

CareerSource
CENTRAL FLORIDA

April 28, 2016

Mr. Chris Hart
CareerSource Florida
1580 Waldo Palmer Lane, Suite 1
Tallahassee, FL 32308

Dear Mr. Hart:

I am pleased to provide you with CareerSource Central Florida's comprehensive four year local plan for your review. The attached plan outlines our strategies and goals to effectively implement the Workforce Innovation and Opportunity Act and positively impact the five county region we serve.

If there are any questions or comments related to our plan, please feel free to contact me or Nilda Blanco, Quality Assurance & Continuous Improvement Director, nblanco@careersourcecf.com at (407) 531-1214.

We appreciate the support and leadership you and your team at CareerSource Florida have provided throughout this process.

Sincerely,

Pamela Nabors
President & CEO

Cc: Michelle Dennard, CareerSource Florida
Lois Scott, Department of Economic Opportunity



CareerSource Central Florida

Local Workforce Development Area 12

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DRAFT: April 29, 2016

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CSCF'S VISION FOR LEGISLATION IMPLEMENTATION

CareerSource Central Florida (CSCF), one of 24 workforce boards in Florida working to implement the strategic vision through the implementation of the Workforce Innovation and Opportunity Act (WIOA), will develop a business-focused, intentional, and coordinated workforce development system. In living the values of the CareerSource brand, CSCF will lead, collaborate and innovate to meet the unique needs of the local workforce development area that includes Lake, Orange, Osceola, Seminole, and Sumter counties.

CSCF's enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities, English Language Learners, individuals who lack basic academic and computer skills, low-income individuals, veterans and their spouses. Focused and deliberate collaboration among education, workforce and economic development networks will maximize resources and opportunities to foster a competitive community. In the plan that follows, CSCF describes its strategies and vision for creating a local workforce system that provides business with competitive talent, and creates opportunities for the region's residents to access training and gain employment.

ORGANIZATIONAL STRUCTURE

1. Chief Elected Official(s) (CEO)

Q (A). Identify the chief elected official(s) by name, title, mailing address, phone number and email address.

Consortium Chair Mayor Teresa Jacobs 201 S. Rosalind Ave. County Administration Building Orlando, FL 32801-3527	Commissioner Leslie Campione 315 W. Main St. Tavares, FL 32778	Commissioner Brandon Arrington 1 Courthouse Square Suite 4700 Kissimmee, FL 34741-5440	Commissioner Lee Constantine 1101 E. First St. Sanford, FL 32771-1468	Commissioner Garry Breeden 7375 Powell Road Suite 200 Wildwood, FL 34785
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The Workforce Development Board of Central Florida (Board) d/b/a CareerSource Central Florida (CSCF) is a private not-for-profit corporation registered under Section 501(c)(3) of U.S. Internal Revenue Code and serves Region 12 - a five-county area that includes Osceola, Orange, Seminole, Lake and Sumter Counties. A Board of Directors comprised of volunteers, represented by majority private sector business, economic development, education, organized labor, community-based organizations, veterans, and state and local government agencies representing all five counties in the region, governs CSCF. Joint oversight is provided through an agreement between the CareerSource Central Florida Board of Directors and County Commissioners from each of the five counties in Region 12, which make up the region's Workforce Consortium. The Consortium oversees CareerSource Central Florida.

Q (B). If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the chief elected official.

The Inter-local Agreement outlines the roles and responsibilities of the chief elected officials of each of the counties represented by CSCF. Each county's legal counsel reviewed the agreement to ensure the intent and responsibilities outlined in WIOA were clear and acceptable to each governing body. *Please see Attachment A.*

Q (C). Attach a copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board.

Please see Attachment A.

Q (D). Describe the by-laws established by the Chief Elected Official(s) to address the criteria contained in §679.310(g) of the proposed WIOA regulations:

- i. The nomination process used by the CEO to elect the local board chair and members;**
- ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;**
- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee**
- iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;**
- v. The use of technology, such as phone and Web-based meetings, that will be used to promote board member participation;**
- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,**
- vii. Any other conditions governing appointments or membership on the local board.**

CareerSource Central Florida's Board Governance Committee (i.) annually reviews officer candidates and provides a slate of officers for recommendation to the Board of Directors for discussion and a vote. The Governance Committee is engaged in recruiting potential Board Members who meet the required categories as outlined by the Workforce Innovation and Opportunity Act. Individuals who are interested in serving on the Board of Directors are nominated by business or other community organizations and presented to the Local Elected Consortium for consideration and appointment.

Each Board members is (ii.) appointed for a three-year term, beginning July 1 and terminating June 30 in three years hence. (iii) If a seat is not filled, a Director may serve until December of the last term or until action regarding the seat is taken, whichever comes first. Subject to applicable law, one third of all terms will expire annually.

(iv.) CSCF bylaws do not provide for proxy or designee to Board members. (v.) CareerSource Central Florida Board of Directors may participate in a meeting via telephone or other conferencing method by which all members can communicate and participate. Conference phone capabilities are provided at all Board and Committee meetings and is accessible to any member who cannot attend in person and to the public. *See Attachment A for the Board's bylaws.*

(vi.) The CareerSource Central Florida Board of Directors actively engages stakeholders through:

- focus groups with key representatives of high growth industries;
- informational presentations on high growth industry trends;
- conversation and information sharing with economic development partners, such as the Metro Orlando Economic Development Commission or the University of Central Florida's School of Business;
- workshops focusing on WIOA and its core programs; and
- its membership.

(vii.) There are no other conditions that govern membership or appointment to the Board.

Q (E). Provide a description of how the CEO(s) was involved in the development, review and approval of the plan.

At the Joint Consortium and Board Meeting held in January 2016, the Board discussed its Board Strategies presented by the Board's facilitator. The Board's goals, which provide the framework for the plan, were discussed and approved.

