3) RFP Release – February 1st, 2016

On the official RFP release date, RFP packages may be downloaded from CareerSourceFV's web site ([http:// www.careersourcefv.com](http://www.careersourcefv.com)). No RFPs were released prior to the official RFP release date.

4) RFP Inquiries – February 10th, 2016

Following the release of the RFP, a bidders' workshop was held for all interested parties. During the bidders' workshop, CareerSourceFV staff were available to answer questions and address issues relevant to the RFP process. Individuals/organizations that could not attend the conference, but had questions, were able to mail, e-mail or phone those questions into CareerSourceFV prior to the deadline specified in the RFP. All questions asked and information given out at the bidders' workshop, as well as the questions from bidders not in attendance at the workshop, were recorded, along with the appropriate answers to those questions and posted on CareerSourceFV's website.

CareerSourceFV encouraged bidders to ask all questions at the bidders' workshop. Following the bidders' workshop, CareerSourceFV answered technical inquiries only. The delivery of the bidders' workshop notes and the subsequent information sharing process was meant to discourage bidders from waiting until the last minute to prepare their proposal. More importantly, this process assisted CareerSourceFV to provide all bidders with equal information.

5) Receipt of Proposals – March 15th, 2016

CareerSourceFV receives proposals through the mail and directly at the Administrative Office in Daytona Beach. Each proposal is date stamped upon receipt. For proposals received on the deadline date, the staff logs the time of the proposal submission. The proposal due date will be strictly adhered to. Any individual/organization that does not conform to the time and date requirement will not be considered for funding.

As proposals are received, they are logged into the computer system.

Proposals are maintained at CareerSourceFV's Administrative Office in Daytona Beach.

6) Disbursements to Committees – March 29th, 2016

Proposals will be distributed to CareerSourceFV committee members to analyze the proposals in accordance with the evaluation criteria.

7) Cost/Price Analysis

The staff of CareerSourceFV conducts a cost/price analysis according to policy for each proposal received.

8) Services Committee and Board Review – April 12th, 2016

The Services and Youth Committees of CareerSourceFV Board of Directors will assess proposals submitted and will make funding recommendations to CareerSourceFV's Finance and Executive Committees. The Services Committee is responsible for reviewing all proposals submitted for one-stop operator.

The Services Committee of the Board will review the individual proposals and arrive at a consensus for funding recommendations. This will be accomplished through open discussion and "round table" review of each proposal. The Committee will take into account the merits of the technical proposal, the evaluation criteria described in the RFP package, price/cost analysis and reasonableness and staff review while making their decisions. Also considered are the following elements of the proposal:

- Program outcomes
- Service to the appropriate target groups
- Proposer's operational and fiscal capability
- Documented community need for the project
- Responsiveness of the proposal package to the RFP outline
- Prior performance of proposer or proposed program

9) Board Review – May 27th, 2016

CareerSourceFV Board of Directors will meet in order to make the final funding decisions for proposals. Proposals and staff comments will be available at this meeting for the Board to review and discuss. Any real or potential Board conflicts of interest concerning the RFP procurement process will be identified at this time.

The Board will take into account the Committees' recommendations, staff comments, and the technical merits of the proposals and price/cost reasonableness. The Board may accept or reject the Committees' funding recommendations. Funding parameters and/or limitations for negotiation may be established.

Actual contract prices will be established at the time of negotiation. The Board may question all of the proposers, as it deems necessary.

10) Selection of contract awardees

The primary responsibility for proposal evaluation shall reside with CareerSourceFV Board of Directors or a designated committee(s) thereof. The perceptions of CareerSourceFV members based on their collective experience regarding employment and training needs within the community, will form the basis for proposal evaluation. In addition, the Board will be provided with information concerning performance history of the particular proposers with CareerSourceFV or other organizations, prices of past similar contracted services and staff review comments.

11) Procurement files

Procurement files for the current program year are maintained at the Administrative Office of CareerSourceFV. Procurement files include documentation of the steps of selection as described above under the RFP process.

12) Appeal and protest of contract awards

In accordance with the Opportunity Act, service providers who have disputes or claims have the right to appeal/protest. The proposer may submit a letter within 15 days to CareerSourceFV requesting further details concerning the denial, dispute or claim. In the event the response is not satisfactory to the proposer, a second request may be made directly to the Board of Directors for further clarification. The final decision rests with CareerSourceFV Board of Directors.

5) System Improvement

The state's certification policy has not been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service than required in order to respond to labor market, economic and demographic conditions and trends in the local area.

This answer is pending notice of state's certification policy.

