

# CareerSource Flagler Volusia

## Local Workforce Development Area 11

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**Date Submitted: October 3, 2022**

**Plan Contact: Robin R. King**

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## ATTACHMENTS

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

**A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .

**B. Executed agreement between the chief local elected official(s) and the local workforce development board.**

**C. Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official.

**D. Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance](#).

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

**F. Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

**G. Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) of the State of Florida WIOA Unified Plan).

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

**I. Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements

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(as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29

U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

**J. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

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## INTRODUCTION

### Background and Overview

The Workforce Innovation and Opportunity Act (Opportunity Act) provides direction, guidance and important updates to the workforce system. The Opportunity Act prioritizes a market-driven approach to talent development that will prepare individuals seeking employment for the jobs of today and of the future. Added emphasis is placed on the need for access to workforce services for all individuals and calls for increased partnerships with the Department of Vocational Rehabilitation, the Division of Blind Services and providers of Adult Literacy programs (Daytona State College and Flagler County Schools) as core partners.

CareerSourceFV values integrated and exceptional services to businesses and job seekers under the Opportunity Act guidance to ensure that the talent needed to power our local economy is developed. Among its many components, the inclusion of core partners who directly serve individuals with a heightened effort to engage business at every level will continue to drive greater outcomes.

### Organizational Structure

The Workforce Development Board of Flagler and Volusia Counties, Inc. d.b.a. CareerSource Flagler Volusia is a Florida private non-profit corporation, designated as the administrative entity, planner and grant recipient of the Opportunity Act funds, the Wagner-Peyser Act (WP) funds, Veterans Program funds, the employment and training funds for the State of Florida's Welfare Transition Program (WTP) funded through Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program Employment and Training Program (SNAP,) for Flagler and Volusia Counties.

CareerSourceFV is one of 24 Local Workforce Board Areas (LWBA) in the State of Florida that acts as the lead organization for workforce development planning. In the Flagler Volusia area, CareerSourceFV is responsible for arranging a network of service delivery that meets the workforce needs of business and public alike.

CareerSourceFV is directed by a board of directors that is comprised of area stakeholders, including representatives from the Volusia County Council, Flagler County Board of Commissioners and minimally 51% private sector business. Direct services are competitively procured and provided in one Comprehensive Career Center in Orange City, and two affiliate Career Centers in Palm Coast and Daytona Beach.

### Vision/Mission/Values

CareerSourceFV's vision is: "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 mission is to provide innovative talent solutions for businesses and the workforce through effective collaboration and partnerships that drive the regional economy.

CareerSourceFV's values 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.

These values were created by those who work within the Florida Workforce Network and guided by those for whom the network is designed to serve. Therefore, these values are shared by all 24 local workforce areas and the state workforce board.

All of our activities will be driven by the CareerSourceFV's board of directors' strategic imperatives, which are aligned with the elements of the federal Workforce Innovation and Opportunity Act and listed Florida Statutes 445:

- Streamlining services
- Empowering individuals
- Universal access
- Increased accountability
- Local and private sector board leadership
- Local flexibility and integration

CareerSourceFV's board of directors approved strategic imperatives are:

1) Collaborative partnerships

The objective is to identify and engage stakeholders, forming partnerships that support economic growth and foster collaboration at the local, regional, state and federal levels.

2) Continuous and accurate business intelligence

The objective is to collect and share sector-based information through effective resources and information gathering.

3) Enhanced talent pipeline

The objective is to increase the skills of the workforce, including our future workforce, and decrease the number of underemployed through innovative and business-valued training solutions.

4) Effective service delivery

The objective is to provide solutions through effective processes and broker relevant information.

5) Appropriate use of funds

The objective is to demonstrate transparency and accountability in the use of funds in alignment with our strategic goals.

CareerSourceFV's Plan is based on the current and future projected needs of local businesses. The Plan was created using information regarding industry sectors poised for growth and places an increased emphasis on coordination and collaboration to ensure a seamless system for job seekers, including those with disabilities, and businesses.

In concert with local economic development organizations, local area chambers of commerce, and input from members of CareerSourceFV's Board of Directors, CareerSourceFV has

identified industry sectors to target in order to have maximum impact in the community. These sectors are Healthcare, Manufacturing, and Business and Professional Services. CareerSourceFV will also focus on aerospace and aviation with a new partnership with CareerSource Brevard and CareerSource Research Coast along with the REACH office, CareerSource Florida and Florida's Department of Economic Opportunity.

CareerSourceFV has partnered with businesses from each sector to lead discussions with economic development, education and workforce partners to develop strategies to meet the needs of businesses in each identified sector. This has led to the development of the Alliance4 Interchange that convenes biannually.

### **Description of Program Services**

CareerSourceFV has a robust menu of workforce services to offer businesses and individuals. Our network is designed to provide job seekers with high quality career services, education and training, and the supportive services to obtain good jobs and retain their employment. Our services emphasize matching businesses with the skilled workers they need to compete.

Activities are targeted to:

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

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

Some of Basic Career Services include, but are not limited to, outreach, initial assessment of needs, labor exchange services such as job search and placement assistance, provision of labor market information on in-demand industry sectors and occupations, and information relating to the availability of support services and resources. In this venue, we assist individuals who have the skills to compete in the labor market and need basic assistance, including job search skills, resumes, etc.

Services available under the Individualized Services category are comprehensive assessments, development of individual employment plans, career planning, development of pre-vocational services such as communication and interviewing skills, internships and paid work experience

activities, and job skills training such as classroom and work-based training, including apprenticeships.

In addition to the services available for adults and dislocated workers, CareerSourceFV provides employment and training services to young adults. CareerSourceFV focuses on those young adults who have not been successful in traditional education by providing opportunities to earn high school diplomas (or the equivalent), employability skills and transitioning into post-secondary education or meaningful employment.

We look forward to continuing to partner and build our network with the Department of Vocational Rehabilitation, the Division of Blind Services and Adult Literacy with Daytona State College and Flagler County Schools. Due to the dynamic exchange of information with such a diverse stakeholder community and the knowledge and expertise of all who shared their insight, CareerSourceFV is well positioned to increase the number of individuals who have earned an industry recognized, post-secondary degree or credential, foster and expand business-driven, high-quality partnerships, building more career pathways and by focusing training investments on industry-valued training.

## PUBLIC COMMENT PROCESS

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

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).
- (3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).



## PLAN APPROVAL

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

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

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

The local plan, including plan modifications, will be considered to be approved upon written notice by DEO advising of state board approval or at the end of the 90-day period beginning the day DEO receives the local plan, or plan modification, unless, in accordance with 20 CFR 679.570, any deficiencies referenced above were identified by DEO in writing and remain unresolved.

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

## A. ORGANIZATIONAL STRUCTURE

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

### (1) Chief Elected Official(s)

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

Jeff Brower, County Chair  
County of Volusia

Thomas C. Kelly  
Administration Center  
123 W. Indiana Ave.  
DeLand, Florida 32720  
386.943.7026  
[jbrower@volusia.org](mailto:jbrower@volusia.org)

Joe Mullins, Chair  
Flagler Board of County Commissioners  
Government Services Building  
1769 E. Moody Blvd.  
Bunnell, Florida 32110  
386.313.4093  
[jmullins@flaglercounty.org](mailto:jmullins@flaglercounty.org)

The Volusia County Council and the Flagler County Commission each appoint a representative to serve on the CareerSourceFV board of directors, where they have received opportunity for input, and updates on the plan process as well as, final review and approval.

Upon approval by the CareerSourceFV Board of Directors, the plan update was provided to both governing bodies and approved.

All local elected officials with the Counties also received the notice for public comment.

## **(2) Local Workforce Development Board**

CareerSourceFV Board of Director Officers:

Chair:

Nancy Bradley, Educator, Administrator  
Daytona College  
425 S. Nova Rd.  
Ormond Beach, Florida 32174  
386.267.0565  
[nbradley@daytonacollege.edu](mailto:nbradley@daytonacollege.edu)

Ms. Bradley represents the Education Industry Sector

Vice Chair:

Dr. Aubrey Long  
Long's Global Business Enterprises  
5441 Frederick Lake Drive  
Port Orange, FL 32128  
386.846.3389  
[aelong3131@gmail.com](mailto:aelong3131@gmail.com)

Dr. Long represents the Business & Professional Industry Sector and the Gig Economy

Committees of the CareerSourceFV Board of Directors had input in various parts of the planning process. For example, the business development and executive committees reviewed and approved the industries for our local sector strategy. The board of directors approved the plan at their August meeting after receiving the plan to review prior to discussion and approval.

Partners, including required partners as identified by WIOA and local stakeholders such as our economic development partners, were given an opportunity to provide input during the

development of our local plan. Specifically, a partner meeting, hosted by Volusia County EDO at their local business resource session on July 28<sup>th</sup> where input was provided by local economic development departments, chambers of commerce, advertising authorities and other entities that support our local businesses, such as SCORE and the UCF incubator.

### **(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). This interlocal agreement was approved by Volusia County Council on June 15, 2017 and by the Flagler County Commission on June 19, 2017. In addition, CareerSource Flagler Volusia follows the Grantee Subgrantee 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.

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

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

CareerSourceFV's One-Stop operator is Career Steps, Inc. (CSI). CSI was selected by CareerSourceFV's Board of Directors following the procurement process, which is outlined in our procurement policy. The current contract started on June 30, 2022, which extended the original contract dated September 30, 2020.

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

CareerSourceFV followed the method of competitive purchase when procuring our One-Stop operator. The steps included in this competitive purchase included:

- Published Request for Proposals on website
- Noticed published request, including sending direct messages to potential respondents.
- A bidder's workshop was held to review the RFP and answer questions. A recording of this workshop was posted on CareerSourceFV's website so that all potential respondents had the same information.
- Any questions submitted in writing to the appropriate CareerSourceFV staff were answered and posted on CareerSourceFV's website so that all potential respondents had the same information.
- Upon receipt of proposals, the Career Pathway Committee reviewed and discussed the proposals and put forth a recommendation to the CareerSourceFV's Executive Committee. The full board of directors ratified the Executive Committee's actions at their following meeting in August, 2020.

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

CareerSourceFV does not serve as the one-stop operator.

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

The following roles and responsibilities have been assigned to the Contractor who serves as our One-Stop Operator:

- Creation of satellite centers (Mini Career Links/MCLs)
- Outreach, Physical and Programmatic Accessibility and Confidentiality – The Contractor ensures that services are accessible to all job seekers and businesses, including areas with high poverty and transportation barriers in rural communities. Job seekers include those that are traditionally underserved, persons with disabilities and/or those whom English is not their first language.
- Career Center Operator Coordination, Partnerships and Certification - The Contractor participates as the local Leadership Team member, with support from CareerSourceFV, in development of interagency agreements, such as a Memorandum of Understanding (MOU), Infrastructure Funding Agreements with Mandatory Partners and Resource Sharing agreements; reviewing and updating as necessary. The Contractor ensures that the One-Stop partners adhere to MOU's, agreements and reporting procedures. The Contractor works with Mandatory Partners to ensure that the services they provide to mutual customers are relayed to Career Center and Young Adult Program staff.
- Career Center Staffing Patterns – The Contractor is the *functional supervisor* of all Career Center staff and has the authority to organize and supervise staff, without regard to the program that funds an individual staff member and will focus on day-to-day supervision of service delivery efforts. The Contractor creates daily work schedules,

team assignments and workflow based upon the operational needs of each specific Career Center. The Contractor provides direct supervision, oversight and management of assigned Florida Department of Economic Opportunity staff (which include the Wagner-Peyser, TAA and Migrant Seasonal Farm Worker staff) and the integration of these staff duties and responsibilities as they integrate with the overall service delivery of the Career Centers.

- First Impression Team - CareerSourceFV has created a Best Practice Model to ensure all first-time customers receive a one-on-one meeting with a Career Advocate upon their arrival to a Career Center. This approach is the First Impression Team (FIT.) Each customer receives an overview of available services, including all partner services and any other pertinent resources to ensure successful return to employment. This includes a complete overview of the processes and procedures for gaining maximum benefits from engagement with the Career Center. The Contractor is responsible for the staffing of the FIT to ensure that the high level of services is provided to all first-time customers. This practice also includes the operator and front desk staff at each Career Center.
- Staff Development Training - The Contractor is the entity that coordinates all professional development training for all Career Center staff regardless of program or funding source and staff of Young Adult Programs. These trainings may be conducted by the Contractor staff, other program staff or by outside sources and will be scheduled to ensure that trainings will not disrupt services provided within the Career Centers or Young Adult Programs. Staff should be trained and keenly aware of how what they do effects, supports and contributes to the vision of the CareerSourceFV Board of Directors. The professional development and staff training are a priority to improve the customers' experiences. The Contractor is responsible for attending and scheduling all appropriate staff to relevant state, regional and/or local trainings, and sharing information with all staff. The Contractor will identify needed staff development activities and provide and/or secure technical assistance and/or training. These trainings must include responses to any Corrective Action Plan submitted by CareerSourceFV to the Florida Department of Economic Opportunity.
- Quality, Performance, Data and Reporting - CareerSourceFV must meet annual performance standards as mandated by the United States Department of Labor and Florida's Department of Economic Opportunity (DEO). While it is the responsibility of all providers to assist in meeting and exceeding these performance standards, the Contractor oversees the tracking of performance as well as ensuring that all program data entry is of the highest quality. The Contractor is responsible for analyzing the results of scheduled internal monthly monitoring completed by CareerSourceFV of all programs provided within the Career Centers, as well as, in the Young Adult Programs to ensure a positive outcome for annual monitoring by DEO.

