

CareerSource Flagler Volusia

Local Workforce Development Area 11

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Date Submitted: March , 2020

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

CONTENTS

INTRODUCTION

PUBLIC COMMENT PROCESS

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

ORGANIZATIONAL STRUCTURE

ANALYSIS OF NEED AND AVAILABLE RESOURCES

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

COORDINATION OF SERVICES

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

DESCRIPTION OF PROGRAM SERVICES

Attachments:

ATTACHMENTS

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

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

- C. Executed Interlocal Agreements (in cases where there is more than one unit of general local government);**
- D. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any procedures on how roles are delineated to verify the firewalls are effective.**
- E. The current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan;**
- F. Any comments submitted during the public comment period that represent disagreement with the local plan (Public Law 113-128, Section 108(d)).**
- G. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the executed agreement that defines how parties carry out roles and responsibilities of the chief elected official;**
- H. A copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board;**
- I. A copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations;**

PUBLIC COMMENT PROCESS

Describe the process used, in accordance with the criteria below, to provide opportunities for public comment and input into the two-year modification of the local plan.

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

CareerSourceFV met with its required partners at our quarterly meeting in early January 2020 and reviewed the current status of services in our comprehensive Career Center and discussed the upcoming 4-year plan. We then shared the 4-year plan our required partners in late January 2020 for their review and comment. A copy was made available in hard copy at the administrative office along with a notice of invitation to review.

(2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).

CareerSourceFV plan update was posted on its website from January 24, 2020 through February 24, 2020 with an on-line form for comment submission. A copy was made available in hard copy at the administrative office and comments were accepted in hard copy. The link to the online plan was shared with partners, LEO, CareerSourceFV's board and committee members with the invitation to review the draft plan and submit comments.

(3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan (WIOA §108(d)(2)).

A weblink to CareerSourceFV's plan was sent to CareerSourceFV's BOD business and labor organization members. They, in turn, were invited to share with their counterparts for their input and comment.

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

CareerSourceFV plan was shared with required partners in early February 2018 at the quarterly meeting. Comments were solicited.

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

No comments were received during the comment period.

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

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

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

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

CareerSource Flagler Volusia's (CareerSourceFV) mission:

We provide innovative talent solutions for businesses and the workforce through effective collaboration and partnerships that drive the regional economy

CareerSource Flagler Volusia's (CareerSourceFV) vision:

In Flagler and Volusia Counties, every person will find their best career pathway and every business will have the workforce it needs to succeed

CareerSourceFV's overarching goal is to increase the prosperity of workers and businesses, therefore, its compelling goal is to create access to prosperity to all current and potential members of the labor force.

ORGANIZATIONAL STRUCTURE

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

The Workforce Development Board of Flagler and Volusia Counties, Inc., dba CareerSource Flagler Volusia serves at the pleasure of the Volusia County Council and the Flagler Board of County Commissioners.

Ed Kelley, County Chair
County of Volusia
Thomas C. Kelly
Administration Center
123 W. Indiana Ave.
DeLand, Florida 32720
386.943.7026
ekelley@volusia.org

David Sullivan, Chair
Flagler Board of County Commissioners
Government Services Building
1769 E. Moody Blvd.
Bunnell, Florida 32110
386.313.4093
dsullivan@flaglercounty.org

The Interlocal Agreement between the County of Volusia, Flagler County and CareerSourceFV is attached to this plan. The Interlocal Agreement was enacted upon the passing of SB 7040, HB 7065 and the implementation of the final regulations for the Workforce Innovation and Opportunity Act (Opportunity Act) and provides for the governance respected and followed by CareerSourceFV.

CareerSourceFV Board of Directors (BOD) have by-laws that were approved by the Chief Elected Officials (CEOs) in June 2017 that include the Opportunity Act final rules.

The nomination policy set forth by the CEOs is outlined in the Interlocal Agreement. CareerSourceFV, acting on behalf of the CEOs solicits, collects and submits all necessary and qualified nominees to the CEOs for review, 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 BOD. Future nominations may have new members serve on one of CareerSourceFV's committees prior to serving on the BOD.

The most effective balance CareerSourceFV has found is to have board members serve long enough so that they understand the depth and complexity of the workforce development network. The term limits established in CareerSourceFV's by-laws state 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 which ensures 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 its services, as well as its funding. As the process of soliciting new board members is delegated to CareerSourceFV in the Interlocal Agreement, upon receipt of a resignation or notice that a board member will no longer continue, CareerSourceFV staff makes contact with Flagler and Volusia Counties, local Economic Development Departments, local business organizations and others for recommendations and nominations. To decrease the length of time for a vacancy, CareerSourceFV will continue to expand the committees to include more community leaders.

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.

CareerSourceFV respects the time dedicated by its volunteers and creates every opportunity for their voices to be heard. Therefore, accommodations are made 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 the 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.

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

CareerSourceFV's Board and Committee members continue to design sector strategies around targeted sectors. One strategy implemented is to have representation on the BOD for each of the 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 need.

Since 2017, CareerSourceFV has provided staff development opportunities for front-line and management staff around industry sectors, including the entrepreneurial mindset. This ongoing development assists our team to better help our job seekers and businesses.

CareerSourceFV leadership will continue to provide opportunities for staff development that is sector driven and specific.

Going forward, CareerSourceFV will:

- Continue to identify and include more industry representation on the board
- Coordinate business outreach and engagement with workforce system partners to reduce duplication and business fatigue
- Continue working with regional partners to establish shared goals and regional vision guided by industry
- Systemically review sector strategies and align them with the Standards Framework as it continues to be developed.

The Interlocal Agreement between the CEOs and CareerSourceFV requires that a representative from the Volusia County Council and the Flagler Board of County Commissioners 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 planning.

Upon the public review period and approval by the CareerSourceFV's Executive Committee, the plan will be sent to the Volusia County Council and the Flagler Board of County Commissioners. 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)

Election of officers for the CareerSourceFV Board of Directors was held November 2019.

Our officers are:

Ms. Cheryl Tanenbaum, Chair
SVP/ CFO
Intracoastal Bank
1290 Palm Coast Parkway, NW
Palm Coast, Florida 32137
(386) 449-0960
(386) 503-7411 Cell
(386) 447-1663 Fax
ctanenbaum@intracoastalbank.net

Ms. Nancy Bradley, Vice Chair
Administrator
Daytona College, LLC
425 S. Nova Road
Ormond Beach, FL 32174
(386) 267-0565
(321) 299-3408 Cell
(386) 267-0567 Fax
nbradley@daytonacollege.edu

The Executive Committee is scheduled to approve the 4-year plan on February 11, 2020 and will go before Volusia County Council and Flagler Board of County Commissioners, early March 2020 to meet the deadline of March 16, 2020.

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

The Workforce Development Board of Flagler and Volusia Counties, Inc. dba CareerSource Flagler Volusia is the local fiscal agent and administrative entity for Local Workforce Development Area #11. This has been authorized through the Interlocal Agreement between Flagler and Volusia County's Elected Officials (attached to this plan). In addition, 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.

CareerSourceFV's BOD and leadership team 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 Board (and staff) will focus on strategic policy while the function of providers will focus on the successful delivery of services - integrated in as much as the funding allows.

Since July 1, 2016, CareerSourceFV has outsourced all operations, including career services and One-Stop management. CareerSourceFV employs staff for the functions of administration, finance, information technology, communications, including outreach and digital design and logistical facility oversight.

CareerSourceFV strictly adheres to CareerSource Florida strategic policy 2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy.

(4) One-Stop System

- A. Provide a description of the local one-stop system (including the number, type and location of the comprehensive center(s), and other service delivery points).**
- B. Identify the days and times when service delivery offices are open to customers. Customers must have access to programs, services and activities during regular business days at a comprehensive one-stop center.**
- C. Identify the entity or entities selected to operate the local one-stop center(s).**
- D. Identify the entity or entities selected to provide career services within the local one-stop system.**
- E. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.**
- F. Pursuant to the CareerSource Florida Administrative Policy for One-Stop Certification, provide the required attestation that at least one comprehensive one-stop center in the local area meet the certification requirements.**

CareerSourceFV is responsible for providing employment and training services to the labor force of 305,407* (257,055 in Volusia and 48,352 in Flagler) in the two-county area. CareerSourceFV wants services to be accessible to everyone, regardless of their ability to walk through its physical doors. So, in addition to the three Career Centers, CareerSourceFV has a network of Mini Career Links (MCLs) throughout the two counties.