Description of Program Services

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

CareerSourceFV 's workforce development system is centered on its three Career Centers and the Business Services Unit. Programs include but are not limited to:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- National Emergency Grants (NEG)
- Wagner-Peyser State Grants
- Trade Adjustment Assistance (TAA)
- Supplemental Nutrition Assistance Program (SNAP)
- Welfare Transition Program (WTP)
- Community-Based Job Funding Grants
- Migrant and Seasonal Farm Worker Program (MSFW)
- Indian and Native American Program
- H-1B Technical Skills Training Grants

The Opportunity Act provides an opportunity to realize a workforce development system that we have always envisioned. The Opportunity Act promotes program coordination and alignment of key employment, education, and training programs at the Federal, State and local levels. To this end, all core programs will be represented physically in the Career Centers. CareerSourceFV is currently in discussion with our partners in Adult Basic Education, Vocational Rehabilitation, and Division of Blind Services to determine what this will look like.

CareerSourceFV also provides services through "Mini Career Links" (MCL's) located strategically within the service area. These MCL's provide limited workforce services to job seekers who have difficulty accessing the Career Centers.

CareerSourceFV's Business Services Unit will collaborate with business-focused staff from each of the Opportunity Act's core partners as well as staff from other partner agencies engaged in employer contact such as the chambers of commerce and economic development entities. CareerSourceFV will continue to partner and build on relationships to support the "in-demand" training needs of job seekers and businesses.

Some of the core partners have participated for a number of years on the Board of Directors or its Committees. All of these connections and partnerships are focused on alignment of service strategies and on reducing duplication and confusion among employers and jobseekers.

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

To ensure that CareerSourceFV receives the best possible services administered by the best qualified providers, a competitive process is used to award sub-grants and contracts in the local area for Opportunity Act funded activities.

Public notice will be made prior or concurrent with the release of the RFP. A bidder's list shall be maintained of all entities that have indicated an interest in providing workforce services in the LWDA. A notice indicating the service or activity being procured, date, time, location of the FRP release, etc., will be sent to all individuals on this list, all existing service providers and others as applicable.

All RFP's shall be released with language which will include:

- Name and address of the administrative entity
- Name, address and phone number of persons(s) to contact regarding the solicitation.
- General description of the sub-grant program, including identification of the applicable Federal and State laws and regulations with which the selected contractor must comply, including the Workforce Innovation and Opportunity Act, USDOL Regulations 20 CFR Parts 626-631; and any appropriate CareerSource Florida or Department of Economic Opportunity issuances.
- The population to be served and minimum service levels to specific target groups
- An estimate of the number/range of individuals to be served and expected performance results in each activity
- A detailed description of the training and/or services to be provided
- The period of performance
- Applicable monitoring and reporting requirements, including, but not limited to, data entry, performance and financial reporting.
- Other services or requirements (e.g., responsibility for eligibility determination, CareerSourceFV policy on support payment, audit requirements and work statement requirements) that will affect proper budgeting by the bidder.
- Line item budget of proposed costs, including any profit to be realized and/or funds to be contributed
- Documentation to be supplied by the bidder to establish its programmatic and financial capability to perform the work.
- Requirements for preparation and submission of the proposal, due date and time, content and format, number of copies and location/person where the bid should be submitted.

- Process and procedures by which proposals will be evaluated for competitiveness, including identification of specific criteria which will be used.
- Description of the procedures for responding to bidder inquiries and a schedule for the receipt of proposals, approximate dates for review and award.
- Conditions under which the completed contract may be modified and extended for additional years, if applicable.
- Grievance procedures for contesting the procurement process.
- Affirmative action assurance that the bidder will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act, the Non-traditional Employment for Women Act of 1991; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all the applicable requirements imposed by or pursuant to regulations implementing those laws.

At CareerSourceFV's discretion, procurement may be for either single or multi-year program proposals and contracts may be for a single year or multiple years. After the initial year of service provision, contracts may be extended up to four (4) years.

Bidders will be required to submit their qualifications to be a service provider. The provider, at a minimum, shall submit a brief description of the following: 1) organizational structure and experience; 2) financial system; 3) latest audit; 4) procurement procedures; 5) certificates of insurance; and, 6) internal monitoring procedures. A log will be maintained of all bidders that have requested and been sent an RFP.

A potential bidders' workshop will be held after the RFP becomes publically available. To maintain fair and open competition, the answers to questions that arise from the bidders' conference shall be posted on CareerSourceFV's website and available to all entities on the bidders' list. Amendments to solicitations will be accepted if submitted within the time frames of the original solicitation requirement. The closing submission date must be clearly stated in the RFP. CareerSourceFV reserves the right to accept or reject any and all proposals received in response to the RFP. Obligation to the bidder is contingent upon the availability of grant funds. No legal liability on the part of CareerSourceFV for payment of any money shall arise unless and until funds are made available to CareerSourceFV for procurement. The bidders shall be responsible for all costs involved in the development of the proposal.

The intent of the evaluation process is to certify that each proposal received meets the basic submission requirements (Proposal Review Criteria) and to determine the quality of each proposal.