(e) *Provide the location (address) and type of each access point, indicating whether it is a comprehensive center<sup>3</sup>, affiliate site or specialized center, as described in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center](#)*

### Certification Requirements.

The three Career Centers are near the heaviest populated areas:

**Daytona Beach Career Center**

359 Bill France Blvd.  
Daytona Beach, FL 32114  
(Affiliate Site)

**Orange City Career Center\*\*\***

846 Saxon Blvd.  
Orange City, FL 32763  
(Comprehensive Center)

**Palm Coast Career Center**

20 Airport Road  
Palm Coast, FL 32164  
(Affiliate Site)

In addition to our Career Centers, CareerSourceFV works closely with the county library system, local food banks, etc. Specifically, we target zip codes where our services need equitable access. CareerSourceFV maintains a current list on our website:

<https://www.careersourcefv.com/mcl/>.

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

Our Comprehensive Center is open to the public from 8:00AM to 4:00PM Monday through Friday. Our Affiliate Centers are open to the public 8:00AM to 12:00PM and 1:00 to 4:00PM Monday through Friday

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

Access to our required partners in our Comprehensive Center has adapted virtual methods of connecting a potential client to one of our partners.

Our IFAs include:

- National Caucus & Center on Black Aging (NCBA) to be co-located 20 hours a week in our Comprehensive Center for the SCSEP older worker program
- Division of Blind Services(DBS), who has trained our staff, in the Comprehensive Center, on how to start the application process online. DBS has also provided accessible software for all three of our Career centers.
- Department of Vocational Rehabilitation assigns a staff member to our Comprehensive Center for a half day once a week. Appointments may also be made virtually.
- Volusia County Community Assistance Division, our local CSBG recipient, pays for GED testing for our participants. A referral system has been successfully established to connect our participants directly with the Community Assistance Division
- Daytona State College, provider of adult education and CTE courses, provides a variety of training opportunities on site at CareerSourceFV's Comprehensive Center.

(h) Pursuant to the [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.

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. CareerSourceFV's comprehensive center meets the certification requirements.

Each year as part of the Florida DEO Monitoring a Certification for Program Year Credentialing Checklist is completed by CareerSourceFV Board staff and submitted to DEO monitoring staff. The checklist includes the Career Center Credentialing that requires staff to certify:

- The minimum resource room requirements are met;
- The required Federal and State Law and Guidance posters are posted;
- The posted operating hours are accurate;
- That all front-line staff have the met the minimum skills standards and certifications and have completed the required amount of continuing education credits; and
- The minimum required Career Center activities are provided.

CareerSourceFV's last certification was October 2021.

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

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 up to 75 percent for the extraordinary costs of providing the training and additional supervision related to the training as well as the other factors listed in CareerSource Florida Administrative Policy #009, On-the-Job Training.

As directed by CareerSourceFV board of directors, the business services provided by the contracted provider will focus small businesses. CareerSourceFV conducts outreach to these individuals and provides specialized services. For

example, early 2020, the Business Development Committee approved a proposed pilot with a local homeless services provider to use OJTs for part-time and at a lower wage threshold than we typically require.

Service coordination occurs with multiple stakeholders in our community, whose mission is aligned with “prosperity for all”. These stakeholders include, and not limited to:

- Economic development practitioners
- Counties’ department of corrections
- Department of Children & Families, including the Community Alliance
- Multiple providers of homelessness services
- Faith and community-based organizations
- Regional libraries.

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.

## **(5) Provider of Workforce Services**

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

CareerSourceFV’s provider of workforce services is Case Management, Inc. (CMI). CMI was selected by CareerSourceFV’s board of directors following our procurement process, which is outlined in our procurement policy. The current contract started on June 30, 2022, which extended the original contract dated September 30, 2020.

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

CareerSourceFV’s provider of the one-stop operator offers workforce services that are more universal in nature. In addition to the roles and responsibilities listed previously, the one-stop operator provides:

- Career planning
- Career assessment
- Job seeker services, universal and professional level



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

Case Management, Inc. (CMI) provides all career services where eligibility is required and CareerSourceFV's business services, including rapid response. These services include, but are not limited to:

- Program and case management for Opportunity Act Adult and Dislocated Worker, Welfare Transition Program and SNAP's employment and training.
- Eligibility, assessment and individualized career plans and services.
- Wrap around services for educational training
- Work-based learning activities
- Business services
- Implementation of Dislocated Worker National Emergency Grants

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

CareerSourceFV is not a direct provider of workforce services.

## **(6) Youth Service Provider**

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

CareerSourceFV contracts with two young adult services providers; Eckerd Connects and a joint contract with Flagler County Schools and the George Washington Carver Foundation.

All CareerSourceFV contracted youth service providers serve 100% out-of-school youth, that being all enrollees are high school dropouts. CareerSourceFV's providers of young adult services was selected by CareerSourceFV's board of directors following our procurement process, which is outlined in our procurement policy. The current contract started on June 30, 2022, which extended the original contract dated July 1, 2020.

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

CareerSourceFV followed the method of competitive purchase when procuring our Young Adult Service Providers. The steps included in this competitive purchase included:

- Published Request for Proposals on website
- Noticed published request, including sending direct messages to potential respondents.

- A bidder's workshop was held to review the RFP, answer questions and provide technical assistance. A recording of this workshop was posted on CareerSourceFV's website so that all potential respondents had the same information.
- Any questions submitted in writing to the appropriate CareerSourceFV staff were answered and posted on CareerSourceFV's website so that all potential respondents had the same information.
- Upon receipt of proposals, the Career Pathway Committee reviewed and discussed the proposals for young adult services and put forth a recommendation to the CareerSourceFV's Executive Committee and full board of directors. While three youth providers were approved to start their programs starting on July 1, 2020, one provider provided services for two years only, not renewing on July 1, 2022

(c) *Describe any additional criteria<sup>4</sup> the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.*

N/A

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

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies:

These are services that lead to the completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities), or for a recognized postsecondary credential.

Both contractors offer 1:1 tutoring after regular program hours. Young adults use online courses available through platforms such as YouTube, Khan Academy, Ted Talks, etc. Eckerd additionally offers online educational support through NearPod. The Road to Success Program (RTS) has certified teachers for GED instruction. Practice tests for GED prior to students taking the exam through the local state college. All young adults enrolled are all high school dropouts and receive GED prep, tutoring, and classroom training.

2. Alternative secondary school services, or dropout recovery services, as appropriate

All enrolled young adults are high school dropouts who are not interested in returning to traditional high school and/or have too many credits to recover and therefore all enrolled participants are on a GED track. (Both providers are the same).

3. Paid and unpaid work experiences

Paid work experiences (PWE) are provided by both providers. The wage of the position is comparable to the hourly wage that the business pays to other employees or minimum wage, whichever is higher. Hours the young adults work per week vary from 20 hours a week to 40

hours per week. Young adults participants complete mock interviews leading up to the first PWE interview with a potential business site. All businesses participating in the PWE program interview the young adults prior to them starting the PWE.

CareerSourceFV does not offer a stand-alone WIOA Summer Youth program and instead provides work experience opportunities year-round.

One young adults provider offers occupational exposure through tours of local businesses.

#### 4. Occupation Skills Training

Occupational skills training is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. Local areas must give priority consideration to training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area.

Both providers provide industry recognized credentials that target the retail, healthcare and hospitality sectors and occupations. Young adults who express interest in occupations outside of the in-demand industry sectors are supported through occupational exposure (included but not limited to PWE, business tours and online courses).

#### 5. Leadership development opportunities:

These opportunities encourage responsibility, confidence, employability, self-determination, and positive social and civic behaviors. These opportunities include, but are not limited to:

- Community and service-learning projects.
- Direct exposure to post-secondary educational possibilities.
- Peer enrichment activities.
- Organizational and teamwork training.
- Positive attitudinal development.
- Maintaining healthy and effective lifestyles, including being alcohol and drug-free.
- Civic engagement activities which promote the quality of life in their community.

Providers bring in community partners as well as provide staff presentations to promote positive self-image, financial literacy, domestic violence, healthy eating habits, substance abuse prevention, etc.

#### 6. Support services that enable an individual to participate in WIOA activities

Both providers provide transportation assistance, childcare referrals to the Early Learning Coalition, and assistance with any needs related to employment. Health care needs are met through referrals to the health department and/or local free clinics.

## 7. Adult Mentoring

Both providers seek local community agencies, students from local universities (sororities/fraternities), etc. to provide formal and informal mentoring.

## 8. Follow-up Services

All youth are offered follow-up services for 12 months after exit. These include transportation and employment assistance to ensure success in both education and employment goals.

## 9. Comprehensive Guidance and Counseling

Referrals for young adults in need of additional counseling services are made based on the needs and location of the youth. In Flagler, young adults are referred to Says Kids for counseling and mentoring, as well as SMA Healthcare for substance use disorder and other mental health services. In Volusia, young adults are referred to local community agencies that provide counseling and mentoring, as well as SMA Healthcare for substance use disorder and other mental health services.

## 10. Financial literacy education

Both providers have local banks and credit unions to present to the young adult participants on financial literacy. Each winter the contractors have local organizations present to the young adults on taxes in preparation of filing their annual federal tax returns. Workshops are also provided on protecting against identity theft, credit scores and how to manage their spending and credit.

## 11. Entrepreneurial skills

Before the young adults participate in the PWE, workshops are held to discuss how to develop the ability to take initiative, creatively seek out and identify business opportunities which are cornerstones of the entrepreneurial mindset.

With the opportunity provided through CareerSource Florida and the DEO's *Get There Faster Grant*, both of our young adults provider staff have become certified facilitators of the Entrepreneurial Learning Initiative's Ice House Program for entrepreneurial mindset. The young adults enrolled are introduced to the eight modules of the program with the anticipated outcomes ([elimindset.com/entrepreneurship-programs/k-12/](http://elimindset.com/entrepreneurship-programs/k-12/)) of our young adults' development of entrepreneurial attitudes, behaviors and skills.

The Entrepreneurial Learning Initiative describes the benefits for this mindset in *The Entrepreneurial Mindset Imperative*, "We have also begun to recognize the entrepreneurial mindset as a means of alleviating poverty and reducing chronic unemployment while providing a pathway for social mobility and economic inclusion."

Furthermore, they continue with saying “The entrepreneurial spirit is the human spirit; it is not just in some of us, it resides within us all.”

As part of the initiative spearheaded by the Florida Department of Education in revitalizing workforce education programs, as described by Chancellor Mack (2/16/2022 podcast with ELI Mindset), Daytona State College has implemented the same curriculum throughout their programs.

#### 12. Services that provide labor market and employment information

Career exploration is provided to each participant based on LMI. If post-secondary education is needed for an identified career, the young adult is provided with the costs and how will it be paid for versus the long-term income earned upon attainment of the degree. CareerSourceFV has participated in the Cliff Dashboard initiative and is used to show participants the benefits of career long term.

#### 13. Postsecondary preparation and transition activities

Both providers take young adults on tours of local colleges and universities. Daytona State College provides assistance with applying for scholarships. Each provider assist the young adults with the application process for applying to colleges and universities and scholarship applications, if applicable.

## B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

This section highlights the economic, industry and occupational profiles as they pertain to employment and workforce development in the Deltona-Daytona Beach-Ormond Beach MSA.

These data were sourced from Chumura Economics & Analytics site: [JobsEQ®](http://www.chmuraecon.com/jobseq), <http://www.chmuraecon.com/jobseq>

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### Demographic Profile

The population in the Deltona-Daytona Beach-Ormond Beach, FL MSA was 658,961 per American Community Survey data for 2016-2020. The region has a civilian labor force of 292,881 with a participation rate of 52.6%. Of individuals 25 to 64 in the Deltona-Daytona Beach-Ormond Beach, FL MSA, 24.2% have a bachelor's degree or higher which compares with 34.3% in the nation. The median household income in the Deltona-Daytona Beach-Ormond Beach, FL MSA is \$53,261 and the median house value is \$201,578.