The three Career Centers are near the heaviest populated areas:

Daytona Beach Career Center

359 Bill France Blvd.
Daytona Beach, FL 32114

Orange City Career Center**

846 Saxon Blvd
Orange City, FL 32763

Palm Coast Career Center

20 Airport Road, Suite E
Palm Coast, FL 32164

**Numbers for November 2019*

***CareerSourceFV's Career Center in Orange City is our comprehensive Career Center.*

When selecting sites, proximity to bus routes was considered, as well as, analyzing the zip codes of customers to determine need.

CareerSourceFV will do everything to ensure services are accessible to everyone in the local area. To meet the needs of remote customers, as well as those with other barriers to using self-services, CareerSourceFV will continue to partner with community services in the independent sector, including food pantries, churches and community centers. There are trained volunteers and staff in the county libraries, Early Learning Coalition, housing developments and other partners to demonstrate how to assist job seekers with registering and properly using CareerSourceFV's website, online workshops and Employ Florida.

CareerSourceFV will 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 am to 4:00 pm. For customers accessing services through the website, online chat with a staff member is available Monday through Friday 8:00 am to 4:00 pm. This allows an hour a day for staff to complete tasks necessary for compliance and excellence in customer services (including DEO.) As CareerSourceFV moves forward, it will implement more online workshops and in-person labs. As need has been identified by businesses, CareerSourceFV has hosted a variety of job fairs both during weekdays and weekends.

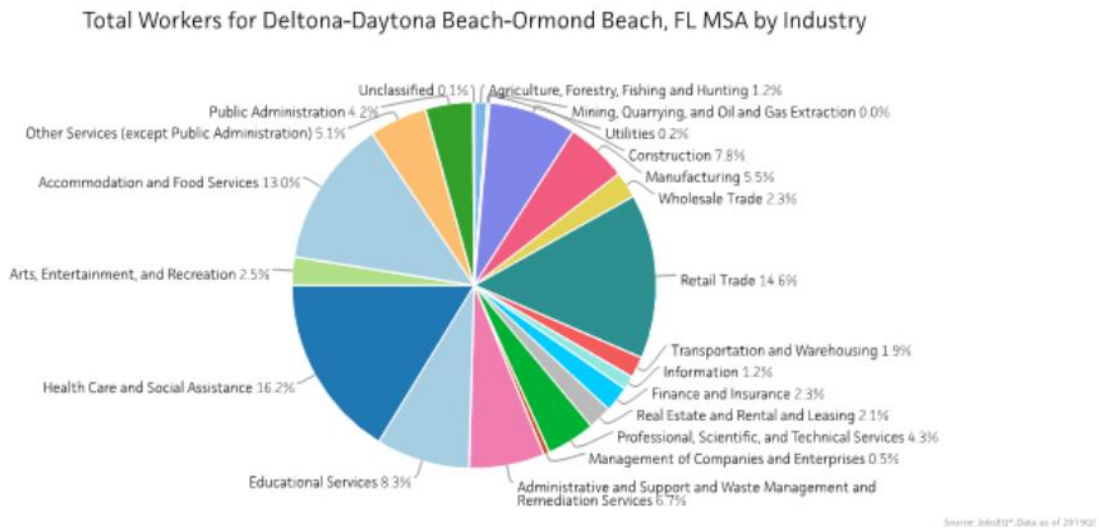
In 2016, CareerSourceFV moved to a more strategic position and issued a Request for Proposals (RFP) for Career and Training Services and One-Stop Operator. The Career Centers are now operated by two local women-owned contracted providers. As of July 1, 2016, Career Steps, Inc. (CSI) is the One-Stop Operator, providing Career Center management and oversight, job orders, front desk staff, phone operator and professional networking services. Case Management, Inc. (CMI) provides client services including Supplemental Nutrition Assistance Program, Welfare Transition Program, and Workforce Innovation and Opportunity Act case management services and career planning. CareerSourceFV also contracts with two young adult services providers; Eckerd Connects and a joint contract with Flagler County Schools and the George Washington Carver Foundation. A Request for Proposals was posted in November 2019 for Career Center Operator, Career and Training Services for Adults and Businesses and for Career and Training Services for Young Adults. Proposals are due March 2nd, 2020.

It is vital to the community to provide services under the Opportunity Act comprehensive model. The Orange City Career Center is the comprehensive Career Center for the region with two smaller affiliate Career Centers in Daytona Beach and Palm Coast.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

- (1) Please provide an analysis (or existing analysis pursuant to WIOA section 108(c)) of the regional economic conditions, which must include:
- A. Information on existing and emerging in-demand industry sectors and occupations; and
 - B. The employment needs of employers in those industry sectors and occupations (WIOA §108(b)(1)(A)).

For the Deltona-Daytona Beach-Ormond Beach MSA, which is made up of Volusia and Flagler Counties, the largest industry is Healthcare and Social Assistance at 16.2%, and Retail Trade at 14.6% is the second largest industry. Accommodation and Food Services came in as the third largest industry at 13.0%.



CareerSourceFV is talent-focused, business-driven by supplying businesses with the support to succeed. Programs are created to meet the individual needs of businesses and jobseekers in the community. The following are training reimbursement programs:

- On-The-Job Training – This program assists the business by reducing the cost of training new full-time employees.
- Customized Training – This program assists businesses by funding a portion of the training for existing employees to upgrade skills and retain employment while keeping the business competitive.

The Health Care and Social Assistance sector shows the highest hiring demand with 35,592 currently employed and with an Annual Growth percentage of 1.7%. Second in demand is Retail Trade with 31,898 currently employed and with an Annual Growth of .3%.

NAICS	Industry	CURRENT			5-YEAR HISTORY			8-YEAR FORECAST				
		Empl	Avg Ann Wages	LQ	Empl Change	Trend	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	35,592	\$48,597	1.13	2,757		1.6%	33,795	14,068	14,541	5,185	1.7%
44	Retail Trade	31,898	\$28,927	1.41	3,267		2.2%	35,047	15,182	19,194	671	0.3%
72	Accommodation and Food Services	28,555	\$19,831	1.44	4,886		3.8%	41,881	17,172	21,624	3,086	1.3%
61	Educational Services	18,215	\$43,994	1.02	1,879		2.2%	16,062	6,794	7,333	1,935	1.3%
23	Construction	16,999	\$41,468	1.35	4,161		5.8%	15,921	5,025	9,000	1,896	1.3%
56	Administrative and Support and Waste Management and Remediation Services	14,684	\$35,343	1.04	2,002		3.0%	15,407	5,963	8,139	1,305	1.1%
31	Manufacturing	11,958	\$54,982	0.66	1,115		2.0%	9,752	3,647	6,246	-141	-0.1%
81	Other Services (except Public Administration)	11,219	\$30,055	1.14	603		1.1%	11,051	4,771	5,698	582	0.6%
54	Professional, Scientific, and Technical Services	9,487	\$52,776	0.64	636		1.4%	7,661	2,507	4,253	902	1.1%
92	Public Administration	9,312	\$56,998	0.91	160		0.3%	7,432	2,954	4,023	454	0.6%
71	Arts, Entertainment, and Recreation	5,505	\$28,865	1.26	502		1.9%	6,929	2,882	3,561	486	1.1%
42	Wholesale Trade	5,112	\$63,864	0.61	790		3.4%	4,383	1,623	2,693	67	0.2%
52	Finance and Insurance	4,988	\$65,093	0.58	135		0.6%	4,166	1,448	2,382	336	0.8%
53	Real Estate and Rental and Leasing	4,622	\$40,178	1.22	-98		-0.4%	4,200	1,757	2,106	337	0.9%
48	Transportation and Warehousing	4,113	\$45,083	0.42	739		4.0%	3,718	1,514	2,049	156	0.5%
51	Information	2,611	\$40,949	0.61	-255		-1.8%	1,959	719	1,278	-37	-0.2%
11	Agriculture, Forestry, Fishing and Hunting	2,525	\$25,843	0.86	268		2.3%	2,401	958	1,291	153	0.7%
55	Management of Companies and Enterprises	1,140	\$111,467	0.35	98		1.8%	916	312	533	71	0.8%
22	Utilities	452	\$92,880	0.40	79		3.9%	327	118	208	1	0.0%
99	Unclassified	172	\$35,279	0.65	120		27.0%	175	68	93	14	1.0%
21	Mining, Quarrying, and Oil and Gas Extraction	37	\$65,352	0.04	12		8.6%	37	10	22	5	1.7%
	Total - All Industries	219,198	\$39,954	1.00	23,856		2.3%	215,589	84,629	113,438	17,522	1.0%

Source: JobsEOB
Data as of 2019Q3
Note: Figures may not sum due to rounding.
1. All data based upon a four-quarter moving average
Exits and transfers are approximate estimates based upon occupation separation rates.