The evaluation process may be divided into the following major steps: 1) a general review of the proposals; 2) an evaluation of the vendor's qualifications; 3) an evaluation of the technical aspects of the proposal; 4) an evaluation of the cost aspects of each proposal; and, 5) an evaluation of demonstrated performance, effectiveness, potential for meeting performance goals, costs, and quality of training.

In concert with CareerSourceFV and its Committees, the local CareerSourceFV staff will utilize a process for conducting technical evaluations and the review of the proposals received and for recommending contractors. Using the evaluation criteria contained in the RFP, the local CareerSourceFV staff will review all proposals that meet the submission requirements and will submit summary reports of all proposals

received to the CareerSourceFV committee along with recommendations for contractors it deems best able to operate the program efficiently and effectively, with price and other factors considered. At its discretion the CareerSourceFV committees may conduct additional reviews or direct CareerSourceFV staff to obtain additional information.

After evaluation and recommendation of the proposals received by the Board Committee(s), the final selection of service providers will be made by CareerSourceFV Board of Directors.

Final selections will primarily be based on, but not limited to, effectiveness, demonstrated performance, potential for meeting performance goals, costs, quality of training, participant characteristics, past workforce development experience and performance of the bidder and non-duplication of services.

Communication will be sent to each successful and unsuccessful bidder that contains CareerSourceFV decisions related to that procurement.

(3) Expanding access to employment: Please describe how the local board, working with entities carrying out core programs , will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). WIOA §(b)(3)

The Opportunity Act fosters new opportunities for innovation and collaboration across Federal, State, and local agencies, private organizations, and businesses. The shift in VR's, Division of Blind Services, and Adult Education's roles as core partners in the workforce development system will enhance service options and job choices for those we serve. CareerSourceFV will continue to meet with our core partners to:

- Continue implementation of WIOA with other core programs, including design of one-stop career center system and integrated performance accountability system.
- Collaborate among core programs to efficiently provide services.
- Collaborate with core partners to implement universal design principles into the workforce development system's facilities and operations.
- Continue partnerships with community rehabilitation service providers and businesses.
- Review services, programs and partnerships of core Opportunity Act programs to reduce duplication of efforts, as well as gaps between programs.
- Work collaboratively to ensure that disability specialists are cross trained with core partner processes.
- Partner to communicate, strategize and execute agreed upon methods of meeting the needs of individuals with disabilities.
- Identify opportunities to expand services/programs to meet ongoing needs of individuals

with disabilities.

CareerSourceFV is in the process of shifting its service provision and center management approach from CareerSourceFV staff provision of services to a contracted Career Center Operator, Career Services Operator (who is also provided integrated services to adult and dislocated workers) and to youth contractors focused on out-of-school youth. An RFP was posted on the first of February, and once contractors are selected, contract negotiations will be finalized for the 2016-2017 program year. Part of the contract negotiations will include target objectives for services to those with barriers to employment including basic skills deficiencies and disabilities. The new contracts will also involve enhanced collaboration with Adult Basic Education, Vocational Rehabilitation, and Division of Blind Services. Leveraging resources with each of these organizations will allow CareerSourceFV to expand services to those with barriers.

“Work Ready” service recipients in CareerSourceFV’s Career Centers will be co-enrolled in Wagner-Peyser and the Opportunity Act, and there will be an increased emphasis in all CareerSourceFV’s service provider contracts in 2016-2017 on industry-recognized credentials that enhance movement along established career pathways.

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

Sector strategies aim to make fundamental changes in the labor market of the target industry and region such that economic outcomes are improved for both sector program participants and businesses in the industry. CareerSourceFV has embarked on an initiative at the behest of its Board of Directors, to quantify and identify Flagler and Volusia counties’ industry sectors that are most poised for growth/expansion, require additional assistance to facilitate the creation of jobs, and are in line with our regional Economic Development partners’ targeted sectors for the purposes of expediting jobs growth within the area. CareerSourceFV’s sector strategies are designed to be highly responsive to current and future industry demands when compared to traditional job-matching and training services because each sector has been identified through an intensive data-driven process which is detailed below:

- Global sector/industry and occupation trends
- National and statewide sector/industry and job growth projections
- The LWDA’s sector/industry comparative advantages data and trends
- Regional SWOT analytic data
- Alignment with State and Local Economic Development Organizational sector strategies
- Local anecdotal evidence of sectors/industries’ initiatives facilitating growth

CareerSourceFV will engage sectors by addressing the needs of employers by focusing intensively on the workforce needs of a specific industry/sector over a sustained period, often concentrating on a specific

occupation or set of occupations within that industry. CareerSourceFV will address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs. CareerSourceFV will bolster regional economic competitiveness by engaging economic development experts in workforce issues and aligning education, economic, and workforce development planning.

CareerSourceFV has identified the following sectors to target: Construction, Healthcare, Manufacturing, Business and Professional Services, Logistics and Distribution, Retail, and Leisure and Hospitality. In addition, CareerSourceFV has identified Information Technology as a targeted area because while it falls in the larger Business and Professional Services sector, it has many growing occupations that cross-over the earlier mentioned sectors.