The Chief Elected Officials Consortium has designated a Chair to act on behalf of the Consortium and work with Board Chair to review and approve items as required. As part of the public comment period, all members of the Consortium will receive a draft copy of the plan and provided a single point of contact to receive feedback. Orlando County Mayor – The Honorable Teresa Jacobs – will work with CareerSource Central Florida Board Chair and President & CEO to approve the plan. Approval of the plan by the Local Elected Officials is scheduled for June 2016.

2. Local Workforce Development Board (LWDB)

Q (A). Identify the chairperson of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business that the chair represents.

Local Workforce Development Board Chair:

Eric Jackson, President / CEO
Total Roofing Services
c/o CareerSource Central Florida
390 N. Orange Avenue, Suite 700
Orlando, FL 32801
ejackson@totalroofservices.com

Q (B). Provide a description of how the LWDB was involved in the development, review, and approval of the plan.

For the past three years, the CareerSource Central Florida Board of Directors has dedicated itself to building an organization that will make Central Florida the best destination for talent. A complete overhaul of the organization's leadership, both at the Board and Staff level, has been accomplished to ensure the highest level of fiduciary and programmatic checks and balances. The Board is now structurally sound and well prepared to increase its focus on improving its response to labor market needs and connecting Board performance to outcomes outlined in WIOA. This Board along with key staff has committed to annual retreats that are structured to establish goals and objectives that are tied to specific performance metrics. The Board reviews achievement of those metrics through its efficient committee structure that reports at each meeting of the Board of Directors.

As part of its work to further outline the organization's goals, the Board engaged in a strategic planning process in the fall of 2015 with a consultant to assist in the development of priorities and key action steps. The work accomplished by the Board is included in this plan and lay the foundation for strategically positioning the organization within the Central Florida region. See *Attachment B for details*.

3. Local Grant Sub recipient (local fiscal agent or administrative entity)

Q (A). Identify the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief elected official. WIOA section 107(d)(12)(B)(1)(iii); 20 CFR 679.420

The Workforce Development Board of Central Florida (Board) d/b/a CareerSource Central Florida (CSCF) serves as both the administrative and fiscal entity to receive and disburse funds.

Q (B). Identify the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist it in carrying out its responsibilities as a board organized under WIOA. (May be the same as the fiscal agent). 20 CFR 679.430

CSCF is responsible for staffing the local board staff and the operational staff to deliver services to business and career seekers.

Q (B). If a single entity has been selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach the agreement that describes how the entity will carry out its multiple responsibilities including how it will develop appropriate firewalls to guard against any conflict of interest.

CSCF's submitted a request in 2014 to CareerSource Florida through the Department of Economic Opportunity (DEO) for a waiver to continue to provide services, including training, to career seekers. As part of the requirement to validate performance of the delivery model, CSCF submits a program status report to DEO for review and approval to continue its operating model. Attachment B of this plan includes the initial request and subsequent approval from CareerSource Florida and DEO.

4. One-Stop System

Q (A). Provide a description of the local one-stop system (including the number, type and location of full-service and other service delivery points).

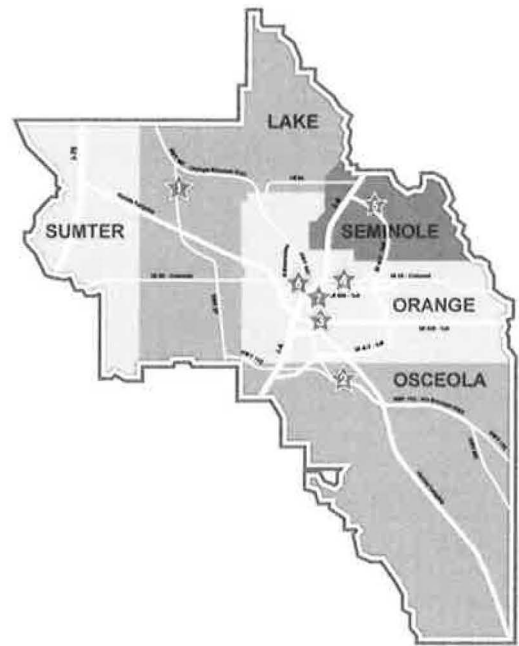
Q (B). Identify the days and times when service delivery offices are open to customers. Customers must have access to programs, services and activities during regular business days at a comprehensive one-stop center.

Q (C). Identify the entity or entities selected to operate the local one-stop center(s).

Q (D) Identify the entity or entities selected to provide career services within the local one-stop system.

Q (E). Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted.

Q (F) Pursuant to the CareerSource Florida Administrative Policy for One-Stop Certification, please provide the required attestation that at least one comprehensive one-stop center in your local area meets the certification requirements.



CareerSource Central Florida currently offers services to business and career seekers through six full-service centers and an administrative office. (B) The centers are open Monday- Friday, 8 a.m.-5 p.m., and are open after hours as needed. (C) CareerSource Central Florida currently operates all one-stop centers and (D) delivers business and talent development activities via those centers. (E) Services to youth and young adults are currently delivered by service providers contracted to deliver the 14 services outlined by WIOA; however, moving forward CSCF will deliver services for youth. (F) Currently, five of the six one-stop centers meet the certification requirements as outlined in CareerSource Florida's Administrative Policy. Over the next 18 months, CSCF will be reviewing and analyzing the delivery models of each of its centers to ensure effective services are efficiently delivered to its businesses and career seekers..