CareerSourceFV will continue to Labor Market Statistics to convene sector-based focus groups to continue the dialogue with area businesses on their anticipated future needs.

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

Table 1: Top 20 Occupations with the Highest Number of Postings (Feb 2018 – Feb 2019)

Title	Annual Unique Job Postings	Typical Entry Level Education
Citrus Hand Harvester	288	High School Diploma/ GED Certificate
Medical Customer Service Specialist (MCSSI) INTERNAL	288	High School Diploma/ GED Certificate

Registered Nurse (RN) - Chronic	237	Vocational Training / Associates Degree
Sales Associate Fine Jewelry	188	High School Diploma/ GED Certificate
LPN	148	Vocational Training / Associates Degree
Medical Assistant	148	Vocational Training / Associates Degree
Production Worker	125	High School Diploma/ GED Certificate/ Vocational Training
Security Officer SUSA	93	High School Diploma/ GED Certificate
Warehouse Manager	91	High School Diploma/ GED Certificate
Shift Leader (R23213)	88	High School Diploma/ GED Certificate
Housekeeper	81	High School Diploma/ GED Certificate
Home Health Aides	74	Vocational Training
Class A CDL Driver/Hazmat	73	Vocational Training
Aviation Maintenance Airframe and Powerplant Instructor (Daytona Beach Campus)	69	Vocational Training/ Associates Degree
Sales Representative	67	High School Diploma/ GED Certificate
Maintenance Technician	66	Vocational Training/ Associates Degree
LICENSED CLINICAL SOCIAL WORKER	63	Bachelor's Degree
Phlebotomist Team Leader	63	Vocational Training/ Associates Degree
Med Tech	62	High School Diploma/ GED Certificate
Technologist, Medical I (Lab)	61	Vocational Training/ Associates Degree
Paratransit Bus Operator	60	High School Diploma/ GED Certificate

Source: *Employ Florida, O*Net Online*

Employ Florida is CareerSource Flagler Volusia’s local workforce program that allows businesses to register and enter jobs openings. Each entry is carefully reviewed by staff to make sure it meets EEO rules and regulations. Additionally, staff review each business to make sure they are a viable business. Staff will refer customers to a job when basic requirements are met.

CareerSource Flagler Volusia’s labor force is 305,407 with a 3.1% unemployment rate (November 2019).

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

Table 2: Education Attainment

Educational Attainment for Civilian Labor Force Aged 25-64 (2016 Estimates)
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Less than high school graduate:	High school graduate (includes equivalency):	Some college, no degree	Associate's degree	Bachelor's degree	Postgraduate degree
277,574	100,588	75,558	35,594	48,219	21,193
8.9%	32.6%	24.5%	11.5%	15.6%	6.9%

Source: JobsEQ

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

One of CareerSourceFV’s BOD committees is the Business Development Committee (BDC). The members of the BDC include:

- Superintendents of the school districts of Flagler and Volusia Counties,
- Economic Development Organizations of the LEOs as well as a public-private entity, Team Volusia EDC,
- The President of Daytona State College
- Chambers of Commerce
- Representative from the Entrepreneurial Eco-System and
- Business representatives from the targeted sectors

This committee is responsible for analyzing business intelligence – both historical data and real-time anecdotal information received from the regional Business Service Representatives (from the Career Centers). This information, shared with educational entities, helps drive new programs developed for workforce training. Recent examples of training developed include:

- Composite training for boat building manufacturers
- Fibrous glass duct construction
- Exterior window, door and skylight installation
- Fiberglass shingle installation
- Vinyl and fibrous cement siding installation

As a result of the relationships formed through the BDC, CareerSourceFV was able to apply for funding opportunities for these particular training programs.

CareerSourceFV conducted an in-depth analysis of training activities based on a five-year trend. What was evident is that short-term training and work-based training had more successful outcomes at a lower cost.

In addition to looking at outcomes and direct training costs, CareerSourceFV analyzed the associated staff time. Staff costs with work-based training, was a fraction of the cost of long-term case management for classroom training.

(5) Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7)).

CareerSource Flagler Volusia has a robust menu of workforce services to offer to both businesses and the workforce throughout 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. Additionally, it is designed to match businesses 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, homeless, ex-offenders, 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, businesses and job seekers across core 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 and Individualized Career Services. These services may be provided in any order and with no required sequence allowing 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 young adult programs;
- Outreach, intake (including identification through the CareerSourceFV Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) for 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.
- Information on in-demand industry sectors and occupations (as defined in sec. 3(23) of the Opportunity Act);
- Information on nontraditional employment (as defined in sec. 3(37) of the Opportunity Act);
- 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;
- 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;
- Performance information and program cost information on eligible providers of training services by program and type of providers;
- 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;
- 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) ; 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
- 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 Career Center staff or partners. Career Center staff may use recent or 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 employment goals, appropriate achievement objectives, and, if 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 and, 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, 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 including, but not limited to:

- Meyers-Briggs
- CareerScope
- Provelt
- Florida Ready to Work

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, assessments will ensure ITA or other educational candidates meet Section 134 (c) (3)(A)(l)(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 businesses. The use of strategically planned forums will also assist in identifying skill needs. The Veteran Services Unit consisting of skilled and dedicated LVERs is fully integrated within Business Services and will assist in contacting and engaging Federal contractors and businesses that have been identified as veteran-friendly in their hiring practices. Veterans are identified at the point of entry at the Career Centers and assessed for eligibility. Veterans determined to have Significant Barriers to Employment designated by federal guidelines are referred to a DVOP for Individualized Career Services. Any veterans determined to not have a significant barrier, are referred to and served through, the American Job Center (AJC) staff.

CareerSourceFV uses three key tools to address the skill needs of local businesses and close the existing skill gaps of the local incumbent, under-employed and unemployed populations: Customized Training (CT), On-the-Job Training (OJT) programs, and short-term training for certifications and/or credentials.

The CT program provides opportunities for businesses to train existing employees, which allows 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 employment and to keep their skills relevant. The training may be provided to a single employee or a group of employees.

The On-the-Job Training (OJT) Program provides local businesses 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. One of CareerSourceFV sector initiatives is to prioritize identified industries to allow OJT contracts to be "weighted" and funded according to whether the business is in a targeted sector, the size of the business, as well as to the significant barriers to employment of the job seeker.

Short-term training, provided through local educational entities, is designed to meet local businesses' immediate needs. Many of these credentials/certifications are not credit earning, so the training does not count toward the ITA calculations.

(6) Please provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. The description and assessment must include an identification of successful models of such youth workforce investment activities (WIOA §108(b)(9)).

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 two 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. West and South Volusia County are served through Eckerd Connects.

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

CareerSourceFV's young adult program providers serve one hundred percent out-of-school youth and a main focus is to have program participants earn their GED. Both programs have certified teachers and use on-line resources as well as in-person instructional teaching to help the young adults not only pass the GED, but to also teach successful educational

study skills so when entering post-secondary education, program participants 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 is aligned with institutions serving young adults in order to have easy access, reduce duplication, close service gaps, and promote collaboration. This alignment 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 measurable skills gains.

Included in the focus of these programs, CareerSourceFV has determined the priority target populations 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 following elements are central to the young adult programs:

- 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 within 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 of 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 the 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 ensures continued success in post-secondary education, training, or employment.

CareerSourceFV started new contracts July 1, 2016 that are annually renewable, based upon met performance, for up to four years. A new Request for Proposals for Young Adult Services was posted November 2019 for the next four year cycle.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

- (1) 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) to support regional economic growth and economic self-sufficiency (WIOA §108(b)(1)(E)).**

The overarching goal of CareerSourceFV is to increase the prosperity of workers and businesses; reduce welfare dependency, increase economic self-sufficiency, meet business needs; and enhance productivity and competitiveness. In essence, CareerSourceFV’s goal is to increase the prosperity of all members of the labor force and businesses regardless of size or zip code.

The BOD and committee members of CareerSourceFV reviewed and “refocused” their vision and mission at their planning meeting in January 2020.

CareerSourceFV’s vision is a simple, clear description of its compelling aspiration. The vision is intentionally aspirational; it is high-reaching and reflective of a goal not only for the workforce system, but for everyone it touches. CareerSourceFV’s vision is that in Flagler and Volusia Counties, every person will find their best career pathway and every business will have the workforce it needs to succeed. CareerSourceFV’s vision compliments CareerSource Florida’s vision which states, “Florida will be the global leader for talent”, because by providing employment and training solutions, CareerSourceFV is directly supplying “talent” to the customers it serves.