CareerSourceFV has designed five strategies to better align its resources and meet the training and employment needs of these key industries in the Flagler/Volusia area.

- **Identify subsectors within the aforementioned “super sectors”**

The super sectors are too broad to target as a whole. Within each super sector, there is growth and contraction. Some sectors are not identified as industries by the Bureau of Labor Statistics, making it more difficult to obtain data-driven information. By identifying smaller sub-sectors to target, CareerSourceFV’s strategies will have a measureable impact.

- **Identify area business needs**

CareerSourceFV will define “urgent, common needs” with the help of local businesses and industry consortiums. Data used to inform training and career decisions is typically based on historical trends and does not necessarily reflect what is on the horizon. While collecting data from employers is difficult, it is paramount to better understanding future hiring needs, both in terms of numbers and skillsets. Unfortunately, private-sector engagement is typically the most difficult part of implementing industry-driven workforce strategies. Focusing on “urgent, common needs” and being responsive to specific employer requirements can increase the odds of success. Obtaining better information on the supply side of the equation, including data on training and educational capacity, enrollments, and program completions must be part of the equation.

- **Align education and training**

Recent data has highlighted a mismatch between employer demands and job applicants’ skills, suggesting that workforce training needs to be more closely aligned with the skills and competencies required for employment. A recent “Talent Gap” survey showed that businesses were reporting difficulty finding workers with the right skills to fill job openings. Building a sustainable labor force, one that can meet the needs of current and future employers, begins by forming and strengthening relationships among a broad range of regional partners , including workforce and education professionals, economic development organizations, and the private sector. A LWDA’s ability to demonstrate the availability of skilled workers has become an increasingly essential component of a

successful economic development strategy. As job markets continue to tighten and skill sets evolve more rapidly, improving the alignment between workforce initiatives and industry needs is a priority for CareerSourceFV. First and foremost, aligning workforce development with the needs of employers would help ensure residents have the skills needed to gain and keep employment, potentially impacting the unemployment rate. Connecting employers with qualified workers would help reduce hiring and turnover related costs, making their presence in the region more sustainable. CareerSource FV will build on existing relationships and increase opportunities for collaboration.

- **Align Career and Business Services**

Upgrading the skill levels of incumbent workers and removing barriers to employment for target population, such as low-income adults, unemployed, or underemployed workers, will offer significant benefits to both the worker and the employer. These strategies are often the most challenging. For incumbent workers, opportunities for on-the-job training and professional development are often limited due to lack of funds and/or the inability to take time away from the job. At the same time, technological changes make it more important for employed or dislocated workers to keep their skills current. For those with barriers to employment the problems include skills deficiencies as well as wider challenges such as lack of access to childcare and transportation. The most successful efforts, like career pathways initiatives, are often organized around specific industries or occupations. Career pathways provide a series of linked education and training programs that lead to a clearly defined credential, allowing students and incumbent workers to advance within a given occupation or industry.

- **Focus on Continuous Improvement.**

Continuous improvement is a key value of CareerSourceFV. CareerSourceFV's sector initiatives build on a continuous effort to obtain essential business feedback from businesses so the entire workforce network can be responsive to their talent needs. The need for market-relevant business intelligence remains important due to rapid economic and competitiveness changes that directly correlate to a skilled talent pipeline.

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

Industry partnerships are a key innovation for meeting the skills needs of businesses, the career goals of our customers, and the economic development goals of the various economic development entities in the LWDA. CareerSourceFV has earned exposure through our strong partnerships with economic development organizations, local government, industry-specific organizations and chambers of commerce. We have become the data purveyors of business intelligence for local media and our partners. This is due in part to our aggressive networking, active participation on chamber of commerce events and engagement of local municipalities. CareerSourceFV brings added value to the table when we can provide specific data not available elsewhere.

CareerSourceFV will continue to increase the number of individuals trained by businesses that access OJT and CT training assistance by use of advertisement in chambers of commerce directories, e-mail communications, attendance at local business forums, chamber and business association newsletter blurbs, presentations to business groups, coordination with local economic development partners and direct visits.

CareerSourceFV will continue to increase workforce awareness via visibility at target industry specific events and participate in local economic development presentations.

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

CareerSourceFV will work with the Board of Directors and the Development Committee to create strategies to ensure training provided, whether through ITA's, OJT's, CT's, or Work Experience, will be largely provided to businesses within the targeted sub-sectors identified by the Board of Directors. Consistent with CareerSource Florida's goal of using data to drive decisions, CareerSourceFV will enhance its analysis of training placement results, graduation rates and LMI information to focus more sharply on sector approaches that produce both short and long term employment outcomes, including better information on which training providers produce the best trained graduates and maximize the investment of efforts and dollars spent. The Opportunity Act allows for more focus and emphasis on combining focused skills training with work-based learning that enables individuals to not only receive hands-on experience, but that also allows them to earn while they learn benefiting the business as well as the customer.