ANALYSIS OF NEED AND AVAILABLE RESOURCES

Q 1. Please provide an analysis (or existing analysis pursuant to WIOA section 108(c)) of the regional economic conditions, which must include:

- A. Information on existing and emerging in-demand industry sectors and occupations; and**
- B. The employment needs of employers in those industry sectors and occupations. WIOA**

§108(b)(1)(A)

According to the University of Central Florida Institute for Economic Competitiveness, College of Business Administration 2015-2018 Florida and Metro Orlando Forecasting report, the sectors expected to have the strongest average job growth in Florida are:

- Construction (6.7%)
- Professional and Business Services (3.6%)
- Trade, Transportation & Utilities (3.6%)
- Education and Health Services (2.7%)
- Leisure & Hospitality (2.5%).

Top 10 Industries Gaining the Most Jobs Region 12 - Lake, Orange, Osceola, Seminole & Sumter Counties

Industries with the Highest Growth Rate	2015 - 2023 Change	
	Total	Percent
Nonmetallic Mineral Product Manufacturing	1,039	33.6
Ambulatory Health Care Services	17,117	32.4
Construction of Buildings	4,684	31.1
Wood Product Manufacturing	357	31.0
Heavy and Civil Engineering Construction	1,915	30.9
Building Material and Garden Supply Stores	3,274	29.9
Nursing and Residential Care Facilities	5,347	27.8
Specialty Trade Contractors	11,085	27.5
Hospitals	9,635	26.3
Educational Services	4,812	24.1
Furniture and Home Furnishings Stores	872	20.8
Securities, Commodity Contracts, and Other Investments	840	20.5
Professional, Scientific, and Technical Services	14,138	20.5
Repair and Maintenance	2,339	20.3
Clothing and Clothing Accessories Stores	4,274	20.1
Health and Personal Care Stores	1,939	19.3
Electronics and Appliance Stores	1,197	19.0
Social Assistance	2,445	18.9
Motor Vehicle and Parts Dealers	2,977	18.7
Personal and Laundry Services	2,256	18.1

In the Central Florida region, based on the regional targeted occupation list and information from industry leaders, the

listed growth sectors have increasing economic opportunity and are vital to the region's continued growth. Information gathered by industry leaders, also suggests the need to support Advanced Manufacturing as its workforce is aging and new talent will be needed to replace a generation of workers, and implement newer, efficient processes. Based on data, CSCF has identified the above-referenced industries and Advanced Manufacturing as its targeted sectors to align its service delivery strategies.

According to the FL Department of Economic Opportunity (DEO), Labor Market Statistics Center's Supply & Demand Standard Report – February 2016, the occupations that have the greatest supply gap include:

- Construction: maintenance and repair workers, plumbers, pipefitters, carpenters, sheet metal workers
- Professional and Business Services: application software developers, web developers, insurance claim adjusters, examiners, loan officers
- Trade, Transportation and Utilities: frontline supervisors of material moving machines
- Education and Health care: registered nurses, cardiovascular technologist and technicians, medical and clinical laboratory technologists, surgical technologist, and medical equipment repairers.
- Leisure & Hospitality: frontline supervisors of personal services
- Advanced Manufacturing: sales representative in manufacturing / technical scientific products, maintenance and repair workers, frontline supervisors of mechanics, industrial machinery mechanics.

Top 20 Occupations with the Highest Growth Rate

Region 12 - Lake, Orange, Osceola, Seminole & Sumter Counties

Title	Employment		2015 Median Hourly Wage (\$)**
	2015	2023	
Diagnostic Medical Sonographers	694	1,044	29.19
Physical Therapist Assistants	631	921	28.96
Health Specialties Teachers, Postsecondary	691	995	33.96
Nurse Practitioners	853	1,185	46.03
Surgical Technologists	633	863	18.98
Physical Therapists	1,242	1,681	39.41
Medical Secretaries	2,256	3,042	14.72
Medical and Clinical Laboratory Technicians	936	1,251	15.00
Helpers - Electricians	1,526	2,035	11.27
Brickmasons and Blockmasons	917	1,216	16.83
Home Health Aides	2,663	3,528	10.57
Meeting, Convention, and Event Planners	1,211	1,604	19.85
Medical Assistants	6,428	8,447	13.71
Personal Care Aides	2,767	3,618	10.38
Phlebotomists	978	1,276	13.09
Industrial Machinery Mechanics	1,525	1,974	22.64
Radiologic Technologists	1,380	1,783	23.92
Cost Estimators	1,944	2,507	27.44
Market Research Analysts and Marketing Specialists	2,921	3,766	24.68
Licensed Practical and Licensed Vocational Nurses	5,477	7,056	18.75

Understanding changes in supply and demand will be critical to CSCF's ability to understand the region's training needs, when supply is exceeding demand, and when to adjust, if necessary, the use of its resources.

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

Construction	<ul style="list-style-type: none"> • Good hand-eye coordination • Physical dexterity • Mechanical and mathematic aptitude • Strong work ethic • Dependable. • Knowledge of basic tools and equipment common to the trade, materials and handling methods and safety. <p>Source: ABA Central Florida</p>
Professional and Business Services	<ul style="list-style-type: none"> • Good Communication Skills • Relationship Building Skills • Decision Making Skills • Leadership • Negotiating and Advocating Skills • Analytical Skills <p>Source: Forbes.com April 27, 2012 and AMA 6/30/14</p>
Trade, Transportation & Utilities	<ul style="list-style-type: none"> • Customer-service skills • Hand-eye coordination. • Math skills • Patience • Sales skills • Visual ability <p>Source: Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2016-17 Edition</p>
Education and Health Services	<p>Top Basic Skills:</p> <ul style="list-style-type: none"> • Empathy • Communication skills • Dealing with pressure • Strong work ethic • Positive attitude • Flexibility • Time management • Self confidence <p>Source: MPH Programs List, mphprogramslist.com</p>
Leisure & Hospitality	<p>Top Basic Skills:</p> <ul style="list-style-type: none"> • Customer service skills • Language skills • Communication skills • Financial management skills • Understanding of the industry • Cultural awareness <p>Source: i-studentglobal.com</p>
Advanced Manufacturing	<p>Top Basic Skills:</p> <ul style="list-style-type: none"> • Mechanical reasoning, logic trouble shooting, and spatial visualization • Personal flexibility, communication, and cooperation • Initiative, persistence, and independence • Attention to detail, self-control, and dependability • Independent decision making • Operating computerized machinery and using computers functions <p>Source: Pearson TalentLens</p>