The mission of CareerSourceFV is a succinct description of the work it does to achieve the vision. This is what staff 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, talent solutions for businesses and the workforce through effective collaboration and partnerships that drive the regional economy.

Values are the unswerving core beliefs and spiritual foundation of CareerSourceFV’s workforce system. Its 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.

January 2020, the Board of Directors and committee members of CareerSourceFV reviewed its strategic vision. The strategic imperatives selected by CareerSourceFV's BOD were carefully evaluated and selected as imperatives that would best propel CareerSourceFV to fulfill its Vision, Mission and Values. CareerSourceFV has created and updated the following:

- Collaborative Partnerships – Identify and engage stakeholders, forming partnerships that support economic growth and foster collaboration at the local, regional, state and federal level
- Continuous & Accurate Business Intelligence – Collect and share sector-based information through effective resources and information gathering
- Enhanced Talent Pipeline – Increase the skills of the workforce, including the future workforce, and decrease the number of underemployed through innovative and business-valued training solutions
- Effective Service Delivery – Provide solutions through effective processes and broker relevant information
- Appropriate Use of Funds – Demonstrate transparency and accountability in the use of funds in alignment with strategic goals.

These updated strategic imperatives will focus the work of the BOD and committees and guide the work of the staff.

The Board conducts work primarily in three committees: Business Development Committee, Career Pathways Committee and Finance Committee, that in addition to providing oversight to the Corporation budget has a focus on income (revenue diversity). All three committees report to CareerSourceFV's Executive Committee and to the BOD.

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

In the spirit of the Opportunity Act and following recommendations of the state's WIOA task force and CareerSource Florida, the CareerSourceFV has expanded partnerships to include WIOA's core program partners; Florida Department of Education Divisions of Vocational Rehabilitation (VR), and Florida Division of Blind Services, and Adult Education, Senior Community Service Employment Program and Community Services Block Grant.

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 work with these core programs to align resources and realize regional and local goals. These include:

- Consistently using labor market tools such as JobsEQ, Employ Florida, and Florida Research and Economic Information Database Application (FREIDA) to forecast emerging career paths

- Assessing skill requirements for training against business demand
- Collectively support business engagement efforts across partners
- Convene business 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 business satisfaction information that serves to increase efficiency of service to businesses
- Establish career pathways in key occupational sectors
- Integrate core partners fully into a service delivery network within the CareerSourceFV system
- Continue serving on the Daytona State College School of Business Advisory Board and other pertinent advisory boards to align training with occupational skills and soft skills reflective of jobseeker and business needs
- Develop specific communication and outreach strategies that target individuals most in 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) 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 are trained in a "human-centered focus." A human-centered design approach fuels the creation of processes and solutions that resonate with customers. CareerSourceFV asks 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 then organize programs and services around what matters to the customer and what will continue to benefit the customer long after their experience is over.

In addition to a human-centered focus, CareerSourceFV continues to explore and employ career pathways with area businesses and educational entities. Each adult, dislocated worker, WTP customer and young adult enrolled into services will have a career plan to identify their career goals. As we continue to develop and strengthen 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) 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 grounds 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 unacceptable. 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.

CareerSourceFV's One-Stop Operator has facilitated training with Florida's Department of Vocational Rehabilitation and Division of Blind Services to increase referrals of customers with disabilities. Career Center staff are cross-trained in Vocational Rehabilitation and Division of Blind Services eligibility criteria and processes. This enables Career Center staff to better recognize customers who may benefit from a referral to either Vocational Rehabilitation or Division of Blind Services. As new staff are hired, the One-Stop Operator will continue to ensure that staff are crossed trained with these partners.

CareerSourceFV has updated its TTY and TDD equipment to better accommodate 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, as appropriate. There is an emphasis in all CareerSourceFV's service provider contracts starting in July 2016 on serving these targeted populations. The provider of case management services will employ at least one disability navigator who will work closely with the Division of Vocational Rehabilitation.

CareerSourceFV has created a training hub on its website that includes online workshops, such as resume writing and job seeking skills instructional workshops. This enables all customers to access the knowledge without physically having to be at the Career Centers for a "live" workshop, creating 24/7 accessibility.

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

In late 2019 and early 2020, CareerSourceFV's vision and mission statements and strategic imperatives were reviewed by an ad-hoc Strategic Doing Committee, made up of officers of the Board and local elected officials. The result of their work was presented to the BOD and committee members at their planning meeting in mid-January 2020. These discussions were facilitated by an outside facilitator.

On January 16, 2020, CareerSourceFV's Board of Directors and committee members revisited and created strategic activities/objectives that would align with the following imperatives:

- Collaborative partnerships
- Continuous and accurate business intelligence
- Enhanced talent pipeline
- Effective service delivery
- Appropriate use of funds

The strategic imperatives and guidance from the committees will continue to define how to improve services and outcomes 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.

The strategic imperatives will be reported on a regular basis at committee and Board meetings, reflecting the objectives created, implemented and accomplished.

(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 for today and tomorrow, and overseeing the management of an effective Career Center System all directly relate to the performance indicators that support economic growth and self-sufficiency.

While the MSA's unemployment rate is 3.1% (November 2019), the lowest since 2006, there will be continued emphasis on assisting businesses to retain their workforce and upgrade the skills of the under-skilled population of the area. 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) Indicate the negotiated local levels of performance for the federal measures (WIOA §108(b)(17)).

Listed below are the negotiated levels of performance for the federal measures for 2019-2020:

Measures	PY 2019-2020 Approved Levels
Adults:	
Employed 2nd Qtr After Exit	85.2%
Employed 4th Qtr. After Exit	83.0%

Median Wage 2nd Qtr. After Exit	\$6,850.00
Credential Attainment Rate	65.0%
Dislocated Workers:	
Employed 2nd Qtr. After Exit	83.00%
Employed 4th Qtr. After Exit	79.00%
Median Wage 2nd Qtr. After Exit	\$6,850.00
Credential Attainment Rate	68.0%
Youth:	
Employed 2nd Qtr. After Exit	75.5%
Employed 4th Qtr. After Exit	69.0%
Credential Attainment Rate	75.5%
Wagner-Peyser:	
Employed 2nd Qtr After Exit	62.0%
Employed 4th Qtr After Exit	64.2%
Median Wage 2nd Quarter After Exit	\$4,850.00

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

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

- Entered Employment Rate at closure for Adults, Dislocated Workers and Youth
- WTP participation and employment rates
- ITA expenditures
- Youth expenditures on out of school youth
- Youth expenditures on work experience
- Administrative costs
- Monitoring by state and internal staff
- Audit

For contracted providers, additional deliverables are expected, including, but not limited to:

- Internal customer satisfaction – for both businesses and job seekers
- Creation of career pathways
- Staff certification and training

CareerSourceFV will use CareerSource Florida's Continuous Improvement Performance Initiative metrics as a dashboard. The metrics, which focus on the core services of the network (employment, training and business services) are:

- Employment Rate 1st Quarter after Exit
- Participant Training Rate
- Business Penetration

CareerSourceFV will continue to measure job seeker 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) Describe the definition of “self-sufficiency” used by your local area (WIOA §108(b)(1)).

One of the indicators CareerSourceFV has used to determine the health of its economy is the ALICE report. ALICE, an acronym for Asset Limited, Income Constrained, Employed are households that earn more than the federal poverty level, but less than what it costs to survive (the ALICE threshold) for the two counties.

Of Florida's 7.5 million households, 14% earn below the federal poverty level and another 32% are ALICE, which equals 44% of total households. In Volusia County, the ALICE & poverty households equal 43% and in Flagler County that percentage is 42%.

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 of self-sufficiency in order to achieve lasting change for the families in the LWDA.

The goal of employment and 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 ALICE (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:

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 equal to or less than 250% of the current Federal Poverty Guidelines.

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.

Self-sufficiency for Employed Workers is \$74,500/year or \$35.82/hour.

CareerSource Flagler Volusia's Business Service Representatives have 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, \$35.82/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 \$35.82/hour was the result of the following calculation:

Consideration of the average price of a renting a home in Volusia and Flagler counties and subsequent monthly payment, add 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.

COORDINATION OF SERVICES

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

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

Developing an effective workforce network is built on a foundation of alignment, innovation, business 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 leading 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 business 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 its 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 procured a provider for a One-Stop Operator and a provider of Career Services, including case management and business services within its three Career Centers as well as the Young Adult programs; contracts under this procurement started on July 1, 2016. Recognizing that job seekers bring different needs and skill sets, CareerSourceFV sought and selected providers that takes these individualized needs into account and addresses the three challenges stated above. A new Request for Proposals for services was posted November 2019 for contract start dates of July 1st, 2020.