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

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

CareerSourceFV will be coordinating outreach to the businesses and promoting the services available to businesses through CareerSourceFV. Through outreach materials and targeted on-site visits, businesses will be apprised of the availability of OJT and Customized Training Options. Business Service Representatives will enter the results of their interactions with the businesses into the CRM (Salesforce) and be able to provide a "snapshot" of business needs.

CareerSourceFV already has representation on many industry organizations, such as the Volusia Manufacturers Association and the Hotel Motel Association. CareerSourceFV will target joining similar

associations representing the locally targeted sectors of Construction, Healthcare, Manufacturing, Business and Professional Services, Logistics and Distribution, Information Technology, Retail, and Leisure and Hospitality. This will enable businesses in these associations to learn of the services available and increase our presence in the community.

Economic Development (ED) representatives are integral members of CareerSourceFV's Board of Directors and they also serve as members of committees and are valued consultants. CareerSourceFV's Business Services Representatives have regular communication with EDs in order to listen and share information through quarterly meetings. CareerSourceFV will continue to strengthen communication with our economic development partners and continue to share the intelligence we gain from them with our training partners.

Staff of DEO are located in the Career Centers to, among other tasks, assist customers as they file Unemployment Insurance Claims. CareerSourceFV recognizes that being unemployed is very overwhelming to our customers and has dedicated banks of computers in each of the career centers to facilitate filing claims, looking for work, and updating resumes. Knowledgeable DEO staff are available to work with claimants to advise them of available services and help them on their way back to self-sufficiency.

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

Veterans and their spouses are among the most talented and skilled members of our workforce. However, due to the unique challenges they face, transitioning service members, veterans and their spouses are confronted with obstacles impeding their employment prospects. The Opportunity Act Title I Adult program has a mandatory priority provision established by law requiring priority of service for training and career services to low income and public assistance individuals. Veterans meeting program eligibility requirements are to be served within the context of this existing statutory priority to public assistance and low-income persons for intensive and training services. This will be done as follows:

- The first population to receive intensive and training services is public assistance and low-income veterans
- The second priority will be given to individuals receiving public assistance and low-income non-veterans
- The third priority is given to veterans who are not low-income or receiving public assistance
- The last priority is given to adults who are non-veterans who are not low-income or receiving public assistance.

Dislocated workers who are veterans will receive priority over non-veterans. Veterans who are not dislocated workers may not be served with dislocated worker funds.

Trade-impacted workers determined to be eligible for Trade Adjustment Assistance (TAA) who are veterans will receive priority over non-veterans. Veterans who are not eligible for TAA may not be served with TAA funds.

Eligibility for the WIOA Title I Youth program is not affected by the veterans' priority. The Jobs for Veterans Act provides priority service only to veterans who meet the program's eligibility requirements. The priority provision at WIOA sec. 129 (c) (4) requires, with limited exceptions, that program operators ensure that at least 70% of local area funds be used to serve out-of-school youth. The veterans' priority does not change these requirements.

Contractors are not required to create special procedures for registration or apply different criteria for suitability of a veteran customer for any service. The same assessment procedures and criteria for determining appropriate service interventions should apply to veterans and non-veterans. In- service contexts in which there are more customers qualified and available for service than resources allow to be served, priority for service must be given to those eligible veterans in the group of those awaiting service, subject to the statutory targeting provisions discussed above.

If other funds become available to readily serve most potential Opportunity Act Adult Program customers, CareerSourceFV will do so based on their ability to benefit from training.

The needs of other special client groups are addressed as stated above.

Priority of service affects employed workers if CareerSourceFV is in most- in- need status. Unless the training prevents layoff aversion or position loss, only employed workers earning a household income of 250% or less of the poverty level will be considered for assistance.

CareerSourceFV defines "low income" as at 200% of poverty level.

No other factors are considered at this time.

CareerSourceFV will review funding availability upon receipt of planning allocations each spring. Criteria used during this review will include current and projected obligations for Opportunity Act services and other funds available locally. The review will consider whether or not enough funds are available to cover current and projected obligations of low-income individuals possibly seeking training services.

Adult funds are currently limited so priority of service does apply in the CareerSourceFV LWDA. Client access and training services are funded on a first come, first served basis.

Priority of service will be given to qualified veterans and covered persons when referring veterans to job openings, in all US DOL funded programs (WIOA, TAA, etc.), training opportunities (OJT/CT) and services, eligibility requirements, and veteran's priority. Criteria for priority of service includes service in the active military, naval, or air service; and discharged under conditions other than dishonorable. To ensure priority of service is observed, eligible veterans and covered persons are identified at point of entry (i.e. front desk and EFM registration). Once identified, veterans are notified of programs and services available either verbally or electronically.