#### Summary<sup>1</sup>

	Percent			Value		
	Deltona-Daytona Beach-Ormond Beach, FL MSA	Volusia County, Florida	Flagler County, Florida	Deltona-Daytona Beach-Ormond Beach, FL MSA	Volusia County, Florida	Flagler County, Florida
<b>Demographics</b>						
Population (ACS)	—	—	—	658,961	546,107	112,854
Male	48.6%	48.7%	47.8%	320,032	266,082	53,950
Female	51.4%	51.3%	52.2%	338,929	280,025	58,904
Median Age <sup>2</sup>	—	—	—	47.4	46.5	51.8
Under 18 Years	17.5%	17.6%	16.9%	115,434	96,360	19,074
18 to 24 Years	7.8%	8.1%	6.1%	51,124	44,191	6,933
25 to 34 Years	11.3%	11.7%	9.1%	74,245	63,986	10,259
35 to 44 Years	10.3%	10.5%	9.7%	68,110	57,185	10,925
45 to 54 Years	12.2%	12.3%	11.9%	80,643	67,192	13,451
55 to 64 Years	15.3%	15.3%	15.7%	101,126	83,449	17,677
65 to 74 Years	14.4%	13.7%	17.7%	94,657	74,720	19,937
75 Years and Over	11.2%	10.8%	12.9%	73,622	59,024	14,598
Race: White	79.5%	79.3%	80.2%	523,823	433,267	90,556
Race: Black or African American	10.7%	10.9%	9.8%	70,603	59,583	11,020
Race: American Indian and Alaska Native	0.3%	0.3%	0.2%	2,056	1,794	262
Race: Asian	1.9%	1.8%	2.6%	12,794	9,916	2,878
Race: Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.1%	213	73	140
Race: Some Other Race	4.2%	4.3%	3.7%	27,913	23,725	4,188
Race: Two or More Races	3.3%	3.3%	3.4%	21,559	17,749	3,810
Hispanic or Latino (of any race)	13.8%	14.5%	10.6%	91,019	79,015	12,004
<b>Population Growth</b>						
Population (Pop Estimates) <sup>4</sup>	—	—	—	679,948	561,497	118,451
Population Annual Average Growth <sup>4</sup>	1.4%	1.3%	2.1%	8,942	6,704	2,239

## Summary<sup>1</sup>

	Percent			Value		
	Deltona- Daytona Beach- Ormond Beach, FL MSA	Volusia County, Florida	Flagler County, Florida	Deltona- Daytona Beach- Ormond Beach, FL MSA	Volusia County, Florida	Flagler County, Florida
People per Square Mile	—	—	—	421.3	502.5	237.1
<b>Economic</b>						
Labor Force Participation Rate and Size (civilian population 16 years and over)	52.6%	53.3%	49.2%	292,881	245,622	47,259
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	79.8%	80.1%	78.5%	177,797	150,694	27,103
Armed Forces Labor Force	0.1%	0.1%	0.1%	413	310	103
Veterans, Age 18-64	6.6%	6.6%	7.1%	24,884	20,692	4,192
Veterans Labor Force Participation Rate and Size, Age 18-64	69.6%	71.6%	59.8%	17,330	14,824	2,506
Median Household Income <sup>2</sup>	—	—	—	\$53,261	\$52,407	\$57,536
Per Capita Income	—	—	—	\$30,349	\$29,859	\$32,722
Mean Commute Time (minutes)	—	—	—	26.4	26.3	27.0
Commute via Public Transportation	0.8%	0.9%	0.3%	2,302	2,174	128
<b>Educational Attainment, Age 25-64</b>						
No High School Diploma	8.1%	8.6%	5.9%	26,346	23,266	3,080
High School Graduate	31.0%	30.4%	33.9%	100,439	82,687	17,752
Some College, No Degree	23.2%	23.1%	23.9%	75,183	62,706	12,477
Associate's Degree	13.5%	13.8%	11.4%	43,608	37,632	5,976
Bachelor's Degree	17.0%	16.9%	17.7%	55,157	45,908	9,249
Postgraduate Degree	7.2%	7.2%	7.2%	23,391	19,613	3,778
<b>Housing</b>						
Total Housing Units	—	—	—	315,254	262,438	52,816
Median House Value (of owner-occupied units) <sup>2</sup>	—	—	—	\$201,578	\$194,900	\$232,700
Homeowner Vacancy	2.2%	2.2%	1.9%	4,239	3,569	670
Rental Vacancy	5.8%	6.5%	1.3%	4,602	4,467	135
Renter-Occupied Housing Units (% of Occupied Units)	27.9%	28.8%	23.5%	73,777	63,418	10,359
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.2%	5.7%	2.6%	13,667	12,508	1,159
<b>Social</b>						
Poverty Level (of all people)	12.8%	13.2%	11.0%	83,060	70,765	12,295
Households Receiving Food Stamps/SNAP	12.1%	12.9%	8.1%	31,922	28,346	3,576
Enrolled in Grade 12 (% of total population)	1.2%	1.3%	1.0%	8,204	7,029	1,175
Disconnected Youth <sup>3</sup>	2.2%	2.4%	0.8%	612	575	37
Children in Single Parent Families (% of all children)	39.5%	40.5%	34.8%	42,623	36,529	6,094
Uninsured	11.6%	11.3%	12.9%	75,631	61,178	14,453
With a Disability, Age 18-64	13.5%	14.1%	10.3%	50,261	44,175	6,086
With a Disability, Age 18-64, Labor Force Participation Rate and Size	37.0%	37.3%	34.7%	18,580	16,471	2,109
Foreign Born	8.5%	7.8%	12.1%	56,333	42,634	13,699
Speak English Less Than Very Well (population 5 yrs and over)	4.1%	3.5%	6.8%	25,736	18,334	7,402

Source: [JobsEQ®](#)

1. American Community Survey 2016-2020, unless noted otherwise

2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

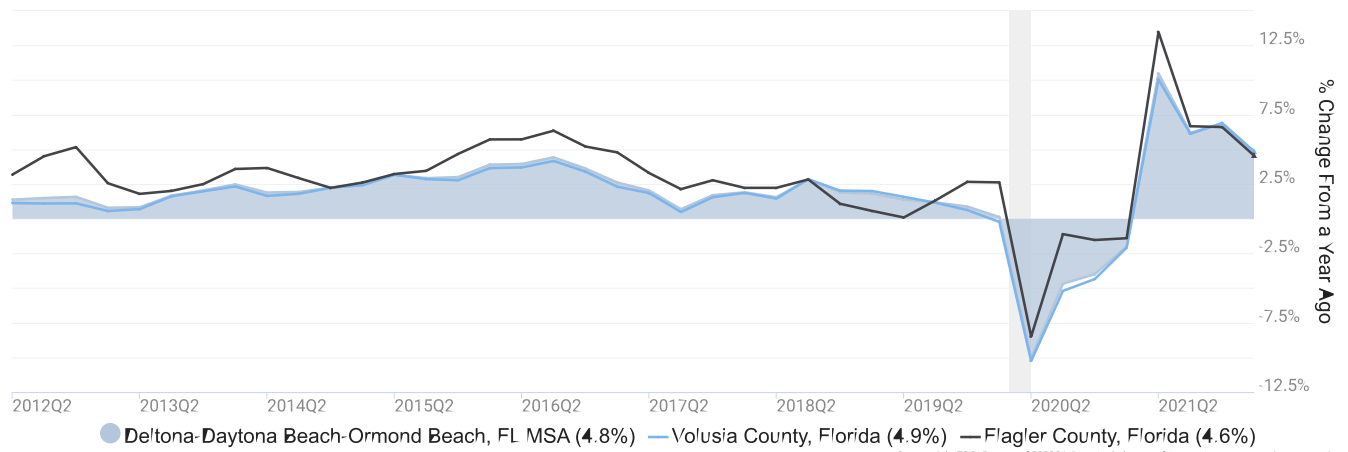
3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

4. Census Population Estimate for 2020, annual average growth rate since 2010.

## Employment Trends

As of 2022Q1, total employment for the Deltona-Daytona Beach-Ormond Beach, FL MSA was 224,585 (based on a four-quarter moving average). Over the year ending 2022Q1, employment increased 4.8% in the region.

Employment for Deltona-Daytona Beach-Ormond Beach, FL MSA

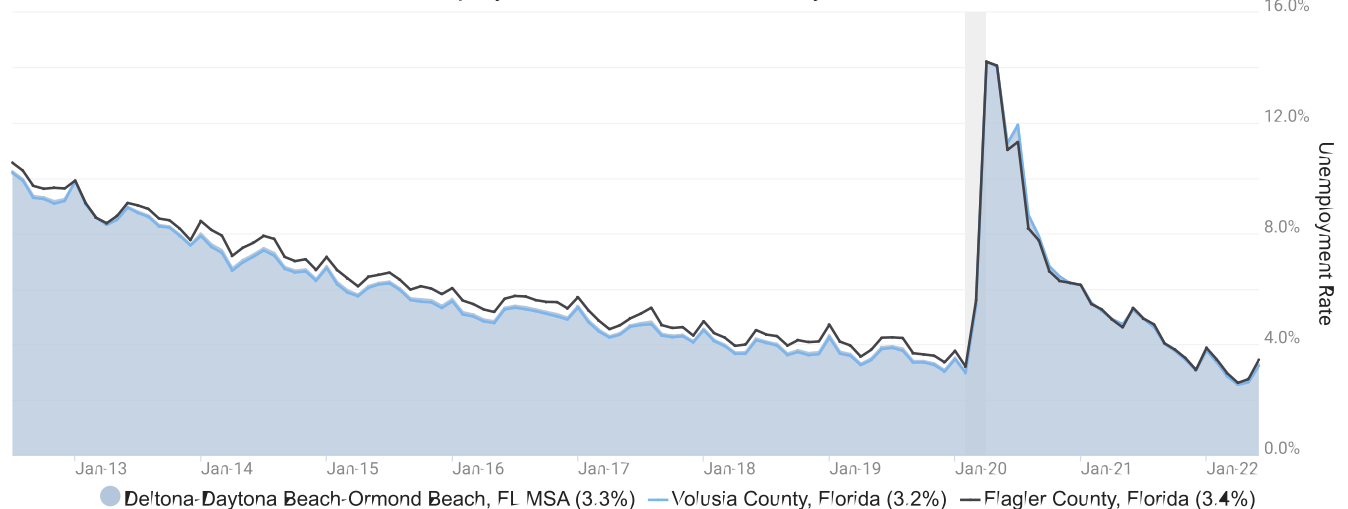


Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2021Q4 with preliminary estimates updated to 2022Q1.

## Unemployment Rate

The unemployment rate for the Deltona-Daytona Beach-Ormond Beach, FL MSA was 3.3% as of June 2022. The regional unemployment rate was lower than the national rate of 3.9%. One year earlier, in June 2021, the unemployment rate in the Deltona-Daytona Beach-Ormond Beach, FL MSA was 5.3%.

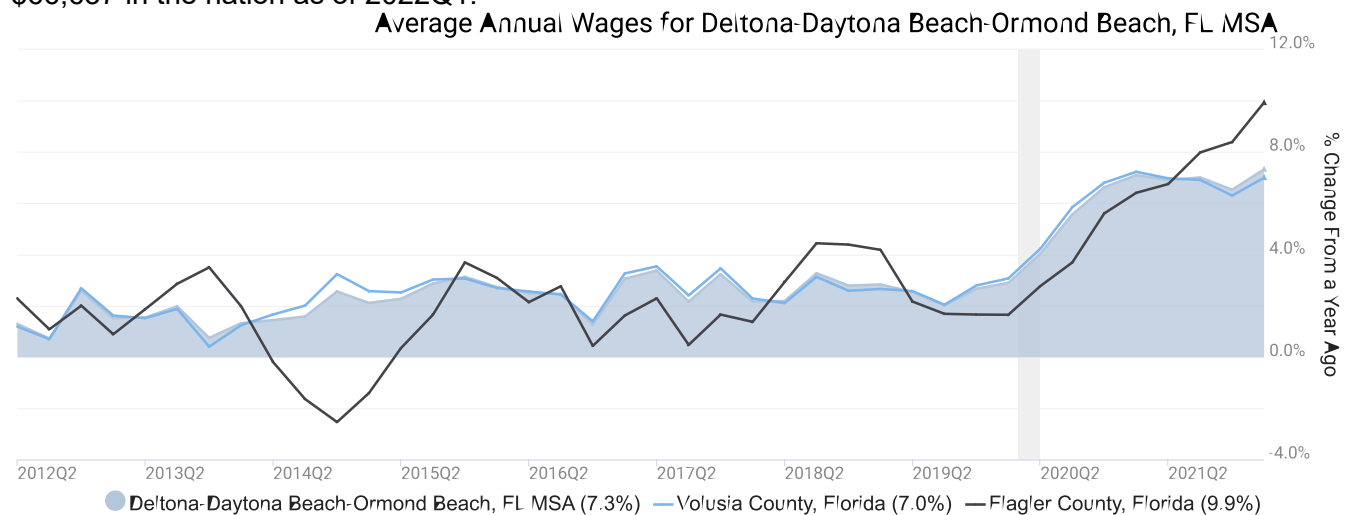
Unemployment Rate for Deltona-Daytona Beach-Ormond Beach, FL MSA





## Wage Trends

The average worker in the Deltona-Daytona Beach-Ormond Beach, FL MSA earned annual wages of \$46,479 as of 2022Q1. Average annual wages per worker increased 7.3% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$66,637 in the nation as of 2022Q1.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2021Q4 with preliminary estimates updated to 2022Q1.

## Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 5.6% lower in Deltona-Daytona Beach-Ormond Beach, FL MSA than the U.S. average.

### Cost of Living Information

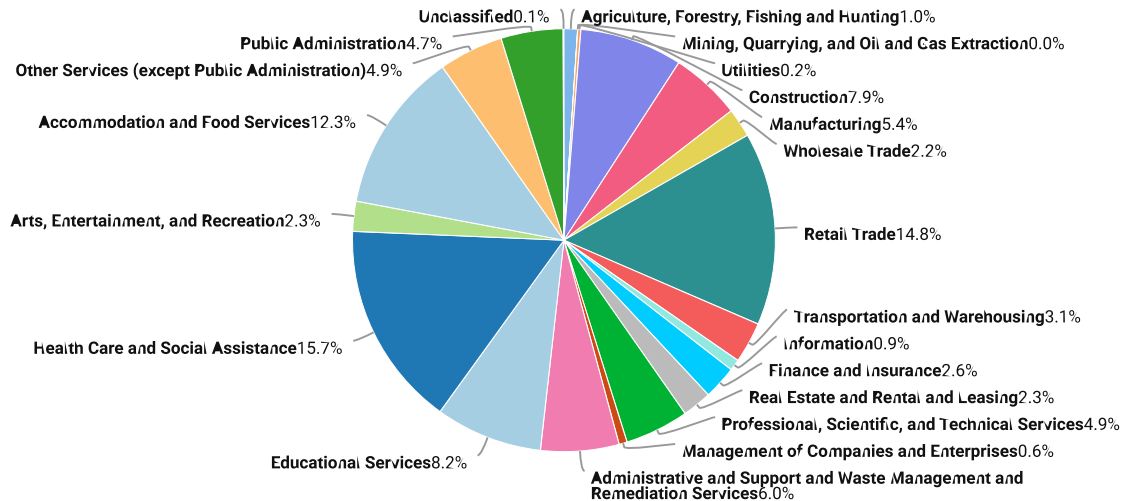
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Deltona-Daytona Beach-Ormond Beach, FL MSA	\$46,479	94.4	\$49,212
Volusia County, Florida	\$47,065	93.7	\$50,235
Flagler County, Florida	\$42,552	98.1	\$43,390
USA	\$66,637	100.0	\$66,637

Source: [JobsEQ®](#)  
 Data as of 2022Q1  
 Cost of Living per [COLI](#), data as of 2021Q3, imputed by Chmura where necessary.

## Industry Snapshot

The largest sector in the Deltona-Daytona Beach-Ormond Beach, FL MSA is Health Care and Social Assistance, employing 35,265 workers. The next-largest sectors in the region are Retail Trade (33,137 workers) and Accommodation and Food Services (27,634). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Accommodation and Food Services (LQ = 1.49), Retail Trade (1.43), and Construction (1.34).

Total Workers for Deltona-Daytona Beach-Ormond Beach, FL MSA by Industry



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2021Q4 with preliminary estimates updated to 2022Q1.

Source: JobsEQ® Data as of 2022Q1

Sectors in the Deltona-Daytona Beach-Ormond Beach, FL MSA with the highest average wages per worker are Management of Companies and Enterprises (\$120,455), Utilities (\$97,280), and Finance and Insurance (\$77,224). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+3,109 jobs), Construction (+2,416), and Retail Trade (+2,101).

Over the next 1 year, employment in the Deltona-Daytona Beach-Ormond Beach, FL MSA is projected to expand by 3,619 jobs. The fastest growing sector in the region is expected to be Arts, Entertainment, and Recreation with a +3.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Accommodation and Food Services (+814 jobs), Health Care and Social Assistance (+699), and Educational Services (+350).

### Deltona-Daytona Beach-Ormond Beach, FL MSA, 2022Q1<sup>1</sup>

NAICS	Industry	Empl	Current	LQ	5-Year History		Total Demand	1-Year Forecast			Ann % Growth
			Avg Ann Wages		Empl Change	Ann %		Exits	Transfers	Empl Growth	
62	Health Care and Social Assistance	35,265	\$57,397	1.08	1,517	0.9%	4,085	1,529	1,856	699	2.0%
44	Retail Trade	33,137	\$35,326	1.43	2,101	1.3%	4,565	1,793	2,646	127	0.4%
72	Accommodation and Food Services	27,634	\$24,302	1.49	1,024	0.8%	5,507	1,987	2,706	814	2.9%
61	Educational Services	18,396	\$47,068	1.02	760	0.8%	2,093	778	965	350	1.9%
23	Construction	17,649	\$47,129	1.34	2,416	3.0%	1,918	541	1,160	218	1.2%
56	Administrative and Support and Waste Management and Remediation Services	13,428	\$41,098	0.93	-2,369	-3.2%	1,757	598	962	197	1.5%
31	Manufacturing	12,103	\$58,292	0.67	84	0.1%	1,336	430	821	85	0.7%
81	Other Services (except Public Administration)	11,059	\$31,271	1.14	241	0.4%	1,440	506	730	203	1.8%
54	Professional, Scientific, and Technical Services	10,942	\$63,351	0.68	1,772	3.6%	1,129	331	626	172	1.6%
92	Public Administration	10,651	\$57,798	1.01	1,424	2.9%	1,132	386	617	129	1.2%
48	Transportation and Warehousing	7,059	\$43,848	0.63	3,109	12.3%	884	301	478	105	1.5%
52	Finance and Insurance	5,743	\$77,224	0.62	875	3.4%	580	179	339	61	1.1%
71	Arts, Entertainment, and Recreation	5,159	\$36,840	1.27	-123	-0.5%	917	296	421	200	3.9%
53	Real Estate and Rental and Leasing	5,059	\$47,799	1.29	187	0.8%	562	209	293	61	1.2%
42	Wholesale Trade	4,940	\$71,272	0.59	191	0.8%	568	181	340	46	0.9%
11	Agriculture, Forestry, Fishing and Hunting	2,334	\$32,116	0.77	11	0.1%	319	113	171	35	1.5%
51	Information	1,934	\$63,723	0.43	-702	-6.0%	216	62	123	31	1.6%
55	Management of Companies and Enterprises	1,406	\$120,455	0.42	338	5.7%	140	43	83	14	1.0%
22	Utilities	533	\$97,280	0.46	114	4.9%	49	16	33	0	-0.1%
99	Unclassified	132	\$55,974	0.46	48	9.5%	17	6	9	2	1.6%
21	Mining, Quarrying, and Oil and Gas Extraction	22	\$51,706	0.03	6	7.4%	3	1	2	1	3.2%
<b>Total - All Industries</b>		<b>224,585</b>	<b>\$46,479</b>	<b>1.00</b>	<b>13,026</b>	<b>1.2%</b>	<b>28,232</b>	<b>9,689</b>	<b>14,924</b>	<b>3,619</b>	<b>1.6%</b>

Source: [JobsEQ®](#)

Data as of 2022Q1

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.

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2021Q4 with preliminary estimates updated to 2022Q1. Forecast employment growth uses national projections adapted for regional growth patterns.

## Occupation Snapshot

The largest major occupation group in the Deltona-Daytona Beach-Ormond Beach, FL MSA is Office and Administrative Support Occupations, employing 26,561 workers. The next-largest occupation groups in the region are Sales and Related Occupations (26,152 workers) and Food Preparation and Serving Related Occupations (25,929). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Food Preparation and Serving Related Occupations (LQ = 1.49), Building and Grounds Cleaning and Maintenance

Occupations (1.42), and Construction and Extraction Occupations (1.25). Occupation groups in the Deltona-Daytona Beach-Ormond Beach, FL MSA with the highest average wages per worker are Management Occupations (\$91,800), Legal Occupations (\$90,300), and Computer and Mathematical Occupations (\$79,700). The unemployment rate in the region varied among the major groups from 1.2% among Healthcare Practitioners and Technical Occupations to 7.1% among Food Preparation and Serving Related Occupations. Over the next 1 year, the fastest growing occupation group in the Deltona-Daytona Beach-Ormond Beach, FL MSA is expected to be Personal Care and Service Occupations with a +3.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Food Preparation and Serving Related Occupations (+732 jobs) and Healthcare Practitioners and Technical Occupations (+284). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (5,008 jobs) and Sales and Related Occupations (3,574).

**Deltona-Daytona Beach-Ormond Beach, FL MSA, 2022Q1<sup>1</sup>**

SOC	Occupation	Empl	Mean Ann Wages <sup>2</sup>	Current			5-Year History			1-Year Forecast				
				LQ	Unempl	Unempl Rate	Online Job Ads <sup>3</sup>	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support	26,561	\$36,800	0.96	1,193	3.4%	1,266	-584	-0.4%	3,179	1,319	1,699	162	0.6%
41-0000	Sales and Related	26,152	\$36,800	1.23	1,510	4.9%	1,988	527	0.4%	3,729	1,441	2,133	155	0.6%
35-0000	Food Preparation and Serving Related	25,929	\$26,500	1.49	2,215	7.1%	1,740	573	0.4%	5,740	2,099	2,909	732	2.8%
53-0000	Transportation and Material Moving	16,054	\$34,100	0.82	1,176	5.4%	972	2,668	3.7%	2,431	817	1,367	247	1.5%
29-0000	Healthcare Practitioners and Technical	15,499	\$78,200	1.18	200	1.2%	2,029	1,816	2.5%	1,201	420	497	284	1.8%
11-0000	Management	13,262	\$91,800	0.86	306	2.1%	1,064	1,762	2.9%	1,382	360	775	247	1.9%
47-0000	Construction and Extraction	12,695	\$41,600	1.25	813	5.1%	275	1,257	2.1%	1,457	389	900	168	1.3%
13-0000	Business and Financial Operations	11,285	\$66,400	0.78	263	2.1%	484	2,482	5.1%	1,191	317	692	182	1.6%
25-0000	Educational Instruction and Library	11,237	\$48,000	0.94	273	2.4%	1,207	479	0.9%	1,278	488	554	235	2.1%
37-0000	Building and Grounds Cleaning and Maintenance	10,570	\$29,500	1.42	597	4.9%	759	-104	-0.2%	1,611	586	853	172	1.6%
31-0000	Healthcare Support	9,274	\$29,800	0.93	429	3.7%	792	-215	-0.5%	1,467	596	654	217	2.3%
49-0000	Installation, Maintenance, and Repair	8,800	\$42,400	1.01	314	2.6%	593	429	1.0%	1,014	295	593	126	1.4%
51-0000	Production	8,383	\$36,900	0.66	465	4.2%	599	-398	-0.9%	1,000	337	611	52	0.6%
39-0000	Personal Care and Service	6,044	\$30,100	1.13	524	6.6%	283	144	0.5%	1,124	421	523	180	3.0%
33-0000	Protective Service	4,880	\$42,400	1.01	184	3.0%	206	359	1.5%	644	243	321	80	1.6%
15-0000	Computer and Mathematical	4,307	\$79,700	0.56	67	1.5%	326	1,212	6.8%	400	96	227	77	1.8%
21-0000	Community and Social Service	3,757	\$44,600	0.94	66	1.9%	396	142	0.8%	479	141	260	79	2.1%
27-0000	Arts, Design, Entertainment,	3,588	\$50,900	0.91	170	4.8%	142	-103	-0.6%	477	153	247	77	2.1%

## Deltona-Daytona Beach-Ormond Beach, FL MSA, 2022Q1<sup>1</sup>

SOC	Occupation	Empl	Mean Ann Wages <sup>2</sup>	Current			Online Job Ads <sup>3</sup>	5-Year History			1-Year Forecast			
				LQ	Unempl	Rate		Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
	Sports, and Media													
17-0000	Architecture and Engineering	2,304	\$74,000	0.63	49	1.9%	283	225	2.1%	205	59	118	27	1.2%
23-0000	Legal	1,638	\$90,300	0.84	28	1.5%	48	112	1.4%	140	47	66	27	1.6%
19-0000	Life, Physical, and Social Science	1,191	\$60,700	0.60	23	2.3%	101	184	3.4%	132	27	84	20	1.7%
45-0000	Farming, Fishing, and Forestry	1,174	\$31,000	0.81	52	4.4%	7	58	1.0%	209	52	140	18	1.5%
	<b>Total - All Occupations</b>	<b>224,585</b>	<b>\$45,400</b>	<b>1.00</b>	<b>10,915</b>	<b>4.1%</b>	<b>15,563</b>	<b>13,026</b>	<b>1.2%</b>	<b>30,547</b>	<b>10,704</b>	<b>16,224</b>	<b>3,619</b>	<b>1.6%</b>

Source: [JobsEQ®](#)

Data as of 2022Q1 unless noted otherwise

Note: Figures may not sum due to rounding.