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 are customer driven and assist the individual in finding and retaining gainful employment. These services 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, with a focus on Information Technology
- Logistics and Distribution
- Retail
- Leisure and Hospitality

Partner meetings are held at least quarterly among the required partners and representatives from these partners are active participants on the CareerSourceFV's BOD and/or its committees.

These meetings have resulted in, not only unduplicated services, but enhanced services at CareerSourceFV's comprehensive Career Center including, but not limited to GED courses, and books provided at no cost along with the cost of GED tests covered through the Community Services Block Grant.

In Flagler County, CareerSourceFV has been able to open and maintain an assessment lab on the campus of Flagler Technical Institute which is directly across the street from the Flagler County Career Center.

For all clients of CareerSourceFV's Career System, streamlined services for Voc Rehab and Division of Blind Services is provided through a disability navigator at CareerSourceFV's Career Center. For all eligible clients, GED exam fees are provided through the Community Services Block Grant.

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

CareerSourceFV, in collaboration with the local economic development organizations, has identified seven (super) sectors 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, Information Technology, Retail and Leisure and Hospitality. CareerSourceFV continues to design, implement and maintain strategies around these supersectors.

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

The leaders of the local EDOs serve on CareerSourceFV's BOD and/or its committees.

These members include: Flagler County Commission, 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 BOD for TEAM Volusia EDC. CareerSourceFV also provides presentations to the Counties' governing bodies as requested. Representatives from CareerSourceFV participate on the Volusia County practitioner group which is comprised of all municipalities, education, Small Business Development Council, and other organizations with an interest in the growth of the local economy.

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 on recruitment, hiring, development and retention, 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 reliable data. CareerSourceFV has invested in JobsEQ to support economic development organizations.

CareerSourceFV is actively involved in a variety of local entrepreneurial programs. CareerSourceFV will assist with promotion, recruitment, facilitation, hosting, presenting, etc.; whatever is needed to ensure the success. Examples of the current initiatives include: Innovate Daytona and Accelerate, two local organizations that provide entrepreneurial training and coordinate events, such as Elevate Daytona, 1 Million Cups, and other various community activities.

In September 2019 CareerSourceFV Leadership Team, contracted managers, business partners, EDO staff and local community partners participated in a three day train-the-trainer course for the Entrepreneurial Learning Initiative's Ice House Entrepreneurship Program. This program helps trainees learn to think like an entrepreneur and shifts the perspective in a way that exposes opportunities, ignites ambition, and fosters the creativity and critical thinking that have become essential for both individuals and businesses to adapt and thrive in today's rapidly changing world. It is the goal of the CareerSourceFV to bring this mindset to front-line and managerial staff, including contracted staff, to help foster a change in their mindset. The goal is to ultimately develop staff to be comfortable and knowledgeable enough to have conversations with customers who have the desire to use the entrepreneurial mindset to pursue new/better employment or entrepreneurial opportunities.

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

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.

Volusia County Schools operates 42 Career Academies and over 60 Career and Technical Education (CTE) Programs in their 16 high schools. CareerSourceFV brokers information from businesses to Volusia County Schools through the CareerSourceFV’s BOD Career Pathways Committee to provide guidance on curriculum and open opportunities for work-based learning.

In Flagler County, meetings are frequently hosted by Flagler County Schools’ administration with area businesses and CareerSourceFV so that both organizations can hear firsthand the needs of businesses. Both County schools use CareerSourceFV’s Career Pathways Committee 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 has and will continue to provide current labor market information to our school districts to guide and inform choices on retaining or perusing new certifications.

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, Stetson University, Daytona College 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 Workforce Advisory Committee; this committee is made up of area EDOs, industry associations and area businesses. As more opportunities arise, CareerSourceFV will continue to participate in new program and curriculum development.

In February 2019, CareerSourceFV convened the first Alliance4 meeting. Alliance4 is a partnership between businesses, workforce development, economic development and education to convene conversations with leaders from six industries: Business & Professional, Construction, Healthcare, Hospitality, Manufacturing and Retail. Through these partnerships, solutions to local business workforce issues can be developed. Educational partners from both secondary and post-secondary attend to hear issues that the businesses have identified as needed for training of both current and future employees. The Alliance4 meets every six months, with planning and work groups for each individual sector meeting in between to work on and implement solutions to the needs of the businesses.

Alliance4 has better aligned the efforts of workforce development, education and economic development. For example, Daytona State College uses Alliance4 as their Workforce Advisory Committee to gather business intelligence and Volusia and Flagler County schools are using the Alliance4 to gather the information needed for the Community Local Needs Assessment for Perkins V.

(4) Coordination of transportation and other supportive services: Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11)).

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

CareerSourceFV is an active member of the Transportation Disadvantaged Local Coordinating Board of the River to Sea Transportation Planning Organization. Through this participation, CareerSourceFV is informed of plans around bus service, specifically Votran, throughout Flagler & Volusia Counties.

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

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

FIT is comprised of a team who answer the phones, greet customers at the front desk of the Career Centers and provide a one-on-one introduction to all services. Each customer receives an orientation of available services, including all partner services and any other pertinent resources, including available support services to ensure the successful return to employment. This practice ensures that each customer coming through the 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 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 assist 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 to learn of community services and to provide feedback on the needs of its customers.

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

CareerSourceFV has taken an approach of high service delivery to its customers by incorporating all program staff, including DEO staff, into a combined system within each Career Center. CareerSourceFV's One-Stop Operator will continue to share and refine many functions that in the past have been "siloe by program." By sharing multiple program outcomes, managers have been able to develop and implement an individualized customer service delivery model. CareerSourceFV will 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, provide unemployment compensation to support unemployed workers and their communities, 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 Career 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 Career Centers regardless of program. Information on available services is provided to customers when they enter the Career 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 Career 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 Career Centers. This approach is the First Impression Team (FIT). Each customer receives an orientation of available services, including all partner services and any other pertinent resources to ensure a 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 Career Center efficiency. 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: Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board carries out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II WIOA §108(b)(10).**

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, Division of Blind Services (DBS) and the local Division of Vocational Rehabilitation (VR), CareerSourceFV has regularly scheduled meetings with all partners.

All partners recognized that cross-training of staff will make the delivery of services to customers run more smoothly and will prevent the duplication of services. Historically, CareerSourceFV staff has worked with DBS to educate their staff on using Employ Florida, the statewide on-line system, with their customers. This cross training continues on an as-needed basis and will also include DBS educating CareerSourceFV staff on their services, including completing their on-line application and training of Career Center staff on how to

best work with a job seeker who may be facing a transitional period, i.e., transitioning from sighted to non-sighted.

VR and CareerSourceFV have been cross-training staff to better enhance services to customers with disabilities and to ensure limited duplication of services and allowing customers to access employment and training services in a more efficient manner.

CareerSourceFV is co-located, part-time on an as-needed basis, 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 onsite at Flagler Technical Institute with an assessment lab.

The Memorandum of Understandings between CareerSourceFV and its partners are attached to this plan. Included in these MOUs, are the provisions for:

- No cost, on-site GED classes, books and test fees
- Office Space
- Cross Training
- Co-Location

(7) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to help reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help such recipients become self-sufficient. Additionally, describe the strategies the local area uses to meet CareerSource Florida's goal of reducing welfare.

Serving those in poverty and those individuals who rely on governmental subsidies is not an issue specific to CareerSourceFV, it's a community issue that needs to be solved with strong resolve among multiple partners. The leadership team and the BOD of CareerSourceFV believes that to best serve those in the ALICE or poverty target population, you need to know the population and all multiple issues around poverty. To this end, the leadership team of CareerSourceFV is involved in the following:

- Commission on Homelessness, CareerSourceFV has representation on the board and chairs the Economic Stability Committee. One of the primary purposes of this committee, is to educate providers of homelessness services on the services available through CareerSourceFV, Goodwill, Division of VR, Volusia County Human Services, including their CSBG programs, and Community Partnership for Children.
- Circuit 7 Community Alliance, CareerSourceFV has representation as the Chair, on the statutorily-created body that convenes community stakeholders.
- United Way of Volusia and Flagler Counties, leadership of CareerSourceFV serves as a member of the Community Impact Cabinet that is ensuring the community is investing in financial stability.
- Active members for One-Voice for Volusia, the Human Services Advisory Board of Volusia County Human Services, Flagler Cares, Access Flagler, Community Partnership for Children, and others.

Through these partnerships, CareerSourceFV coordinates its services to support and supplement the services in the community to serve those most in need.

CareerSourceFV continues to break down silos between the Welfare Transition and Workforce Innovation and Opportunity Act funded programs providing equal opportunity training programs.