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

CareerSourceFV Board of Directors is currently reviewing strategies that will ensure that a greater emphasis is placed on assisting businesses within the targeted industry sectors and on occupations within those sectors that are showing the most growth. CareerSourceFV anticipates having these initial strategies implemented by the beginning of PY 2016-2017. By doing this, CareerSourceFV will have the broadest impact on the local area economy.

CareerSourceFV will continue to review the Regional Targeted Occupation List used for ITA's at least annually and compare annual openings, supply gaps, and students currently in the training pipeline and adjust the local Training Matrix accordingly.

Consistent with the Opportunity Act's emphasis on business engagement and input on training program design, CareerSourceFV will ensure that businesses are involved with our education partners in the development of short-term training programs that focus on currently needed skill sets and that can result in post-training hiring commitments. CareerSourceFV will continue to use contracts for delivery of On-the-Job Training (OJT) Customized Training (CT) and Work-Based Training.

The Opportunity Act also allows for more focus and emphasis on combining focused skills training with work-based learning that enables individuals to not only receive hands-on experience but that also allows them to earn while they learn. CareerSourceFV will place renewed focus on providing work-based training opportunities through transitional jobs and OJTs.

CareerSourceFV will explore the use of contract training to be able to provide quick or "just-in-time" training in situations where a business needs trained people quickly and no existing curriculum exists with our approved training providers.

Customer choice process: Describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided.

WIOA§(108(B)(19)

CareerSourceFV fully endorses the concept of customer choice. Each of us makes the best decision for us, based upon our past experiences and information available. Customer choice involves arming the customer with enough information to make a training choice based, not on some vague idea of what they think they want to do, but on what they are best suited for, where their aptitudes lie, what occupations are sought after in the LWDA, and what transferrable skills they already possess which would, with minimal training, result in a quick rise to self-sufficiency and a satisfying career path. CareerSourceFV will provide customers with data which will allow them to make educated decisions while they explore possible career directions of most interest to them. CareerSourceFV will ensure customer choice by encouraging customers to build on their transferable skills and invest in their future by providing them with local labor market information about higher-paying employment opportunities, showing them current job openings and guiding them to the training resources that will prepare them for better jobs. CareerSourceFV has a number of assessment tools which will help guide the customer and provide information about their strengths and what types of jobs would suit them best. This information, paired with current information about what local businesses need, will enable the customer to make an educated choice as they consider their career options.

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

a) Describe any ITA limitations established by the board

b) Describe any exceptions to the use of ITA

Training services in the form of ITAs will be made available to customers who, after an interview, evaluation, or assessment and career planning, have been determined to be in need of training services and to have the skills and qualifications to successfully complete the selected training program.

The customer will select a program of training that is directly linked to employment, and chosen from CareerSourceFV's Training Matrix. CareerSourceFV reviews the Training Matrix at least annually to ensure that programs on the matrix continue to be relevant in the LWDA and that there are not too many students in training for too few jobs available. The ITA financial cap will be evaluated as necessary and will take into account available funding and the cost of programs on the Training Matrix.

In the event of special circumstances as provided under Sec. 663.430, CareerSourceFV's President may authorize services to be provided to special participant populations that face multiple barriers to employment including low-income individuals that are included in one or more of the following categories:

1. Individuals with substantial language or cultural barriers
2. Offenders
3. Homeless individuals
4. Other hard-to-serve populations as defined by the Governor

If CareerSourceFV determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization (CBO) or another private organization to serve special participant populations that face multiple barriers to employment, CareerSourceFV will develop criteria to be used in determining demonstrated effectiveness; particularly, as it applies to the special participant population to be served.

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

Entrepreneurship is a key driver of our economy. A high majority of jobs are created by small businesses started by entrepreneurially-minded individuals, many of whom go on to create big businesses. People exposed to entrepreneurship frequently express that they have more opportunity to exercise creative freedoms, higher self-esteem, and a greater sense of control over their own lives. Fostering a robust entrepreneurial culture will maximize individual and collective economic and social success on a local, national, and global scale.

It is with this in mind that CareerSourceFV pursues a variety of microenterprise and entrepreneurial program ideas. Most recently, in our request for vendor proposals for the upcoming fiscal year, we included an invitation for entrepreneurial and microenterprise training proposals.

“Services paid for by CareerSourceFV will not duplicate existing programs. Respondents must be familiar with services provided by existing community partners, so duplication can be avoided. Qualified

responses must demonstrate knowledge and expertise in the realm of entrepreneurship and how the proposed services will enhance current efforts by other community partners.

The objective of the entrepreneurial service(s) to be proposed by the respondents should be aimed at developing the entrepreneurial skills of the under/unemployed. CareerSourceFV is willing to consider diverse approaches to accomplish this objective. Respondents should thoroughly describe assessment tools, curriculum, delivery method, and performance measurements. Respondents should thoroughly describe their experience and past successes.