Since the fall of 2015, CSCF has engaged in a number of focus groups with targeted populations and representatives of the targeted industries listed in the chart. In all the conversations with industry, a consistent identified need was that of soft skills and work ethic. Regardless of industry, all focus group participants share their experiences and challenges with recruiting talent that understood the importance of company culture, appropriate workplace behaviors, customer services skills and commitment to continual learning.

Feedback from employers is also validated with the advertised job skills found in job openings advertised on line. The top five skills required were: customer service, problem solving, interpersonal skills, flexibility, and ability to be a team player. CSCF will look to incorporate these skill areas into its soft skills training options.

CSCF will continue to host and collaborate with industry groups to increase its understanding of

the current and future needs of business (5-10 years) and develop strategies to address those needs. CSCF also sees its role as a convener of resources and partners in developing those strategies, as it understands that it cannot address all the needs of business on its own.

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

In Central Florida's five counties – Lake, Orange, Osceola, Seminole, and Sumter – there are diverse cultural and demographic communities. The region is now home to more than 2.4 million residents (Source: U.S. Census Bureau, American Community Survey - updated September 2015) and continues growing with the recent migration of Puerto Ricans to Orlando and Kissimmee areas, as well as immigrants from around the world and new residents attracted to Florida's geographic location. According to the Migration Policy Institute, three-quarters of

Florida's immigrant residents ages 16 and over hail from Latin America, as compared to 53% nationwide; only 10% are of Asian origin; and 10% are European. The diversity in languages has also grown, with almost 25% of the region's

Population	2015	2014	change	percent change
CareerSource Central Florida	2,435,852	2,381,495	54,357	2.3
Lake County	316,569	309,736	6,833	2.2
Orange County	1,252,396	1,227,995	24,401	2.0
Osceola County	308,327	295,553	12,774	4.3
Seminole County	442,903	437,086	5,817	1.3
Sumter County	115,657	111,125	4,532	4.1
Florida	19,815,183	19,507,369	307,814	1.6

Average Annual Wage	2014	2013	change	percent change
CareerSource Central Florida	\$42,369	\$41,260	\$1,109	2.7
Lake County	\$34,207	\$33,397	\$810	2.4
Orange County	\$44,429	\$43,142	\$1,287	3.0
Osceola County	\$34,962	\$34,151	\$811	2.4
Seminole County	\$41,921	\$40,954	\$967	2.4
Sumter County	\$36,933	\$37,575	-\$642	-1.7
Florida	\$44,810	\$43,651	\$1,159	2.7

residents speaking Spanish, 2.3% of residents speaking Creole, and 3% of residents speaking Asian and Pacific Islander languages.

The Orlando MSA is ranked third in growth in working age population of the top 30 most populous statistical areas within the U.S., with a median age of 36.8 – a rather young workforce.

With a rather young workforce in the region, the region's employers will be challenged with attracting talent differently than they may have in the past. These workers have increasingly gained technical skills, but are in need of understanding how to navigate the multi-generational

workplace of today. Younger workers will need training that focus on the soft skills gaps of Millennials that include written and oral communications, social skills (other than social media), and “an ability to engage and motivate, business etiquette and professionalism” (Monster, How to Help Millennials Fill the Soft Skills Gap, John Rossheim). These findings were validated by a number of industry groups who shared their interests and challenges with working with this new workforce. Many of the employers who participated stated that they thought CSCF could assist the region’s employers with connecting with this group of workers.

The Central Florida region continues to see a decline in the unemployment. The unemployment rate in the CareerSource Central Florida region (Lake, Orange, Osceola, Seminole, and Sumter counties) was 4.4 percent in March 2016.

This rate was 0.7 percentage point lower than the region’s rate of 5.1 percent a year ago. There were 1,270,274 individuals in the labor

Unemployment Rates (not seasonally adjusted)			
	Mar-16	Feb-16	Mar-15
CareerSource Central Florida	4.4%	4.4%	5.1%
Lake County	4.7%	4.7%	5.5%
Orange County	4.2%	4.3%	4.9%
Osceola County	4.8%	4.9%	5.7%
Seminole County	4.1%	4.2%	4.9%
Sumter County	6.7%	6.9%	7.6%
Florida	4.7%	4.7%	5.4%
United States	5.1%	5.2%	5.6%

force, there were 55,396 unemployed residents in the region; however, the number is not reflective of those individuals who have stopped seeking employment or those who have simply taken themselves out of the labor force. (Source: FL Labor Market Statistics, Quarterly Census of Employment and Wages Program) Under WIOA, CSCF also has an opportunity to support those individuals who are underemployed or are currently in income-maintenance jobs who wish to move back to the industries from which they were displaced.

WIOA mandates that individuals with barriers to employment defined as: low-income, basic skill levels below 8.9 grade level, individuals with disabilities, out-of-school youth, and individuals whose primary language is not English, have access to programs and services that assist in removing those barriers to successfully enter employment in a career pathway. In the Central Florida region, the trends are as follows:

- Sixteen percent of people were living in poverty in 2010-2012. Twenty-two percent of related children under 18 were below the poverty level, compared with 9 percent of people 65 years old and over. Twelve percent of all families and 29 percent of families with a female-led household and no husband present had incomes below the poverty level.
- Estimates indicate that approximately 4,446 youth do not graduate high school every year

with the region, and does not account for those youth who left secondary school prior to their senior year in high school (Florida Department of Education Updated 2016); and

- About 39,718 individuals with disabilities who are within working age are unemployed.