CareerSourceFV's online workshops have increased accessibility for WTP and SNAP customers.

Front-line staff members' continuous training includes mental health first aid, human-centered design, compassion fatigue, and trauma-informed care as well as DEO's webinars and trainings. The intent of these trainings is to equip front-line staff with the resources on how to best serve all that are in need of employment and training services.

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

Since the inception of the Opportunity Act, CareerSourceFV has held, and will continue to hold, meaningful conversations with local Vocational Rehabilitation, Division of Blind Services, SCSEP partners, Career and Technical Education and adult literacy partners. We are cross-training our staff and co-locating key positions to better serve our mutual customers.

Strengthening our network is key and requires resources, including time for careful planning. Attached to this plan are the MOUs and IFAs with our required partners.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

- (1) General System Description: Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners (WIOA §108(b)(6)).**
- A. Describe how required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.**
 - 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 a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of sector executed MOUs (WIOA §108(b)(6)(D)).**

Through regularly scheduled partner meetings, CareerSourceFV 2020-2024 plan was discussed and will be shared among the partners via the website during public comment period. However, much of what is on these pages is a result of (CareerSourceFV and all of our partners) diligence on forming a workforce system for the community.

CareerSourceFV holds MOUs with the following partners:

- Agricultural and Labor Program
- Bethel African Methodist Episcopal
- Community Resource Center - DeLand
- Emmanuel Church
- Flagler Technical Institute
- Northeast Florida Community Action Agency
- Northwood Village Neighborhood Network Center
- Oak Hill Community Resource Center
- Palmetto Park Neighborhood Network Center
- Pine Haven Neighborhood Network Center
- Volusia County Community Assistance Division

The primary purpose of these MOUs is to establish a relationship with community partners to provide access to CareerSourceFV's electronic services.

Together with core partners, CareerSourceFV is continuously cross-training front-line staff, and co-locating where it benefits mutual customers and better serves the community.

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

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

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, customers can elect to speak with a Career Center Manager and an attempt will be made to provide the information 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 their manager. The Lead Career Center Manager will serve as the final authority should issues arise.

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

Over the past four years, CareerSourceFV incorporated the concept of human center design into the daily culture of staff, having all staff (Board and contracted) trained in the human center design approach. This concept has become part of the daily approach of staff.

CareerSourceFV focuses 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 Career Center what services are provided on-site, what they may/may not be eligible for, and how the Career 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, and not only those that are offered through partner funding streams within the Career Center.

The contracted providers of One-Stop Operator and Career Services 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. Customer satisfaction is a deliverable in CareerSourceFV's provider contracts.

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.

CareerSourceFV's providers are required to provide experienced customer advocates in sufficient numbers to meet the needs of active customers and follow-up caseloads. The customer service philosophy is 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.

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

CareerSourceFV has designed and implemented on-line trainings. Current topics include:

- Overview of Career Services
- Orientation for re-entering the workforce (ex-offenders)
- Employability skills:
 - Résumés
 - Success at job and career fairs
 - Job interviewing
 - Successful workplace habits
 - Effective job search
 - How to look good in Skype Interviews
- Employ Florida
 - Creating an account
 - How to use various tools
- Labor Market Information

These workshops are accessible to anyone who has Internet access, either at home or in Mini Career Links (MCLs). Customers can use assessment labs in any of CareerSourceFV's Career Centers to access these trainings. 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 use technology to assist customers both within the Career 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 the services rendered.

With the network 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 traveling 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 leadership team serves on a number of community boards including, but not limited to:

- Campaign for Working Families
- Early Learning Coalition of Flagler and Volusia
- One Voice for Volusia
- Local chambers of commerce
- United Way of Volusia and Flagler Counties
- Commission on Homelessness Volusia/Flagler
- Family Renew, transitional housing
- Community Partnership for Children, the area's Community Based Care organization

- Department of Children and Families' Community Alliance
- Circuit 7 Juvenile Justice Council
- Volusia County's COAD (Community Organizations Active in Disasters)

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 \$54,000 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 of Volusia and Flagler Counties' Campaign for Working Families 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 a leader with the Campaign for Working Families since its inception in 2004.

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

Career Center front-line staff use Employ Florida for tracking participant data and activities to include dual enrollment in multiple programs as appropriate. Staff are trained on the system and provided technical assistance on an ongoing basis. In addition, CareerSourceFV has trained a multitude of staff and volunteers from community partners,

including training providers, county libraries, community centers, and food pantries on how to help job seekers register in Employ Florida and conduct a successful job search.

Career 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 area businesses and to send satisfaction surveys to determine how they can improve.

CareerSourceFV staff invested in the document storage system "Content Central" for eligibility and other program documents and have electronic signature pads for the Career Centers to eliminate paper waste and duplication. This system is available, not only to the staff housed within the Career 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 Career Center to scan in required documentation and are able to communicate with MIS staff remotely, decreasing the cost of paper and travel time.

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

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

CareerSourceFV ceased operating the Career Centers on June 30th, 2016. While it was proven to be cost effective to maintain the operation of the Career Centers, it was believed by CareerSourceFV's leadership team and BOD that the intent of the Opportunity Act is for the local workforce development board to be more strategic in nature and to contract for all direct services. Through an RFP process in Spring 2016, CareerSourceFV added a Career Center Operator. The contract was good for one year with the option to renew for an additional three years.

In November 2019 an announcement of a new Request for Proposal was posted which included Career Center Operator. Before the public announcement of the RFP, the Career Pathways Committee (a committee of the BOD) met with staff several times over a nine month period to review the services to be requested. Staff wrote a draft based on the recommendations of the Committee.

The process of competitive selection of a One-Stop Operator followed CareerSourceFV's procurement policy:

- i. RFP List emailed of upcoming solicitation – November 12th, 2019. The RFP List is comprised of organizations or individuals who have demonstrated an interest in the RFP process or have requested to be included on the bidder's list.
- ii. Written and Legal Notices Posted – November 10th, 2019
- iii. RFP Release – November 12th, 2019
- iv. Bidders Workshop – December 3rd, 2019 (The workshop was video recorded and a link was posted on CareerSourceFV's YouTube channel.)
- v. RFP Inquiries due – February 3rd, 2020
- vi. Receipt of Proposals – March 2nd, 2020
- vii. Disbursements to Committees – March 2020
- viii. Cost/Price Analysis prior to April 2020
- ix. Career Pathways and Executive Committee Review – April 2020
- x. Board approval – May 29th, 2020

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

In TEGL 26-15, continuous improvement is expanded to increase additional efforts to deliver different types of services to different types of participants. The Opportunity Act emphasizes serving those individuals with barriers to employment and individuals more at-risk of not connecting to the labor market.

CareerSourceFV places an emphasis on serving: those re-entering the workforce (ex-offenders), individuals with disabilities, low-income (poverty and ALICE), long-term unemployed, homeless, veterans and individuals over the age of 50. These characteristics are given weights in determining OJT and CT reimbursement. CareerSourceFV conducts outreach to these individuals and provides specialized services.

CareerSourceFV, as a Social Security Administration's Employer Network, is strengthening services to individuals with disabilities, including focused job fairs.

CareerSourceFV has embraced continuous improvement through training for staff. Quality is not one person's job, it is an expectation of all members of the team from the President & CEO to the phone operator. Trainings on how to serve those *most-in-need* will continue to be provided to front-line staff on an ongoing basis, including motivational interviewing, customer service and trauma informed care. Training has been provided to the Business Services Team on how to have conversations with businesses on hiring individuals with barriers to employment who have the talent and skills businesses need.

CareerSourceFV will comply with all continuous improvement criteria and procedures authored by the Department of Labor, CareerSource Florida and the State of Florida's Department of Economic Opportunity.

DESCRIPTION OF PROGRAM SERVICES

(1) System description: Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

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 Dislocated Workers Emergency Grants, previously known as 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
- 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 working in collaboration with partners in Adult Basic Education, Vocational Rehabilitation, CTE, SCSEP, Community Services Block Grant, and the Division of Blind Services to provide an effective workforce system to job seekers and businesses.

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 continue to collaborate with business-focused staff from each of the Opportunity Act’s core partners as well as staff from other partner agencies engaged in business 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.

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

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

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 is made prior or concurrent with the release of the RFP. A bidder’s list is 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 RFP 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
- 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's 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 three (3) additional 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 publicly available. To maintain fair and open competition, a video recording of the entire workshop shall be posted on CareerSourceFV's website and available to all entities interested. Amendments to solicitations will be accepted if submitted within the time frames of the original solicitation requirement. The closing submission date is 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 CareerSourceFV staff will conduct technical evaluations and review of the proposals received. 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 BOD.