1. Data based on a four-quarter moving average unless noted otherwise.

2. Wage data are as of 2021 and represent the average for all Covered Employment

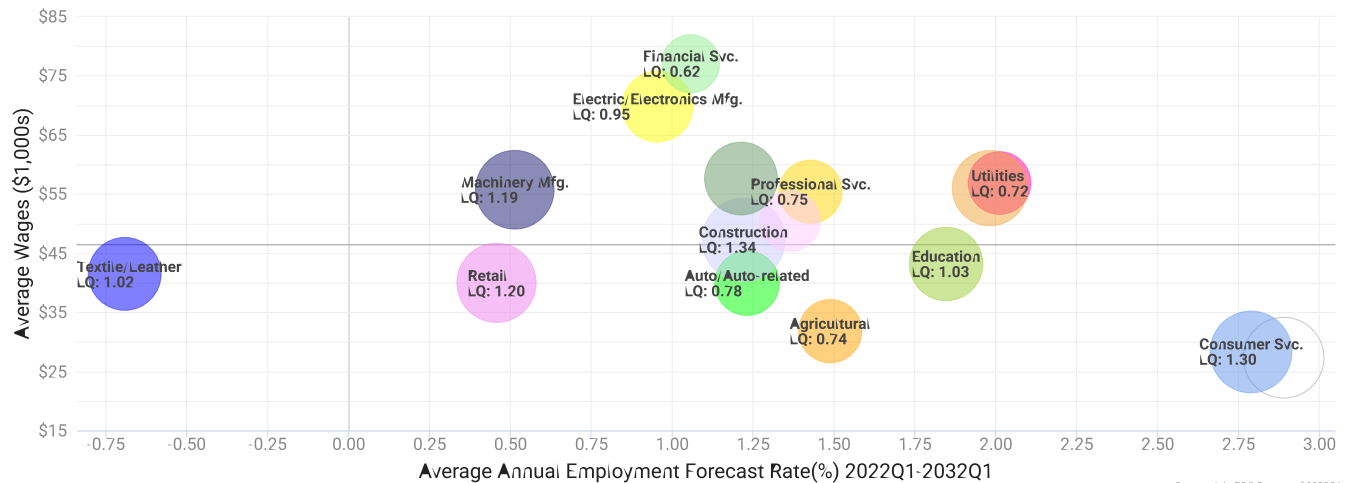
3. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2021Q4, imputed where necessary with preliminary estimates updated to 2022Q1. Wages by occupation are as of 2021 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

### Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the Deltona-Daytona Beach-Ormond Beach, FL MSA with the highest relative concentration is Construction with a location quotient of 1.34. This cluster employs 18,057 workers in the region with an average wage of \$47,258. Employment in the Construction cluster is projected to expand in the region about 1.2% per year over the next ten years.

Industry Clusters for Deltona-Daytona Beach-Ormond Beach, FL MSA as of 2022Q1

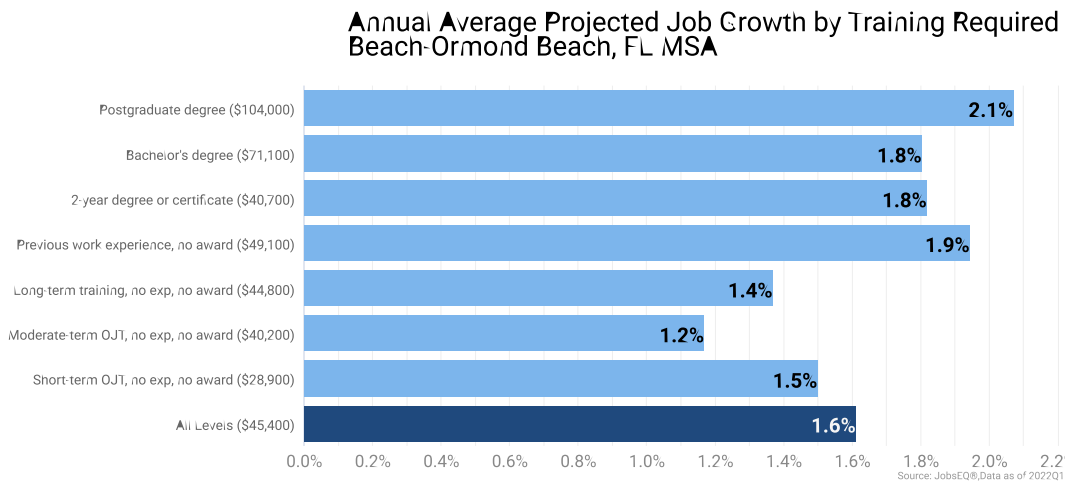


Source: JobsEQ®, Data as of 2022Q1

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2021Q4 with preliminary estimates updated to 2022Q1. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

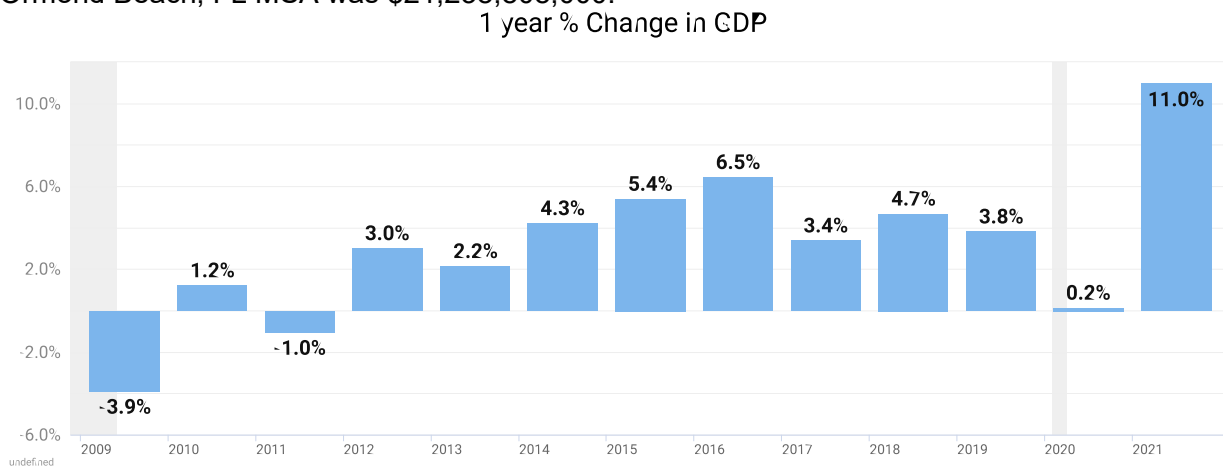
## Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the Deltona-Daytona Beach-Ormond Beach, FL MSA is projected to grow 1.6% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 2.1% per year, those requiring a bachelor's degree are forecast to grow 1.8% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.8% per year.



## Gross Domestic Product

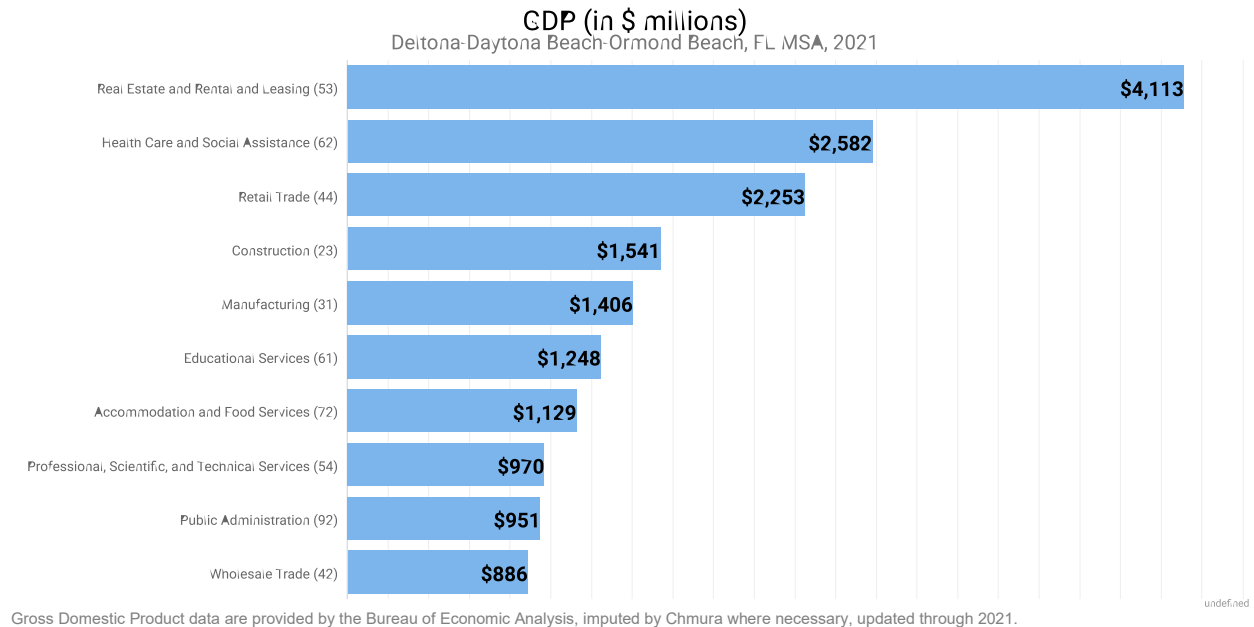
Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2021, nominal GDP in the Deltona-Daytona Beach-Ormond Beach, FL MSA expanded 11.0%. This follows growth of 0.2% in 2020. As of 2021, total GDP in the Deltona-Daytona Beach-Ormond Beach, FL MSA was \$21,238,808,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2021.

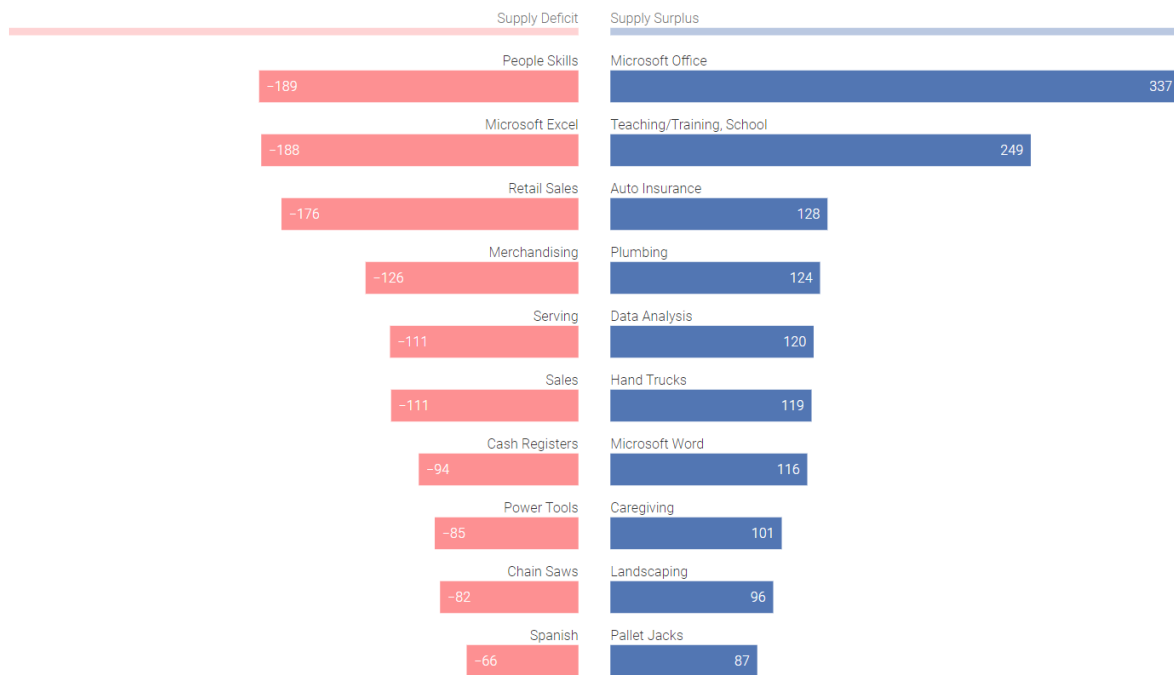
Of the sectors in the Deltona-Daytona Beach-Ormond Beach, FL MSA, Real Estate and Rental and Leasing contributed the largest portion of GDP in 2021, \$4,112,861,000. The next-largest contributions came from Health Care and Social Assistance (\$2,581,950,000); Retail Trade

(\$2,252,588,000); and Construction (\$1,541,405,000).