According to the American Community Survey, Florida ranks 34 out of 50 states in education quality, with impacts to high school graduation rates and the number of young people entering post-secondary education. Education levels of potential candidates who are registered and utilize Employ Florida Marketplace (EFM), the state's labor exchange system, underscores the need to advocate for increased education and skill development of Central Florida residents, as 32.4% of those candidates have a high school diploma or less; 25% have a certificate or attended technical/vocation school; 11.6% an AA degree; 18.8% a BA/BS degree; 20% a master's degree or higher. As employers increasingly seek talent with technical skills, CSCF will strategically identify new talent pipelines to facilitate connection to the region's employers, and identify strategies to increase education levels for the region's talent. CSCF is interested in working with its education and community partners to identify strategies that help reconnect young people who receive a certificate of completion to opportunities to earn a high school diploma and begin their journey to a career.

In the State of Florida, approximately 7,500 Individuals with Disabilities are registered with the Division of Blind Services and the Division of Vocational Services and, according to these organizations, an estimated 20,000 unregistered disabled individuals and disabled Veterans live in the region. According to the Bureau of Labor Statistics, 32% of individuals with disabilities were employed 2010-2012, compared with 72.7% of those without disabilities. Employed individuals with disabilities are underrepresented in management, professional, and technical jobs, compared with an overrepresentation in service, production, and transportation jobs. Further, individuals with disabilities, while educated, are not often considered for STEM-related occupations. CSCF will partner with employers, vocational rehabilitation, and community agencies to support options for viable employment.

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

A true strength of the Central Florida region is the diverse network of post-secondary education partners that includes state universities and colleges, private schools, and profit and non-profit training providers, technical schools, and adult education providers who are part of the talent development pipeline in the region. Many programs are provided and offered through a variety of methods. Unfortunately, there is no one resource to understand the services offered, the performance of those services, the number of graduates, and the relationship to businesses in the region. Additionally the completion rate of college students in the region is less than 60% according to data from Florida College Access, which begs the question of how college drop outs will impact the talent pipeline needed for the region's targeted industries.

As part of CSCF's focus group process, it became apparent to the organization that the community is seeking a resource that could be accessed by all partners to identify programs, workforce services, career pathways, available talent, and training opportunities. CSCF's Board of Directors envisions the development of a clearinghouse over the next four years to support the region's need for understand how we are developing talent – at all levels – and connecting them to the region's employers. In this collaborative effort, CSCF has partnered with the Central Florida Partnership, a regional business organization, and the University of Central Florida's Office of Research to begin to identify what training resources are available, its capacity, alignment to targeted sectors, and what gaps, if any, exists. This effort will need to involve other regional stakeholders to begin to address a weakness of the region – not having a coordinated, comprehensive resource to understand all workforce development activities, its capacity, and how those efforts support the region's business community.

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

The WIOA Adult program is one of three Core Title I programs authorized under WIOA designed to assist participants to attain employment. This program is specifically targeted toward individuals, 18 and older, who are in need of employment and career advancement. Dislocated worker programs assist workers who have been displaced due loss of work, and include activities such as on-the-job training and work experience to facilitate rapid re-employment.

CSCF offers a variety of training activities for adults and dislocated workers that includes: career planning, job placement assistance, training, and work-based learning opportunities such as internships and on-the-job training. With the new requirements and expectations under WIOA, CSCF is evaluating its policies, procedures, and strategies to better meet the skill needs of the workforce and the talent need of employers.

CSCF has identified the following strengths of its current activities:

- The system currently offers a variety of options for talent development – internships, training, on-the-job training, and employed worker training – based on career seeker's needs.
- A diverse secondary and post-secondary education and training network exists in the region that supports WIOA eligible participant's access to skill-building skills in demand occupations.
- Collaboration with diverse community partners and agencies, such as Goodwill Industries, Osceola Council on Aging, and Lake County Action, that provided employment readiness and training services to remove significant barriers to employment.

CSCF has identified the following opportunities for improvement:

- Increase partners' understanding of each organization's missions and strengths that support employment and training activities.
- Increase the number of training completers who enter into a training-related job.
- Align training opportunities to targeted industries.
- Support the integration of adult basic education services and career pathways.
- Integrate and align workforce programs to serve specific populations, such as Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program.
- Develop data collection strategies between partners to track common measures.

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

CareerSource Central Florida's goals is to prepare youth and young adults for successful careers through continued education and work-based learning in targeted industries. Under WIOA, services to youth and young adults are now focused on individuals who are considered out-of-school and between the ages of 16 and 24. Of a region's youth formula funds, 75% must be spent on out-of-school youth individuals, and 20% of its funds must support work experience activities. Youth programming under WIOA is designed to serve eligible youth and young adults through high-quality case management support toward educational attainment that includes career guidance and exploration, summer and year-round work experience such as internships and pre-apprenticeship, and skills training along a career pathway for in-demand occupations, along with support services.

Research shows that work experience opportunities are a key activity for youth and can help improve educational and employment outcomes. Young Adults have been particularly hard hit by the Great Recession. "By one calculation, young people ages 20 to 24 will lose about \$21.4 billion in earnings over the next 10 years. That's roughly \$22,000 less per person than they could have expected had they not suffered through the recession. The employment rate for young adults (ages 21 to 25) declined from 84% to 72% between 2000 and 2012, a period described as a "lost decade" for young adults" (Opportunity Nation, <http://younginvincibles.org/inthistogether>).