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: Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).**

The Opportunity Act fosters new opportunities for innovation and collaboration across Federal, State, and local agencies, private organizations, and businesses. The shift in VR, Division of Blind Services, CTE, CSBG, SECEP 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:

- Implement the Opportunity Act with other core programs, including the design of the One-Stop Career Center System and the integrated performance accountability system
- Efficiently provide services
- Implement universal design principles into the workforce development system's facilities and operations
- Establish 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 navigators 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 procures for the provision of all career services, including business services, Career Center management and youth services. An emphasis is placed on serving those with barriers to employment in CareerSourceFV's contracts.

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

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

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 BOD, 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 has engaged sectors by addressing the needs of businesses 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 has addressed the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs. CareerSourceFV aims to 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 strategies to better align its resources and meet the training and employment needs of these key industries in the Flagler/Volusia area.

Identify area business needs: CareerSourceFV has defined “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 businesses is difficult, it is paramount to better understanding future hiring needs, both in terms of numbers and skill sets. 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 business 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 business 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 businesses, 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. The ability of an LWDA 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 businesses helps ensure residents have the skills needed to gain and keep employment, potentially impacting the unemployment rate. Connecting businesses with qualified workers helps reduce hiring and turnover related costs, making their presence in the region more sustainable. CareerSourceFV is building on existing relationships to increase opportunities for collaboration.

Align Career and Business Services: Upgrading the skill levels of incumbent workers and removing barriers to employment for target populations, such as low-income adults, unemployed, or underemployed workers, offers significant benefits to both the worker and the business. 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 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 competitive changes that directly correlate to a skilled talent pipeline.

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

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

CareerSourceFV selected its sector focus based upon the growth rate of the industries in the Deltona-Daytona Beach-Ormond Beach MSA.

These sectors are (with the last five-year growth rate):

- Manufacturing with a growth rate of 4.8% with a focus on medical where the local multiplier is 2.
- Construction with a growth rate of 7.2%
- Healthcare with a projected growth rate of 1.9%
- Business and Professional Services with a growth rate of 6.2%

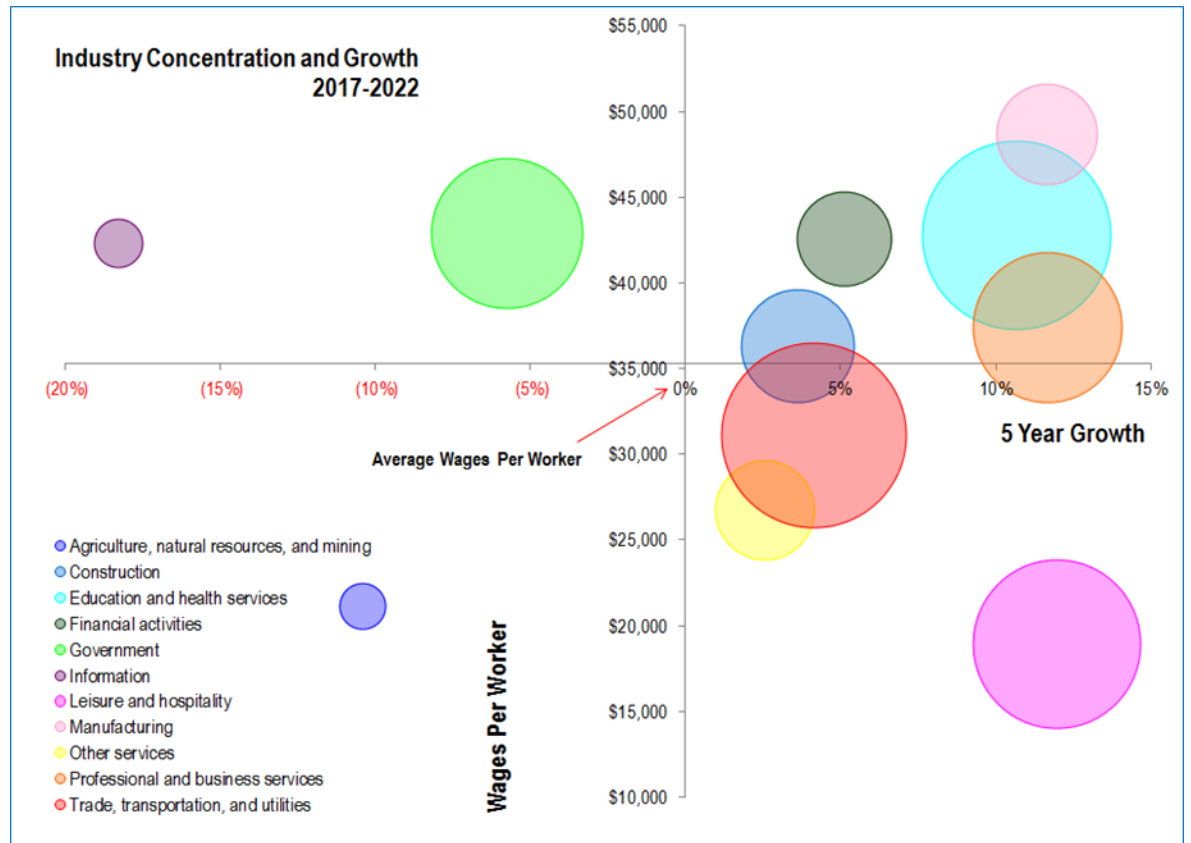
In addition to these sectors that are aligned with our counties' sector industries, the BOD of CareerSourceFV selected:

- Retail with a growth rate of 2.5%
- Hospitality with a projected growth rate of 4.1%

While these two sectors do not necessarily have a high wage, both sectors are important to the economy of Volusia and Flagler Counties and create opportunities for that portion of our workforce who are first time job entrants to learn the necessary foundational skills needed in their future career pathways.

JobsEQ is the source of data.

In April 2017, CareerSource Florida, as part of their sector strategy initiatives, provided the following information on projected growth of our industries:



Industry Size and Growth					
Description	2017 Jobs	2022 Jobs	Growth	% Growth	2017 Wages
Agriculture, natural resources, and mining	2,440	2,186	(254)	(10%)	\$21,149
Construction	14,088	14,599	511	4%	\$36,291
Education and health services	39,016	43,179	4,164	10.7%	\$42,798
Financial activities	9,935	10,444	509	5%	\$42,549
Government	25,057	23,621	(1,437)	(6%)	\$42,889
Information	2,687	2,195	(491)	(18%)	\$42,285
Leisure and hospitality	31,058	34,779	3,721	12%	\$18,901
Manufacturing	11,263	12,576	1,314	12%	\$48,649
Other services	10,941	11,221	280	3%	\$26,716
Professional and business services	24,497	27,359	2,862	12%	\$37,392
Trade, transportation, and utilities	37,272	38,822	1,550	4%	\$31,105
Total	208,254	220,982	12,728	6%	\$35,276

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

CareerSourceFV's sectors were selected by its BOD and Business Development Committee. At the table were the economic development organizations, public and private, from Flagler and Volusia Counties. CareerSourceFV, CareerSource Brevard and CareerSource Central Florida collaborate on strategies and services on behalf of our businesses and workforce.

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

Since the selection of our focused industries, CareerSourceFV has been inviting representatives of these sectors to become active members in either CareerSourceFV BOD or Committees. Along with educational providers (secondary and post-secondary) we participate with local business associations to learn of current needs.

With the receipt of the survey results from DEO in February 2018, CareerSourceFV hosted industry focus groups that led to the development of the Alliance4, bringing together businesses, education partners (both secondary and post-secondary), economic development and workforce.

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

CareerSourceFV leadership team and contracted providers have implemented sector-based training for all personnel of its CareerSource System. Each staff member has been exposed to the resources available to share with their customers, including relevant and meaningful labor market information. CareerSourceFV's sector strategies, driven by CareerSourceFV's BOD and committees, has led to the prioritization of CareerSourceFV's investment in sector-based training.

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

Industry partnerships are a key component for meeting the skills needs of businesses, the career goals of customers, and the economic development goals of the various economic development entities in the LWDA. CareerSourceFV has earned exposure through strong partnerships with economic development organizations, local government, industry-specific organizations and chambers of commerce. CareerSourceFV has become the data purveyor of business intelligence for local media and other partners. This is due in part to aggressive networking, active participation on chamber of commerce events and engagement of local municipalities. CareerSourceFV brings added value to the table when it 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 outreach through chambers of commerce, participation in 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.

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

CareerSourceFV's leadership team will continue to work along with CareerSource Florida in measuring, improving and sustaining sector strategies through active participation on CareerSource Florida's Sector Strategy Steering Committee and following CareerSource Florida's sector strategy policy.