CareerSourceFV will continue to directly participate in existing entrepreneurial activities, including 1 Million Cups, Startup Weekend, etc. This solicitation is for assessment and training only.”

CareerSourceFV has participated in, or is considering, various Microenterprise and Entrepreneurial Training activities described below:

- **Nail it Then Scale it:** This program teaches market validation techniques, as well as a systematic approach to recognize and measure opportunities. Participants learn the value of market testing, and most importantly, failing fast and inexpensively.
- **Support initiatives:** CareerSourceFV is actively involved in a variety of local entrepreneurial programs. Our role in all of these programs is entirely supportive. We assist with promotion, recruitment, facilitation, hosting, presenting, etc. We do whatever is needed to ensure the success. Examples of the current initiatives include: Startup Weekend, Ignite, 1 Million Cups, various community presentations.
- **Startup Quest:** This is a training program that connects teams of qualified participants with successful CEOs and entrepreneurs to learn the steps needed to transform an invention or discovery into a product for the marketplace. While we are no longer involved in this program, we could potentially bring it back. It is our understanding that now that we have fulfilled our duties for the DOL study, we would be able to operate the program with more flexibility.
- **The Rainforest Initiative:** This is a group of like-minded individuals currently working together to change the entrepreneurial culture in the region. Among other initiatives, the group is currently working toward bringing world-renowned “Rainforest Consultants” to assess the local environment and offer a blueprint for improvement.
- **Trep Alliance:** At present the Trep Alliance is merely a concept. It originated from conversations with the Central Florida Virtual Entrepreneur Center. The idea would be to create an organization that acts as a clearinghouse of all entrepreneurial activity in the region.
- **Trep Factory:** This is a program that gives selected entrepreneurs the experience of running a company for one year with highly skilled management supervision and training, and then awarding a grant from the business profits to launch a startup in Volusia County beyond the year of training.
- **MakerSpace:** This program consists of a physical place where local aspiring entrepreneurs and tinkerers can develop prototypes of their ideas.
- **Entrepreneurial skills assessments:** This initiative involves the implementation of tests to measure a person’s disposition to be an entrepreneur. The idea is to identify these individuals and steer them to other entrepreneurial training programs. To be valuable to the customer, this initiative must exist in combination with actual entrepreneurial training opportunities.

- Youth Entrepreneurship Program: This program could be a mixture of any program/initiative mentioned above, but specifically developed for youth. One of the most viable programs for youth training is Nail it Then Scale it.

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

As employers continue to face obstacles in attracting and retaining workers with the right skills, CareerSourceFV's challenge is to identify effective workforce solutions and collaborative approaches that benefit both job seeker and business customers. Registered Apprenticeship programs are a proven strategy for developing a talent pipeline of qualified workers for employers and industries, and are created and sustained through strong partnerships.

The Opportunity Act promotes increased use of work-based learning. The apprenticeship model engages a variety of key stakeholders to provide a coordinated response to regional workforce needs. The foundation of apprenticeship is deep industry engagement that can further the CareerSourceFV's efforts to support regional economics.

The workforce system can use apprenticeship to directly connect job seekers to a career pathway and increase their skill sets. Apprenticeship is an effective work-based learning strategy that creates pathways to career advancement and higher wages. It can also help the workforce system increase access to successful career on-ramps for targeted worker populations, such as disadvantaged youth, veterans, and women in non-traditional fields. Apprenticeship can be a catalyst for strengthening partnerships between the workforce and education systems – creating a seamless path that combines learning and skills attainment from the K-12 system to postsecondary education.

CareerSourceFV will continue to partner with local area apprenticeships such as the International Brotherhood of Electrical Workers' (IBEW) Joint Electrical Apprenticeship and business-run licensed local apprenticeships by providing Customized Training initiatives geared towards assisting apprentices with training costs in order to promote apprenticeship as a viable work-based learning opportunity.

Recently representatives from CareerSourceFV met with several area businesses to explore whether there was a need for additional registered apprenticeship programs in the area. While the businesses did not respond initially with great support for the concept, CareerSourceFV will continue these types of discussions and explore ways to meet the hiring needs of local businesses. CareerSourceFV will assess the workforce landscape to identify how apprenticeship may be used as an effective strategy by exploring the answers to questions like these:

- What does labor market data say about industries that are growing in the region and in need of skilled workers?
- What supply and demand gaps exist for workers in growing occupations, particularly in occupations that require credentials?
- Are there local businesses who are finding it difficult to find workers with the right skills?

- Are their occupations in the LWDA where a highly-skilled workforce is retiring soon?

The resulting analysis of the answers to questions such as these, will help CareerSourceFV identify opportunities for apprenticeship to be used as a strategy to develop a talent pipeline of skilled workers.