CSCF seeks to develop and implement a youth program model that include multi-year services that focus on career pathways that target high growth sectors – Education and Health care; Advanced Manufacturing; Construction; Business and Professional Services; Trade, Transportation & Utilities; Leisure & Hospitality– and are supported by culturally competent career coaches who are proficient in workforce development and youth engagement principles. Youth Re-engagement Centers (U.S. Department of Education, Bringing Students Back to the Center, November 2014), one of several models being explored by CSCF, primarily focuses on out-of-school youth ages 16 – 24 who have not completed high school and/or are not engaged in the workforce, provide opportunities for career exploration, educational attainment and skills training for in-demand industries and occupations that lead to enhanced employment, career development, credentialing, and post-secondary education opportunities, and work experience. These best practice centers are also staffed by community partners who share similar goals and outcomes.

CSCF held local focus group discussion with primarily out of school youth in December 2015 to gain perspective on the activities they felt they needed to prepare for a career. The youth shared that they wanted more information about potential careers and needed work experiences to help them see “the real about the work.” All the youth expressed interest in participating in activities that would help them develop and guide them to their career goals. Industry leaders who participated in recent focus groups also expressed interest in developing meaningful work experience programs for youth to support their understanding of the world of work. CSCF seeks to ensure that its youth programming options include work experience opportunities that are offered to youth and young adults who meet federal criteria under WIOA and TANF.

Based on local focus group feedback from youth and providers who serve youth/young adults, a re-engagement center type model that provides a variety of opportunities and connect youth at all levels of their career path is needed and desired. CSCF will continue to research best practices that align with the region’s urban, suburban and rural demographics to design a collaborative approach that will lead to an increase the number of youth and young adults who gain industry-relevant skills and enter employment, military, apprenticeship, or post-secondary training / education.

Currently, CSCF contracts services to youth providers to engage youth in the region, however, with new requirements to serve more out-of-school youth, increase expenditures for work-based learning - such as internship and work experience -, and develop career pathways appropriate for young adults, CSCF has decided that it will provide services directly to qualifying youth and young adults. CSCF will implement an effective service delivery models that include the 14 required program elements outlined in WIOA §129(c)(1)(2). CSCF will ensure the provision of services by procuring education, training, and youth development-type services.

CSCF will collaborate and partner with community organizations and post-secondary institutions to identify best practices to support youth with disabilities transition to training and employment. CSCF will continue to partner with the Greater Orlando Inter-agency Council - a collaborative effort comprised of community organizations, schools, and vocational rehabilitation - to better understand how to coordinate services and address challenges for youth with disabilities. CSCF is part of a number of initiatives, including the Orange County Public Schools Transition Team and Employment First. As part of the OCPS Transition Team, CSCF is working with community

partners to plan a transition program for high school graduates with disabilities who are interested in participating in a University of Central Florida program that blends academics with career and technical education with hands-on career exploration and preparation activities. These efforts are truly collaborative as they are focused on working together, with shared resources, to achieve common outcomes.

The Department of Juvenile Justice (DJJ) and Department of Economic Opportunity entered into a statewide Memorandum of Agreement in January 2015 to establish general conditions and joint processes that will enable each agency to collaborate as partners to ensure juvenile offenders under the supervision of DJJ have information about and access to services provided by the state's workforce system. The agreement outlines mutual responsibilities that allow for planning at the state, regional and local levels, promotes the development of linkages between DJJ and the LWDBs, encourages collaboration, and establishes guidelines for data sharing protocol development. CSCF will work with its local DJJ to develop a collaborative Memorandum of Understanding that outlines how both systems will work together to support youth in the department's programs.

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

The CareerSource Central Florida Board of Directors has developed new goals adopted in January 2016 in alignment with the new WIOA mandates. Through discussions at meetings and a recent retreat, the Board's discussions have focused on its role and how the organization must move toward becoming a regional organization recognized as the thought leader, convener and catalyst for developing a business-driven workforce system supported by all providers that is intentional, focused and coordinated. The Board has developed the following strategic priorities to guide its work:

- CareerSource Central Florida will become business focused in all efforts
- CareerSource Central Florida will identify ways to measure progress and return on investment (ROI).
- CareerSource Central Florida will become the backbone organization for workforce development in the Central Florida region.

The Board's strategies (see Board of Directors' Strategic Goals table) focuses on improving engagement and service delivery to the region's businesses and creating a system that is responsive to their talent needs, thereby increasing its performance indicators of entered employment, wage gain, and retention. By creating a business-driven system, opportunities for training will align with the region's high growth industries that are in need of skilled talent in higher wages positions. Through the Board's strategy to realign career centers and develop youth engagement centers to those high growth industries, individuals with barriers to employment and youth / young adults will access intentional services and training to better prepare them with the skills necessary for the workplace.

CSCF Board of Directors' Strategic Goals:

CareerSource Central Florida Board Strategies	Raise the profile of CareerSource Central Florida by convening business for education and awareness.	Create a business-driven system supported by all providers that is intentional, focused, and coordinated.	Plan for ongoing board-level planning discussion to ensure a balance of board member responsibility to oversight and insight, and define what it will mean for the Board to be a "backbone" organization.
	Implement an education and outreach plan to increase business' awareness on workforce development issues and talent development opportunities.	Support and champion the need for a comprehensive workforce system in Central Florida. Conduct a regional inventory of workforce programs and services to identify potential partners and areas of duplication. Research and inventory current programs and outcomes tied to high growth industries.	Structure Board agendas and meetings to address oversight and include time for Board members to gain insight on industry needs / trends, economic factors, and talent supply needs.
	Validate assumptions about business needs through formal and informal processes, and analyze results to deliver market-defined services.	Convene a retreat of key regional non-profit organizations' Board Chairs and staff to discuss and create a shared vision and approach to the system.	Conduct an annual retreat to review and discuss the Board's goals, strategies, and organizational performance.
	Seek opportunities to advocate for the workforce system as a valuable resource that can support and enhance business growth.	Reshape current career centers to link to high growth industries through targeted strategies that connect business to needed talent.	
		Create youth engagement centers that provide comprehensive services and support youth connection to high growth industries.	