CareerSourceFV will continually review labor market data to determine local business need. For example, upon receipt of the data gathered through the Bureau of Labor Market Statistics, CareerSourceFV will convene industry sector focus groups to validate the data, determine need, and design solutions.

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

CareerSourceFV's leadership will work with the BOD and its Committees to create strategies to ensure training provided, whether through short-term training, OJT's, or CT's, will be largely provided to businesses within the targeted sub-sectors identified by the BOD.

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 also allows them to earn while they learn.

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

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

CareerSourceFV will coordinate outreach to the businesses and promote the services available to them. Through outreach materials and targeted on-site visits, businesses will be apprised of the availability of OJT and CT 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. The Business Services

Representatives have been trained specifically on how to assess businesses' current and future needs. The information gathered is provided to the CareerSourceFV Business Development Committee.

CareerSourceFV has representation on many industry organizations, such as the Volusia Manufacturers Association, Volusia Building Industry Association, Flagler Home Builders Association and the Lodging & Hospitality Association.

Economic Development Organizations (EDO) representatives are integral members of CareerSourceFV's BOD and Committees and are valued consultants. CareerSourceFV's Business Services Representatives have regular communication with EDOs and practitioners in order to listen and share information through quarterly meetings. CareerSourceFV will continue to strengthen communication with its economic development partners and continue to share the intelligence it gains from them with training partners.

DEO staff are located in the Career Centers and, among other tasks, assist customers as they file Unemployment Insurance Claims. CareerSourceFV recognizes that being unemployed is very overwhelming to customers. There are 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 local policies and procedures are established to prioritize recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for individualized career and training services in the adult program.

CareerSourceFV has a process in place to ensure priority of service to recipients of public assistance, other low-income individuals, and individuals who are basic-skills deficient for individualized career and training services in the adult program.

The priority of service is as follows:

1. 1st Priority—Covered persons (veterans and eligible spouses) who are:
 - Low income (as defined by WIOA Sec. 3(36), or
 - Recipients of public assistance, or
 - Who are basic skill deficient.
2. 2nd Priority—Individuals (non-covered persons) who are:
 - Low income (as defined by WIOA Sec. 3(36), or
 - Recipients of public assistance, or
 - Who are basic skill deficient.
3. 3rd Priority—Veterans and eligible spouses who are:
 - Not low income
 - Not recipients of public assistance, or
 - Not are basic skill deficient.
4. 4th Priority—Individuals (non-covered persons) who do not meet the above priorities may be enrolled. The individuals are:
 - Not veterans or eligible spouses, and
 - Not low income
 - Not recipients of public assistance, or

- Are not basic skill deficient.

During the WIOA enrollment process, the WIOA Customer Service Advocate (CSA) will determine and enter a detailed case note that will state the customer's Priority of Service level and will list the factors that support the determination.

Determination of low income as defined by WIOA Sec 3(36) or the receipt of public assistance will be verified by the MIS Specialist during the customer's WIOA application certification process. The MIS Specialist will include low income determination and/or the receipt of public assistance in the WIOA application certification case note.

All CareerSourceFV customers who desire WIOA training are given the test during pre-training assessment. Customers who score below the 8th grade will be determined as basic skills deficient. These scores will be entered into the assessment section of Employ Florida and a detailed case note will be entered.

Priority of Service will be covered in the training of all new CareerSourceFV staff. It will also be reinforced in various staff development trainings, and CareerSourceFV has both a policy and a procedure that staff can reference.

(9) Training Services: Describe how training services are provided, including how contracts for training services are used, and how such contracts are coordinated with the use of ITAs (WIOA §134(c)(1)(A)(v)).

CareerSourceFV BOD and leadership team have implemented strategies that ensure that emphasis is placed on assisting businesses within the targeted industry sectors and on occupations within those sectors that are showing the most growth. Heavier investment is made in training for our selected industries, in short-term training and OJT.

CareerSourceFV will continue to review the Local 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 ensures 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 learning.

The Opportunity Act also allows for more focus and emphasis on combining focused skills training with work-based learning which enables individuals to not only receive hands-on experience but which 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 may 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 current curriculum exists among our approved training providers.

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

CareerSourceFV fully endorses the concept of customer choice. Each person makes the best decision for them, based upon 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 that help the customers determine their strengths and what careers 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.

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

- A. Describe any ITA limitations established by the board;**
- B. Describe any exceptions to the use of ITAs.**

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. The leadership team 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 & CEO may authorize services to be provided to special 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/ Ex-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.

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

In January 2020, CareerSource Florida published the study, conducted by Cambridge Systematics, “The Gig Economy and Florida’s Workforce System. The study points out that “The future labor market will look different than it does today. Occupations and workforce skills are likely to continue to evolve to meet changing technologies, products, platforms and customer needs – likely in ways that are challenging to imagine today.

The number one skill we can teach to our workforce is the capacity for lifelong learning, to remain “coachable” as we do today evolves on how we will do it tomorrow.

Entrepreneurship is a key driver of the economy. A high majority of jobs are created by small businesses started by entrepreneurially minded individuals, many of whom go on to create successful 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.

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

- Entrepreneurial Mindset: Leadership of CareerSourceFV learned of ELI (the entrepreneurial learning initiative) Mindset in March 2019 at the National Association of Workforce Board’s annual Forum. We provided the opportunity for staff and local community leaders to become facilitators in this initiative. These community leaders, involved in providing entrepreneurial training, include:
 - Bethune Cookman University
 - Stetson University
 - Flagler Technical Institute
 - Early Learning Coalition
 - Spring Hill Community Resources
 - Local businesses
 - And others, including our largest mental health provider

Each of these entities is either directly or indirectly providing entrepreneurial training for their students and/or the staff. CareerSourceFV has initiated training of front-line staff in the ELI mindset, so that they in turn can work with their clients with these skills. Future plans include creating workshops for job seekers and employees.

- 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: Innovate Daytona and Accelerate, two local organizations that provide Trep Training and

coordinate events, such as Startup Weekend, Elevate Daytona, 1 Million Cups, and various community presentations.

- **Makerspace (Hackerspace):** CareerSourceFV has collaborated with area chambers of commerce, educational entities and EDOs on creating an innovative community through support of Makers. This can include anything from a physical place where local aspiring entrepreneurs and tinkerers can develop prototypes of their idea to *Maker Faires*, where makers not only sell their product, they also demonstrate how they make their product.
- **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 barriers to this initiative is the inability to add entrepreneurial training to the CAPE List.

(13) Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida DEO and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities (TEGL 3-15).

As businesses continue to face obstacles 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 businesses 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. Apprenticeships 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 to promote apprenticeship as a viable work-based learning opportunity.

CareerSourceFV has met with area businesses to explore the need or desire for registered apprenticeship programs in the area. The businesses did not respond initially with great support for the concept. Rather instead, they are focused on stackable credentials. CareerSourceFV will continue these types of discussions and explore ways to meet the hiring needs of local businesses either through apprenticeships or credentials. CareerSourceFV will assess the workforce landscape to identify how apprenticeships 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 there 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 services provided that include implementing 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 supporting the board’s vision and strategic goals described in Section III WIOA §134(c).

CareerSourceFV uses three key tools to address the skill needs of local businesses and close the existing skill gaps of the local incumbent, underemployed and unemployed population: Customized Training (CT), On-the-Job Training (OJT) programs, and short-term training for certifications and/or credentials.

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 training strategy is designed to assist individuals in need of services in order to retain their employment and to keep their skills relevant. The training may be provided to a single employee or a group of employees.

The OJT Program provides local businesses 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. One of CareerSourceFV’s sector initiatives is to prioritize identified industries to allow OJT contracts to be “weighted” and funded according to whether the business is in a targeted sector, the size of the business, and in favor of jobseekers with significant barriers to employment.

Short-term training, provided through local educational entities, is designed to meet local businesses’ immediate needs. Many of these credentials/certifications are not credit earning, so the training does not count toward the ITA calculations.

(15) Service Provider Continuous Improvement: Describe the local board’s efforts to ensure the continuous improvement of eligible providers of services, including

contracted services providers and providers on the eligible training provider list, so they meet the needs of local employers, workers and job-seekers (WIOA §108(b)(6)(A)).

Every system, program or project has 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 students funded through the Opportunity Act. 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, with a portion of the contracts being performance based as an incentive for good performance.

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

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

The existing youth providers’ contracts incorporate the fourteen Opportunity Act program elements. 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 monitoring includes a review of their (provider) responsibilities.

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 section 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 previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16-21; or
 - Currently has incarcerated parent(s)/guardian.