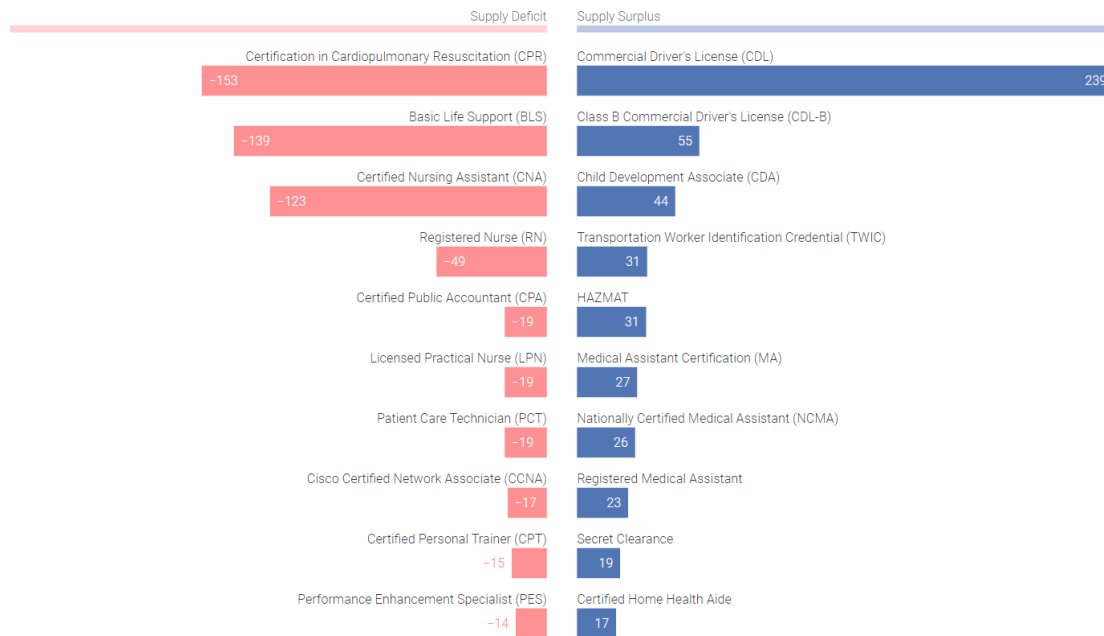
## Projected Skills Gaps

The chart below shows current supply deficit and supply surplus in hard skills



Source: JobsEQ®  
Data as of 2022Q1; openings and candidate sample compiled in August 2021

This table shows the supply deficit and supply surplus for certifications



Source: JobsEQ®  
Data as of 2022Q1; openings and candidate sample compiled in August 2021

Along with data, CareerSourceFV is always collecting business intelligence 'on the ground' to supplement what the data shows. While the data shows that there is a supply surplus for CDL, we know, with the latest growth in warehouses in the MSA, that this 'surplus' will be for a short time. Local educational programs for CDL have waiting lists as they are at capacity. In the Metro Skills Report published by the Florida Chamber (2021), four career areas were highlighted as having significant supply shortages in comparison to demand in the Deltona-Daytona Beach-Ormond Beach, FL MSA.

- Healthcare, including nursing, medical technology, therapy, medical support
- IT/Math, including software development, cloud data modeling, information security
- Business/Finance, including financial services, quality/compliance, social sciences, process improvement
- Architecture/Engineering, including mathematics, electronics, drafting/CAD, industrial/mechanical engineering.

These four career areas, which show promise of advanced wages, generally \$20,000 above the Florida's average annual wage, and long-term resiliency, represent 32% of all job postings in Florida.

Within each of these four career areas, the number one core competency needed is employability skills. CareerSourceFV's entrepreneurial mindset training has been implemented to address this skill shortage.

CareerSourceFV, and our partners, are focused on moving workers from pathways that are oversupplied and low wage career areas to undersupplied and high wage career areas.



Healthcare, that has an anticipated 11,496 shortage by 2030, is the first priority of CareerSourceFV. CareerSourceFV has partnered with Halifax Health with an outreach campaign, that includes facilitating tours of the hospital to show all the occupations under the roof of a hospital.

The zip code 32114 has the highest poverty level in the MSA as well as the highest poverty plus ALICE (Asset Limited Income Constrained Employed) population at 57%, compared to Volusia County at 45%. Flagler County has 40% households below poverty plus ALICE income thresholds.

As the primary goal of the workforce system is to increase prosperity of workers and employers; reduce welfare dependency, increase economic self-sufficiency, meet employer needs and enhance productivity and competitiveness, it is the duty of CareerSourceFV to seek the means to provide equitable access to prosperity for all of our community. The MSA's workforce participation rate has returned to the level it was in the first quarter of 2020, 52.6%. That equals 263,927 individuals 16 and older who are not participating in the workforce. The western portion of Volusia County has the highest level of workforce participation, greater than 63% yet a few pockets in the unincorporated portion of the County, the rate is as low as 37%. 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.

CareerSourceFV modifies both programs to meet the need of the business and employee/trainee/apprentice as is needed for the skill development of the eligible individual.

In addition to the local needs identified, CareerSourceFV has partnered with CareerSource Brevard and CareerSource Research Coast under the umbrella of Atlantic Workforce Alliance. Through this Alliance, the tri-region will focus on alignment of services to the industry sectors of Aviation, Aerospace and Advanced Manufacturing.

Volusia County's proximity to the Space Coast has attracted spaceflight contractors, which generally falls under the advanced manufacturing industry sector. This newly formed alliance with the two regions to the south of Volusia County will strengthen our focus with our economic development partners, including Enterprise Florida, that have aerospace and aviation as targeted industry sectors.

The primary sub-sector in Volusia County under aerospace is Search, Detection, Navigation, Guidance, Aeronautical and Nautical System and Instrument (NAICS 334511). Within that sub-sector, the greatest demand is for electrical, electronic, and electromechanical equipment assemblers. CareerSourceFV partnership with the Electrical Training Alliance of Daytona Beach's apprenticeship will also be foundational in education.

## C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

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

The 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.

CareerSourceFV's strategic imperatives are aligned with the elements of the federal Workforce Innovation and Opportunity Act and listed Florida Statutes 445:

- Streamlining services
- Empowering individuals
- Universal access
- Increased accountability
- Local and private sector board leadership
- Local flexibility and integration

CareerSourceFV's board of directors approved strategic imperatives are:

1) Collaborative partnerships

The objective is to identify and engage stakeholders, forming partnerships that support economic growth and foster collaboration at the local, regional, state and federal levels.

2) Continuous and accurate business intelligence

The objective is to collect and share sector-based information through effective resources and information gathering.

3) Enhanced talent pipeline

The objective is to increase the skills of the workforce, including our future workforce, and decrease the number of underemployed through innovative and business-valued training solutions.

4) Effective service delivery

The objective is to provide solutions through effective processes and broker relevant information.

5) Appropriate use of funds

The objective is to demonstrate transparency and accountability in the use of funds in alignment with our strategic goals.

These strategic imperatives guide all the work of the board of directors, committees of the board and staff to the board.

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. It directly informs CareerSourceFV's structure, staffing, and design of operations and is the most visible to the market. CareerSourceFV's mission is that *We 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.

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

Services, programs, initiatives and all other activity of the staff of CareerSourceFV and its providers are guided by CareerSourceFV's Board of Directors and its committees. The work of the board is primarily conducted in committees, which then is reported to the executive committee and the full board. The board of directors makes all approvals as the committees, except the executive committee, only have authority to recommend major changes or expend funds.

There are two committees that oversee how CareerSourceFV's carries out programs and how resources are aligned to achieve the board's strategic imperatives. Both of these committees include CareerSourceFV Board Members and identified community leaders and stakeholders.

#### Career Pathways Committee:

By bringing business and economic development partners together with educational leaders, this committee helps to shape training solutions that meet the immediate and future workforce needs. It is this committee's responsibility to provide oversight to the process of selecting and reviewing performance of all service providers and to ensure workforce solutions are implemented.

The Career Pathways committee is responsible for procurement and recommendation of the One-Stop operator, the provider of career and training services and the young adults services providers.

#### Business Development Committee

The Business Development Committee focuses on engaging businesses. The resulting business alliances leverage each other's expertise and technologies to enable us to prepare a pipeline of workers to meet both the current and future need of business.

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.

A guiding force outside of the board of directors is collaboration among CareerSourceFV and its partners. CareerSourceFV's One-Stop operator is responsible for regularly bringing the partners together to discuss supporting and continuously improving our local workforce system.

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.

CareerSourceFV modifies both programs to meet the need of the business and

employee/trainee/apprentice as is needed for the skill development of the eligible individual.

## D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

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

### Workforce Development System

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
- Wagner-Peyser State Grants
- Trade Adjustment Assistance (TAA)
- Supplemental Nutrition Assistance Program (SNAP)
- Welfare Transition Program (WTP)
- Community-Based Job Funding 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 are represented and accessible in the comprehensive Career Center and our affiliate centers to the extent possible. 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 continues 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 continues 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 CareerSourceFV's Board of Directors or its Committees. All of these connections and partnerships are focused on alignment of service strategies and on reducing duplication and confusion among businesses and jobseekers.

CareerSourceFV values its partnerships with local education providers. Education is only successful when credentials offered are of value to our businesses. Prior to the requirements of Perkins V, CareerSourceFV assisted its school districts and state colleges in gathering business intelligence to assist in determining valued credentials.

It was a smooth transition for CareerSourceFV to work in tandem with its local educational providers who receive Perkins V funding to conduct the Comprehensive Needs Assessment. CareerSourceFV's bi-annual business summit, Alliance4, provides the opportunity for education partners to hear directly from the businesses, survey the businesses and share with the businesses the opportunities they are providing in secondary and post-secondary education.

To ensure that CareerSourceFV remains an active supporter of state colleges, it will continue to participate on Daytona State College's Adult Learning College/Community Advisory Group, Entrepreneurial Mindset Opportunity (EMO) Initiative group and others as the opportunities present themselves.

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

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

CareerSourceFV 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 are 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 are 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.

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 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 service 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)(I)(cc) which states that an eligible trainee must "have the skills and qualifications to successfully participate in the selected program of training services" in addition to meeting the other eligibility criteria.

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

CareerSourceFV's contracted provider for Business Services continues to identify the skill needs of local businesses. The use of strategically planned forums also assists in identifying skill needs. The Veteran Services Unit, consisting of skilled and dedicated LVERs, is fully integrated within Business Services and assists 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 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.

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, 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. CareerSourceFV is seeking to expand these short-term training opportunities with the addition of work-based learning.

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

- (a) *A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;*
- (b) *If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and*
- (c) *How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(b)(18)).*
- (d) *How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).*
- (e) *How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.*

CareerSourceFV's Individual Training Account Process:

Adults and dislocated workers who are interested in classroom training are determined eligible through the following:

- Initial assessments that review the customer's current skills, work history, and education level. In addition to assets, possible barriers are also reviewed.
- A review of labor market information on the future occupation, including, but not limited to entry salary wage, skills/licensure needed, businesses hiring, etc.
- Review of the ability to benefit from the training, including a review of their assessment(s).

Training services in the form of ITAs are 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 selects 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 a minimum annually, to ensure that programs on the matrix continue to be relevant in the region and that there are not too many students in training for too few jobs available. The ITA financial cap are evaluated as necessary and 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.

CareerSourceFV does not use contracted training for Adults nor Dislocated Workers. However, CareerSourceFV will work with DEO, CareerSource Florida and the REACH office to implement performance-based tuition to ensure the successful placement of students when they complete their education supported through an ITA.

CareerSourceFV fully endorses the concept of customer choice. Each person makes the best decision for themselves, based upon past experiences and information available. Customer choice involves arming the customer with enough information to make a training choice not based 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 region, 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 provides 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 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.

CareerSourceFV supports multiple work-based initiatives, including on-the-job training, customized training, employed/incumbent worker training, apprenticeship and paid work experience.

Work-based trainings are business driven to ensure the activities are business-valued. Rather than a one size fits all approach, solutions are created with the business to meet their unique hiring, retention and development of their workforce.

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

- (a) *Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).*
- (b) *Include the local area's design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).*
- (c) *Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility](#).*
- (d) *Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).*
- (e) *Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).*

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 is served through Eckerd Connects which has three sites.