CSCF Operational Goals:

CareerSource Central Florida Operational Goals	1. Increase the business community's awareness of the value CareerSource Central Florida provides to the region's employers.	2. Increase the number of job orders filled with qualified talent.	3. Increase training opportunities in High Growth Industries (HGI) to develop skilled talent that meets the needs and expectations of business.	4. Increase the number of CSCF served youth who gain industry-relevant skills and/or enter employment, military, apprenticeship, or post-secondary training / education.
	Strategic communication plan to highlight CSCF value to business.	Develop system-wide standards for talent referrals to job orders	Restructure training opportunities to align with HGI.	Restructure CSCF youth program to align with HGI career pathways
	Develop and implement forums for business outreach and education	Increase the number of direct job placements	Partner with business to develop work-based training opportunities that support business' needs and HGI	Create program options that support CSCF youth toward earning a high school or industry credential
	Develop formal and informal survey methods to capture employer satisfaction with CSCF services	Deliver standardized soft-skills training as part of talent preparation	Increase the number of training completers referred to direct job orders	Develop work based training with business partners in HGI
	Metrics to consider: <ul style="list-style-type: none"> • # of businesses using CSCF services (increase) • # of business sponsors/partnerships with CSCF • # of business participating in CSCF outreach/education forums • Increased awareness of CSCF brand among businesses (UCF study comparison) • # of repeat business customers 	Metrics to consider: <ul style="list-style-type: none"> • # of job orders filled (increase) • Timeliness in filling job orders (filled between 1-30/30-60/60-90) • Average wages on job orders filled by CSCF • # of repeat business job orders (year over year) 	Metrics to Consider: <ul style="list-style-type: none"> • % of CSCF training resources spent in HGI • # of training completers/enrollees • # of training completers placed in job orders • # of completers placed in HGI 	Metrics to consider: <ul style="list-style-type: none"> • # youth earning industry or educational credential • # youth earning high school diploma/GED/equivalent • # youth entering training in HGI • # youth entered into: Military; Employment; Apprenticeship (long-term) Post-secondary education

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

The core programs under the Act are WIOA programs for Adults, Dislocated Workers, Youth; Adult Education and Family Literacy programs; Vocational Rehabilitation; Division of Blind Services; and Wagner Peyser services. The Act requires state and local provider organizations to collaborate in order to achieve better results in connecting key populations into the workforce and building career paths that will allow individuals to stay connected to jobs and sustainable careers.

In preparation for its annual retreat, the Board directed staff to explore how elements of the workforce system can align with the new core partners to better serve both job providers and job seekers, especially in the five high growth industries and with jobs seekers, including youth and individuals with barriers to employment., CareerSource Central Florida held a series of focus groups from August through December of 2015 seeking input and suggestions from youth service providers, educators, providers of service to individuals with disabilities, and business leaders from the high growth industries in the region. (Additional focus groups are planned through spring, 2016).

In the provider focus groups, 54 people representing 37 partner organizations including vocational rehabilitation and adult education, attended and all echoed the need for a coordinated, focused system. The lack of an inventory of programs and offerings, along with a desire for learning about each other's organizations and how best to collaborate were key themes in all the focus groups. It was clear by the discussion in the groups that workforce development partners, which included the core partners, understand the current system is not functioning to its fullest intent and new approaches will be needed to meet the service and performance requirements of WIOA. CareerSource Central Florida was consistently identified as the local organization best positioned to lead the change needed to create a new demand-driven system supported by all providers that is intentional, focused and coordinated. As such, the Board has adopted this as one of its strategic priorities, which will be referred to a key CareerSource Committee – Career Services – for oversight. Through the Board's Governance Committee, representatives of core programs will be identified to participate on the Board and

join Board committees. To date, the Division of Blind Services and representatives of Adult Education and Family Literacy programs have participated in Board-level activities. CSCF will continue to work with core partners to understand organizations' missions, process, and strategies.

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

The Board of Directors of CareerSource Central Florida has dedicated themselves over the last three years to building an organization that will make Central Florida the best destination for talent. A complete overhaul of the organization's leadership, both at the Board and staff levels, has been accomplished to ensure the highest level of fiduciary and programmatic checks and balances. The Board has implemented an efficient Board structure with focused committees that have established charters for their area of work. There are specific metrics that each committee has established and monitors as part of its oversight responsibilities. The Board reviews state program and fiscal audit reports, as well as external fiscal compliance monitoring, through its committee structure and reports notable findings, observations, and/or best practices to the full Board. Through Board meeting, Directors review established goals, objectives, and performance metrics to ensure alignment with business and talent development initiatives.

The Board will provide oversight and leadership on "policies affecting the coordinated provision of services through (its) one-stop delivery system, including policies concerning objective criteria for the Board to assess one-stop centers, guidance for the location of one-stop center infrastructure funds, and policies relating to the roles and contributions of one-stop partners within the one-stop delivery system" (§ 101(d)(6) of WIOA). CSCF has developed this plan with the understanding that portions of this plan are evolving and modification will be made based on the experiences gained by operating under WIOA for the first two of the four years of this plan. CSCF also continue its work with the Florida Sterling Council over the next four years to implement a management framework consistent with Baldrige Criteria that will assist the organization in aligning its leadership and strategies to its workforce, operations, and results. Integration of these processes will result in clear processes that lead to better management of

performance.