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

CareerSourceFV is in the process of developing policies and procedures to expand or enhance local Customized Training, On-the-Job Training, career pathways and sector strategies with a focus on increasing the involvement of individual businesses and business groups in creating solutions for improving the skill levels of the workforce in the region.

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

Every system, program or project should have a provision for continuous improvement. Continuous improvement leads to more efficiency, less cost, customer and employee satisfaction, and increased productivity. CareerSourceFV will ensure continuous improvement by tracking participant progress, reviewing, at least annually, performance data contained in the CRS Master File to evaluate program effectiveness, and partnering with training providers to develop appropriate employment skills. Approved training providers will provide training consistent with locally approved and in-demand occupational areas. CareerSourceFV will review placement and retention outcomes for Opportunity Act funded students. Those institutions and/or programs whose graduates do not attain and/or retain job placements at self-sufficient salaries on a consistent basis will be removed from the approved list per local policy criteria developed by CareerSourceFV.

Performance for contracted service providers is monitored monthly, with a portion of the contracts being performance based as an incentive for good performance.

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

- a) **Definition of the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290**
- b) **Definition of “requires additional assistance.” Describe how the local board defines the terms “requires additional assistance” used in determining eligibility for WIOA funded youth programs. 20 CFR§681.300**

The existing youth contractors' contracts end June 30, 2016. An RFP has been issued for Opportunity Act Youth Program Services to commence July 1, 2016. The RFP lists the required fourteen program elements. Contracts will be developed that focus on serving 100% out of school youth. Individual Service Strategies will be required to include a combination of basic skills upgrade/GED preparation; work experience related to career goals; occupational skills training in areas for which there is career advancement potential; and job placement assistance, in addition to opportunities such as leadership training, financial literacy skills, and connection with mentors.

CareerSourceFV defines "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 their family, or in society" as: A youth who has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or basic skills deficient.

"Requires additional assistance" is defined as all youth, including youth with a disability, who meet the criteria in either 1 or 2 below:

1. In-School Youth and
 - Has poor attendance patterns in an educational program during the last 12 calendar months; or
 - Has been expelled from school within the last 12 calendar months; or
 - Has been suspended from school at least within the last 12 calendar months; or
 - Has below average grades; or
 - Has previously been placed in out-of-home care (foster care, group home or kinship care) for more than six months between the ages of 14-21; or
 - Has a currently incarcerated parents/guardian
2. Out-of-School Youth AND
 - Has dropped out of a post-secondary educational program during the past 12 calendar months; or
 - Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or
 - Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or
 - Has previously been placed in out-of-home care (fostercare, group home, or kinship care) for more than 6 months between the ages of 16-21; or
 - Currently has incarcerated parent(s)/guardian.

Regional Planning Analysis

On December 4, 2013, the CEOs of CareerSource Brevard, CareerSource Central Florida and CareerSource Flagler Volusia had the first of many conversations on how to address the needs of our tri-region.

The first joint venture among the three local areas was the commission of a talent gap survey conducted by a third party. More than 300 businesses among the eight counties were surveyed and participated in focus groups prior to and following the survey. The survey gathered information from area businesses on their projected hiring needs, obstacles in hiring (lack of experience being the highest at 56%), workforce related growth barriers, and retention challenges (competitive compensation being the highest at 47%.)

This information was broken down by area and presented to each local area's Board of Directors for further discussion.

The next joint venture was the inaugural Tri-Regional Business Summit held on September 24, 2014 at Port Canaveral. In addition to subject matter experts speaking on social media, hiring practice, regulations, the executive committees of the three local areas held their first joint meeting to start the analysis of regional needs and strategies. Guests at this meeting included Chris Hart, President/CEO of CareerSource Florida, Jesse Panuccio, Executive Director of Florida's Department of Economic Opportunity, and Jacob Stuart, President of Central Florida Partnership. The meeting was sponsored by The Florida High Tech Corridor.

While each Executive Committee had seen the results of the Talent Gap Survey conducted in the spring on 2014, the survey conductor provided a regional view of the results. Based upon the results of the talent gap survey and the recent passing of the Workforce Innovation and Opportunity Act, the members of the three executive committees discussed opportunities in moving forward. These opportunities included operational alignment through business services, communication and obtaining resources, such as grant development.

The three local areas have continued the conversation at a leadership level and we held our second Annual Business Summit on October 29, 2015. With the implementation of the Opportunity Act, more conversation was held around the definition of regionalism and the implications for the tri-regional area. Future opportunities include conducting a regional SWOT analysis and bringing regionalism to our economic development partners.

Dialogue will continue; the next joint meeting of the executive committees is scheduled for March 14, 2016; planning is underway for the third annual regional business summit; we are researching and submitting grant proposals based upon regional need and we are continuously finding commonalities to better serve our workforce and our business community.

Over the next two years, CareerSourceFV and our surrounding local areas will continue to build upon our initial conversations and will be prepared to discuss with CareerSource Florida regional planning and performance expectations.