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 Young Adults” 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.

A young adult is considered basic skill deficient if they:

- 1) Have English reading, writing or computing skills at or below the eighth-grade level on a generally accepted standardized test: or,
- 2) Are 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.

At initial intake with a young adult, a screening tool will be used to help determine the likelihood of being basic skills deficient. This screening will include a review of the young adult's most recent school records. To determine if a young adult is basic skill deficient in having reading, writing or computing skills at or below the eighth-grade level, CareerSourceFV and its providers of young adult services uses the Test of Adult Basic Education (TABE). Other acceptable documentation for basic skill deficient include:

- School records (within the past 6 months)
- Case manager observation and case notes
- Adult basic education program referral or records (within the past 6 months)

A young adult 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 is defined as:

- Lacks a high school diploma or equivalency and is not enrolled in secondary education
- Scores less than 8.9 on the TABE;
- Is enrolled in Title II adult education (including enrolled for ESL)
- Has poor English language skills (and would be appropriate for ESL even if the individual is not enrolled at the time of WIOA entry into participation;
- The case manager makes detailed observations of deficient functioning and records those detailed observations as justification in a case note.
- Lack of computer literacy
- For in-school only:
- Behind in credits to graduate on time with peer cohort;
- 

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

- (a) *Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and*
- (b) *Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).*

*If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of "self-sufficiency" used for those programs as well. NOTE: if the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard*

*Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area's self-sufficiency standard.*

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 will be calculated annually

Business intelligence gathered by CareerSourceFV'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 and maintain or retain self-sufficiency. 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 to allow a greater number of individuals to be served and more workers prepared to meet the need of local employers.

The figure of \$34.42/hour or \$71,600 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. The average rent may be found through Volusia County's affordable housing initiative and the Volusia-Flagler Coalition for the Homeless. In August 2022, the average rent was \$1,340 in Volusia County compared to \$1,790, Florida statewide average.

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.

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

CareerSource Flagler Volusia has a DEO approved policy for supportive services and needs related payments. A separate procedure has been updated for SS Transportation, SS Childcare, SS Other and SS Needs Related Payments. These policies and procedures align with the latest policy from CareerSource Florida.

Our supportive services policy identifies the requirements for ensuring supportive services and needs-related payments are provided to eligible customers who are eligible adults, dislocated workers or youth, participating in career or training services, authorized under the Workforce Innovation and Opportunity Act (WIOA). Supportive services may only be provided to customers after staff have first determined a participant to be in financial need of services and when they are unable to obtain them through other programs providing such services.

WIOA regulations provide CareerSourceFV the flexibility and discretion to provide the supportive services deemed appropriate, subject to the conditions prescribed by WIOA. It is the responsibility of staff to ensure coordination with other entities to prevent duplication of resources and services, and to establish limits on the amount and duration of such services. Staff will ensure adults, dislocated workers and youth are provided accurate information about the availability of supportive services in the local area, as well as referrals to



such activities.

The intent of CareerSourceFV's supportive services is to remove any obstacle that stands between a participant and their goal of self-sufficiency.

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

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.

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

DEO jointly-managed staff are located in the Career Centers and, among other tasks, assist customers as they file Reemployment Assistance 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, searching for work, and updating resumes. 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's provider of career services conducts the Reemployment Services and Eligibility Assessment (RESEA) program. In 2010, the Florida Legislature passed a law (Chapter 443.091, F.S.) requiring Reemployment Assistance (RA) claimants to register with the Florida Department of Economic Opportunity (DEO) using the state's management information system, Employ Florida (EF), and report to the Career Center as directed by CareerSourceFV for reemployment services. The goal is to ensure RA claimants have access to the full array of employment and training services through the CareerSourceFV delivery system while ensuring that claimants comply with the State's requirements to actively engage in seeking work as a condition of receiving benefits.

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

It is more than core beliefs that drives the CareerSourceFV team to create new innovative programs to assist veterans within our community. The motivation comes from assisting the recently separated veteran who walks through our doors looking for a new career pathway or the seasoned veteran who needs to make a career change. When veterans visit one of our three CareerSource FV offices, we strive to not only empower and inspire them, but also to reach out and welcome every veteran who walks through our doors and show them gratitude and respect throughout their entire journey.

CareerSource FV is highly dedicated to providing outstanding service to veterans/eligible spouses and have integrated the veteran services throughout our three Career Centers. Our Community Involvement and Outreach partnerships are intertwined in that we both work together in coordination for supportive services to veterans and their families throughout the year, assisting with seasonal events, hiring and local events that address the specific needs of veterans within our community. DVOP specialists conduct outreach activities in the local area to

build capacity with community resources, engage with current participants, and actively recruit eligible veterans to increase their case load.

One of LWDB 11's best practices is the First Impression Team (FIT). This innovative process ensures that all who come to a Career Center have the opportunity to learn about the CareerSourceFV services available to them and provides connectivity with the staff.

This process has been improved in recent years to include accurate identification of those who have served in the U. S. Military and includes the Vet Intake Process screening tool. CareerSourceFV continues to acknowledge Priority of Service distinction on the Career Centers' scan cards by placing American Flag stickers on scan cards for those identified as having served in the U. S. Military.

Veterans are identified at the point of entry and are provided with a blue resource folder during their one-on-one appointment with the intake Specialist. The folder contains relevant information and serves as a placeholder for all resource information they are provided while visiting the Career Center. CareerSourceFV has found that the veterans keep the folders and bring them each time they visit the Career Center which acts as an additional veteran Priority of Service identifier.

CareerSourceFV recently found a need to have a virtual platform for the jobseeker overview of services, which can be used for veterans during the intake process. This overview can be used in both one-on-one appointments as well as during virtual sessions with veterans. After reviewing the overview with veterans, the link is provided via email so they can access the information and download any flyers they may desire. Each section is reviewed as part of the First Impression Team Intake process when needed. The orientation contains a section specifically for Veteran Employment and Training Services.

CareerSourceFV's Local Veterans Employment Representatives (LVERs) are integrated within the CareerSource FV Business Service Unit and are involved in all hiring/recruiting and job fairs to ensure and support the hiring of local veterans. The LVERs and Business Service Unit meet on a monthly basis with the intent to staff job-ready veterans for job matching, job development and possible job placement. Business outreach materials have now moved to a virtual information folder that is shared during in-person visits which creates an opportunity for more engagement with the business. This business overview of services can be used via ZOOM or TEAMS, as well as in person and was developed to assist with business outreach and now can be accessed by a QR code that is located on the outreach material.

CareerSource Flagler Volusia has been recognized for five consecutive years through the Veterans' Performance Incentive Award Program for excellence in the provision of workforce services to veterans. To be considered for this award, local regions must have demonstrated the delivery of exemplary services to veterans that are beyond the requirements of the grant during the Program Year. An awards committee, which includes representation from the Department of Economic Opportunity, Veterans Florida, and the U.S. Department of Labor Veterans Employment and Training Service, review the nominations and make award selections based on the nominee's documented productivity and veteran advocacy initiatives.

During May of 2021 CareerSourceFV was selected as part of the Department of Labor (USDOL), Veterans' Employment and Training Service (VETS) Federal Audit of the Jobs for Veterans State Grant and was recognized as a best practice region with two of the practices presented statewide during the audit overview call.

The Statewide recognized best practices are:

- Each Career Center has a “ZOOM ROOM” which was developed to allow for an immediate “warm hand over” with the veteran to a Disabled Veteran Outreach Program Specialist’s (DVOP). When a veteran enters the Career Center, and it is determined that the veteran is eligible to be referred to a DVOP, but the DVOP is at another location; staff can reach out via TEAMS instant messaging to a DVOP and arrange for a virtual “warm hand over” by utilizing our “ZOOM ROOM”. This room may also be utilized by DVOP’s to conduct the Objective Assessments and development of the Individual Employment Plan’s (IEPs) in a more private and confidential setting if needed. The DVOP’s also use this room to assist veterans with job searches and assisting veterans navigating Employ Florida and other job searching sites. The room has become very multi-functional for serving the veteran population.
- Virtual overview of services for businesses and jobseekers QR codes on outreach material. The jobseeker virtual platform for the overview of services can be used for veterans during the intake process and through virtual visits with veteran jobseekers. The business service overview is utilized by LVERs during on-site visits with businesses, as well as with follow up via email. Businesses can access all information regarding different programs available and includes flyers that can be downloaded such as WOTC, Federal Bonding, OJT’s and many other services. These overviews can now be easily accessed by a QR code that is on the outreach flyers which has proved to be very successful especially among the business community.

- (7) *Entities Carrying Out Core Programs:* Describe how the LWDB works with entities carrying out core programs to:**
- (a) *Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;*
  - (b) *Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and*
  - (c) *Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida’s Master Credentials List.*

The 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 served. CareerSourceFV will continue to meet with its 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; and
- 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.

CareerSourceFV, in collaboration with a multitude of community-based and faith-based organizations, has worked on initiatives to increase access to prosperity.

For example, along with the Florida Chamber Foundation "Champion" for zip code area 32114 and Daytona State College, CareerSourceFV has participated in multiple career fair opportunities for residents in and near 32114, including recipients of TANF and SNAP. These career fairs have been provided in neighborhoods to better reach target populations. CareerSourceFV participates in a multitude of events with the same intent of providing equitable access to opportunities.

- (8) ***Employer Engagement:*** Describe strategies and services used in the local area to:
- (a) *Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and*
  - (b) *Support a local workforce development system that meets the needs of businesses in the local area.*

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

CareerSourceFV coordinates outreach to the businesses and promotes the services available to them. Through outreach materials and targeted on-site visits, businesses are apprised of the availability of OJT and CT options. Business Service Representatives 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.

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.

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

CareerSourceFV participated in the technical assistance training provided through CareerSource Florida’s partnership with Jobs for the Future (JFF) starting November 2019. Since that time, we have continued to expand our expertise working with a variety of companies/industries/occupations, including a tool & die manufacturer, medical manufacturers, automotive repair, and most recently our local hospital.

To fully experience the process and to develop our own workforce pipeline, CareerSourceFV was approved as a sponsor in October 2021 for Career Development Technician. Upon completing our internal plan, our first apprentice started August 1, 2022. The Florida Department of Education’s ATR was instrumental in our successful application.

CareerSourceFV will use these experiences as a means of helping our businesses navigate the requirements of sponsoring a successful apprenticeship.

CareerSourceFV will continue to work in close collaboration with its ATR with the Florida Department of Education for Region #6 as opportunities arise. As apprenticeships are a great opportunity to hire for soft skills and culture and then provide structured training for the hard

skills, CareerSourceFV will connect our interested businesses. CareerSourceFV will also continue to partner with our educational entities providing pre-apprenticeship.

As this is a business-driven solution, CareerSourceFV will also work directly with businesses who are engaged in nonregistered apprenticeships, apprenticeships registered only with the USDOL or Industry Recognized Apprenticeship Programs (IRAP). As RTI (Related Training Instruction) is not always readily available, this may be a viable option for the business.

An example of a successful work-based learning opportunity in the MSA is Florida FAME, Sunshine Chapter. Originally created by Toyota the FAME (Federation for Advanced Manufacturing Education), the Advanced Manufacturing Technician (AMT) program is considered by many to be the best program and is acclaimed by many education leaders and manufacturers. (Brookings Institution, October 2020). The program blends classroom instruction with on-site work experience with a local manufacturer. CareerSourceFV supports this opportunity with ITAs and OJTs.

## E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

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

Through regularly scheduled partner meetings, CareerSourceFV 2022-2024 plan update 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 its partners' continued diligence on forming a workforce system for the community.

*IFA/MOUs with required partners:*

Florida Department of Education, Division of Vocational Rehabilitation  
Volusia County Community Assistance Division  
The National Caucus and Center on Black Aging, Inc.  
Daytona State College  
Florida's Division of Blind Services  
Flagler County School District

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

MOUs for community partnerships:

Dr. Joyce M. Cusack Resource Center  
Vessel of Honor Outreach and Access Center (3 locations)  
New Hope Human Services  
Good Samaritan Clinic  
The Agricultural and Labor Program Inc. (ALPI)  
Bethel Empowerment Center  
Derbyshire Place  
Northwood Village Network Center  
Foundations to Freedom  
Daytona Beach Housing Authority  
The Neighborhood Center  
Halifax Urban Ministries

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 job seekers.*

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

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 website is ADA compliant. CareerSourceFV will continue 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 who will get with the IT department immediately to respond.

#### 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.

CareerSource Flagler Volusia uses a combination of QR codes and Articulate Rise digital presentations to deliver information to customers. The digital presentation provides abbreviated information and the embedded QR code sends the customer to a web page for more details.

Each Career Center has "zoom rooms" where customers may sit at a computer and communicate with a case manager. It does not matter whether the case manager is somewhere else in the office, in another office or working from home. Using this technology, we makes more efficient use of staff members regardless of their working location.

In a recent audit, the US Department of Labor recently considered that both of these components to be a best practice in providing Priority of Service to veterans. When a veteran needs the services of a Disabled Veteran Outreach Program representative (DVOP), the DVOP is available regardless of their work location.

CareerSourceFV has a long-standing relationship with Disability Solutions for Independent Living (DSIL) located in Daytona Beach. DSIL has provided guidance on accessibility within our Career Centers and participate in the quarterly partner meetings hosted by CareerSourceFV's One-Stop operator.

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

Over the past six 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 and Training 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.

*(b) 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:
  - Résumé Writing
  - 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 or when they need services.

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.

With CareerSourceFV's association with F.A.I.T.H. (Fighting Against Injustice Towards Harmony) has also aided 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:

- Early Learning Coalition of Flagler and Volusia

- Local chambers of commerce
- United Way of Volusia and Flagler Counties
- Commission on Homelessness Volusia/Flagler
- Community Partnership for Children, the area's Community Based Care organization
- Department of Children and Families' Community Alliance
- Circuit 7 Juvenile Justice Council
- Circuit 7 Community Advisory Board

Through these associations, CareerSourceFV maintains relationships within the community to determine where its resources can best be used and leveraged. Each target population has unique needs, and by serving in the community in volunteer roles, CareerSourceFV is 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 \$58,000 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 the 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) *Sub-grants and Contracts:*** Describe the competitive process used by the LWDB to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).

CareerSourceFV's procurement policy is guided by the Grantee/Sub-Grantee Agreement and other related regulations and guidance. We adhere to standards of ethics and good business practices.

The CSFV President is authorized to approve noncompetitive, sole source and emergency procurement following state and federal guidelines. Following an acceptable method of procurement, the President or his/her designee is authorized to initiate and approve:

1. The purchase of any individual good or service necessary for the day-to-day operation of the organization up to \$50,000.
2. The entry into contracts with employers for On-the-Job Training, and Customized

Training opportunities where the contract does not exceed \$50,000 per program year. All contracts with board members, regardless of the amount, will go before the full board for approval.

***Method #1 - Micro Purchases/noncompetitive procurement:***

Procedures used to make purchases and/or obtain services (tangible/intangible) will be as outlined in 2 CFR 200.318, monetary thresholds shall apply:

- Purchases of \$10,000 or less (micro-purchases) where the aggregate cost does not exceed \$10,000 may be awarded without soliciting competitive quotations if CSFV considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers.

Noncompetitive procurement or sole source procurement is documented by CSFV. This is accomplished through files maintained by CSFV for the purchase of office supplies, equipment, services etc. These records include price comparisons conducted through current catalogs from various suppliers for procurement of goods and services and quotes, description of goods and/or services, justification - purpose and reason.

***Method #2 – Small Purchase***

*Small purchase procedures.* The acquisition of property or services, the aggregate dollar amount of which is higher than the micro-purchase threshold but does not exceed \$50,000. If small purchase procedures are used, price or rate quotations must be obtained. A minimum of adequate (2) documented quotes will be required.

***Method #3 -Simplified Acquisition***

- Simple and informal procurement methods will be used for the purchase of any single unit costing more than \$10,000 but less than \$250,000, the Simplified Acquisition Threshold. A minimum of adequate (2) documented quotes will be required.

***Method #4 – Sealed Bid***

- Purchases are over \$250,000
- Primarily used in construction projects, such as a firm fixed price contract
- Price is a major factor and a *formal process* for bidding is generally required

***Method #4 - Competitive Purchase***

- Purchases of more than \$250,000 will use competitive processes such as the Request for Proposals (RFP), Request for Qualifications (RFQ), Invitation to Negotiate (ITN).

### **Method #5: Sole Source**

Sometimes because of the *uniqueness* of the goods or services or the *immediacy of the need*, competition is NOT as open as we would wish in the procurement process. In these cases, the sole-source method must be followed.

- The item or service is only available from one source
- The situation is an emergency\*
- The awarding agency approves the purchase
- Competition is deemed inadequate (insufficient bidders)

\*Emergency: Where equipment, materials, parts, and/or services are needed, quotations will not be necessary if the health, welfare, safety, of staff and protection of organization property is involved, or the program is about to miss a deadline. The reasons for such purchases will be documented in the procurement file.

This non-competitive method is available for procurements of *any* dollar amount and because there is no competition it *must be authorized by the agency* (or pass-through entity for sub-recipients)

There are *exceptions* to pre-approval such as certain unique circumstances or a public emergency.

To ensure that CareerSourceFV receives the best possible services administered by the best qualified providers, a competitive process is used to award sub-grants to service providers 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 region. 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.

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

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.

## F. COORDINATION OF SERVICES

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

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 and Training Services, including case management and business services within its three Career Centers as well as the Young Adult programs. 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.

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
- Manufacturing
- Business and Professional Services, with a focus on Information Technology

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 College which is directly across the street from the Flagler County Career Center.

For all clients of CareerSourceFV's Career System, streamlined services for Vocational Rehabilitation 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 the strategies and services that are used in the local area to better coordinate workforce development***

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*programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).*

CareerSourceFV, in collaboration with the local economic development organizations, has identified three industry sectors vital to the economy to generate wealth, have employment growth potential, or where the region has a competitive advantage: Healthcare, Manufacturing, Business and Professional Services, CareerSourceFV continues to design, implement and maintain strategies around these industry sectors.

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 several 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 Board of Directors 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:

- Staff of CareerSourceFV are organizers for the local 1M Cups.
- Several staff have been certified to each entrepreneurial mindset training. The curriculum used by CareerSourceFV is the same curriculum used by Daytona State

College.

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.

CareerSourceFV is a recipient of the 2021 CareerSource Florida's Get There Faster Grant. This grant is providing an opportunity to train additional facilitators and provide this training through a variety of venues, including our out-of-school youth program.

CareerSourceFV is a proud supporter and partner of the African American Entrepreneurial Association (AAEA). The AAEA hosts a variety of events throughout the year recognizing local entrepreneurs as well as providing educational opportunities for start-ups.

CareerSourceFV is in its second year with a partnership with the Palm Coast – Flagler Regional Chamber of Commerce, which was formed in 2020. With the rural initiative funds received from the DEO, we are supporting multiple training opportunities as well as business expos for the local businesses.

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

The Workforce Innovation and Opportunity Act (WIOA) of 2014 requires that each state establish a Rapid Response dislocated worker unit to implement statewide Rapid Response activities. In response to this requirement, the state of Florida created the Rapid Response service component for the regional workforce boards within the state, which provides assistance for area employers and workers affected by temporary or permanent business layoffs.

CareerSourceFV's career and training services provider is provides Rapid Response services with our DEO jointly managed staff to area employers that are planning to close their facility or layoff a significant portion of their workforce. Staff will follow the requirements outlined in CareerSource Florida and DEO's policies.

Following the lead of CareerSource Florida, CareerSourceFV will be significantly expanding its outreach efforts to our build layoff aversion strategies. Through ongoing engagement,

partnership and relationship-building activities with our Chambers of Commerce, economic development partners as well as education partners and community-based organizations.

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

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

CareerSourceFV selects its sector focus based upon the growth rate of the industries in the Deltona-Daytona Beach-Ormond Beach MSA, potential earnings leading to self-sufficiency and anticipated gap in the next three to five years.

These sectors are:

- (1) Healthcare**  
The Florida Chamber Foundation's Metro report shows the largest gap in the next five years is in Healthcare. Healthcare, which employs the most of any industry in our MSA with a growth rate of 2% in the next five years, is projected to have a demand of 21,233 new hires in the next five years. This is double the growth of the previous five years.
- (2) Manufacturing**  
Manufacturing's growth rate in our MSA has a growth rate of .7% and provides the opportunity for the highest earnings in the area. As our economic development organizations look to the south for opportunities associated with aerospace and aviation, manufacturing will continue to grow. It is projected that Manufacturing will have 6,549 new hires in the next five years. This is tremendous growth for an industry sector that had negative growth in the previous five years.
- (3) Business and Professional Services**  
Business and professional services is a broad industry sector. Within this sector, CareerSourceFV focuses on the occupations that cross multiple sectors, such as IT, and the subsectors that are expected to experience staff shortages, i.e., finance.

JobsEQ is the source of data.

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

The CareerSourceFV's BOD has aligned their sector focus along with our economic development partners, who are active committee and/or board members. These partners include and are not limited to:

- Volusia County Economic Development Department
- Team Volusia EDC
- Daytona Regional Chamber of Commerce, which is county wide
- Palm Coast – Flagler Regional Chamber of Commerce
- CEO Business Alliance
- Daytona State College
- EDC practitioners of the local municipalities.

CareerSourceFV's sectors are discussed thoroughly by the BOD's Business Development Committee, the majority of whom are private business. CareerSourceFV, CareerSource Brevard and CareerSource Research Coast will 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 its focused industries, CareerSourceFV has been inviting representatives of these sectors to become active members in either CareerSourceFV's Board of Directors or Committees. Along with educational providers (secondary and post-secondary) CareerSourceFV participates with local business associations to learn of current needs.

Since February 2019, CareerSourceFV has hosted industry focus groups under the umbrella of Alliance4. Alliance4 brings together businesses, education partners (both secondary and post-secondary), economic development and workforce. This interchange, which occurs bi-annually, is held on Daytona State College's campus in true collaboration with an educational partner.

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*

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 region. 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.

#### *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.

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

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 provides 45 industry certification credentials. 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.

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.

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 three industries: Business & Professional, Healthcare, and Manufacturing. 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.

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

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. Specifically, we strive to be engaged on the local boards of United Way, the Commission for Homelessness and Housing, Early Learning Coalition, and DCF's Circuitry 7 Community Alliance Board.

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

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 "siloed 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 Assistance (Unemployment Insurance) program and to fulfill its commitment to perform excellent and client-centered services. Its 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 its main focuses. The primary goal of the reintegration initiative is to streamline reemployment assistance 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 there are not designated RA staff in the Career Centers, RA 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 reemployment assistance claims 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.

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

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 have 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.

While CareerSourceFV has enjoyed a healthy relationship with our county regional public library system, a recent partnership has been formed around their Career Online High School initiative, which includes workforce education along with a high school diploma. The Library Services Director reached out in September 2021 for input and invited staff from our Career Centers to participate in interviewing candidates for scholarships as well as to work with them upon completion of their high school diploma to assist in their continued workforce education.

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

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 Board of Directors 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 has been engaged with the Florida Chamber Foundation's conversations focused on poverty and prosperity since 2016. One of zip codes showing the majority of children live in poverty is 32114 – midtown Daytona Beach. CareerSourceFV has worked on initiatives to increase access to prosperity. Along with the Florida Chamber Foundation "Champion" for 32114 and Daytona State College, CareerSourceFV has participated in multiple career fair opportunities for residents in and near 32114, including recipients of TANF and SNAP. To better

assist these dually enrolled individuals, CareerSourceFV's provider of career services has been cross training their career advocates (case managers) to be adept in both Opportunity Act and WTP procedures for training.

CareerSourceFV continues to break down silos between the Welfare Transition and Workforce Innovation and Opportunity Act funded programs providing equal opportunity training programs. For the next two years, CareerSourceFV has purchased online training opportunities through Coursera that will be made available to our WTP and SNAP customers.

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.

## G. PERFORMANCE & EFFECTIVENESS

*The local workforce plan must include:*

- (1) The local levels of performance negotiated with the Governor and CLEO(s) with WIOA section 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))*
- (2) Describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.*
- (3) Describe how the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.*

CareerSourceFV places a priority on effectively serving customers, not only by providing basic services available throughout the region, 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.

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. Indicators and deliverables include:

- Local indicators of federal performance metrics
- Federal performance metrics
- WTP participation and employment rates
- Expenditure rates on ITAs, out-of-school youth, youth work experience and administrative costs
- Programmatic and fiscal monitoring by state and internal staff as well as our external audit
- Executive leadership activities aligned with strategic board of director's imperatives
- Customer satisfaction for businesses and job seekers
- Staff surveys
- Creation of career pathways
- Development of procedures
- Implementation of grant-funded initiatives
- Partner engagement, including required partners and community access points
- Outcomes of internal and external monitoring, including data entry and integrity
- Services to special/target populations
- Repeat business
- Business penetration
- Percent of participants trained
- Activity in apprenticeships

Upon the implementation of regional letter grades, CareerSourceFV will include its regional letter grade in key performance indicators. Measures and deliverables are reported to CareerSourceFV Board of Directors or the appropriate board committees.



**END OF LOCAL PLAN INSTRUCTIONS**