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

CareerSource Central Florida recognizes the unique barriers individuals with disabilities may face in finding a job or engaging in a meaningful career. The goal is to ensure that all job seekers are competitive, regardless of barrier. CSCF will continue to invest and participate in local and state initiatives to connect these individuals to employers who are ready to hire, while making an intentional effort to not duplicate work by other partners, including vocational rehabilitation. CSCF also participates in the Interagency Coalition, a collaboration of community partners who serve and advocate on behalf of individuals with disabilities, as a resource for employment and training opportunities. Below are some of the activities CSCF will continue to support and implement services that intentionally provide resources and assist individuals with gaining employment.

- **Ticket to Work** – CSCF is one of 17 Florida LWDBs designated as Employment Networks by the Social Security Administration enabling their participation in the federally funded Ticket to Work program. Through Ticket to Work, recipients of Social Security Disability Insurance and/or Supplemental Security Income receive priority assistance such as job search, career planning and skill building to enhance their efforts to find and retain a job, and work toward becoming self-sufficient. Participating LWDBs receive funding for workforce services provided to “ticketholders” from the Social Security Administration. CSCF will expand staff knowledge of the program and improve how data is collected to measure the impact of the services provided. Additionally, CSCF will partner with Vocational Rehabilitation and the Division of Blind Services to understand the services they offer as Ticket to Work network partners.
- **Pepsi Act** – CSCF forged a partnership with Pepsi North American Beverages and one of its programs, PepsiAct – Achieving Change Together, a formal partnership between Pepsi North American Beverages (NAB) and Disability Solutions, to proactively recruit, train and hire individuals with disabilities, including veterans with disabilities. Pepsi has a system in place to ensure that at least seven percent of each job group at its South Orange County bottling facility consists of disabled

individuals. Pepsi has agreed to use CSCF as its hiring source to pilot the pre-screening of talent, and provide the best possible candidates for positions from entry level through management. CSCF partnered with Pepsi on several hiring events throughout the region as part of this pilot, resulting in 10 individuals obtaining employment. CSCF will look to replicate this collaboration as a best practice model for the region's employers.

- **Family Café** – CSCF has participated in the annual Family Café that attracts about 7,000 Floridians with disabilities and their families. It provides a forum for the CareerSource Florida network to offer employment workshops and educate individuals with disabilities and their families about how to access local workforce services through career centers and take advantage of special resources such as incentives for businesses that hire people with disabilities. CSCF will continue to participate.
- **Veteran's Business Initiative** - CareerSource Central Florida has joined in partnership with the Central Florida Disability Chamber of Commerce, Manpower, Regions Bank, and Florida Hospital in presenting the Veterans' Business Initiative, or VBI. Now in its second successful year, this free, eight-week program combines workshops, presentations, interactive discussions, and role-playing scenarios to assist veterans with everything from resume writing and interview preparation to networking sessions and interviews with local companies. The Veterans Business Initiative provides veterans with entrepreneurship opportunities, employment, continuing education, and invaluable access to local company hiring managers. The program is available to all US Military Veterans, whether disabled or not. Of those who participated in the program, 47% have been placed into viable careers.

Other populations identified in Section 188 of WIOA, such as English Limited or low income individuals, will be provided services that meet their unique needs. Please see other sections of the plan for more details on strategies to provide services.

Q5. Describe the process used to develop your area's vision and goals, including a description of the participants in the process.

The CSCF Board of Directors Chair has convened an annual retreat with Board Members to

discuss and develop the region's vision and goals for the last four years. Through small group discussions, information provided by Board staff, and feedback from the organization's stakeholders, the Board has aligned the organization's vision and goals to support the needs of business. The Board's October 2015 retreat was particularly important for the CareerSource Board members to align with the responsibilities and goals articulated in WIOA. Based on discussion held during this retreat, the Board of Directors, whose majority represents business, has adopted three strategic goals:

1. Raise the profile of CareerSource Central Florida by convening business for education and awareness.
2. Create a business-driven system supported by all providers that is intentional, focused and coordinated.
3. Plan for ongoing board-level planning discussion to ensure a balance of board member responsibility to oversight and insight, and define what it will mean for the Board to be a "backbone" organization.

The Board of Directors has developed action steps for year one of the plan and will be developing metrics to measure progress. Board agendas will also be organized to allow time to discuss the Board's strategic goals and the organization's operational activities that align with those goals.

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

CSCF will position itself to meet the talent needs of business by providing intentional, valuable services that ultimately satisfy both supply and demand goals. CSCF has re-engineered its operational structure to strategically interface with business and industry, and expand its partners with area chambers of commerce, economic development, education, small business development centers, and other organizations that serve business and industry throughout the region. Since employers, not providers, create jobs, CSCF is transitioning from an emphasis on the needs of the job seeker to a demand-driven model that meets the needs of businesses. By best understanding the needs of business, workforce solutions can then be focused to ensure that career seekers, including the WIOA-focused populations of out of school youth, individuals with disabilities, and those in adult education

programs, are entering a career path while, at the same time, ensuring the demand for a skilled workforce for business is met.

New Federal performance measures, effect on July 1, 2016, focus on key indicators that are highly dependent on the economic climate in the local workforce area. The core measures include:

- Percentage of participants in unsubsidized employment during second quarter after exit;
- Percentage of participants in unsubsidized employment during fourth quarter after exit;
- Median earnings of participants during second quarter after exit;
- Percentage of participants who obtain a postsecondary credential or secondary school diploma within 1 year after exit;
- Achievement of measureable skill gains toward credential or employment
- Effectiveness in serving employers (criteria to be developed)

Credential rates and measurable skills gain measures appear focused on talent development activities, but the ultimate measure of successful attainment of skills will be validated by the business seeking skilled talent.

CareerSource Funding Model: CareerSource Central Florida has participated in the development of a data-driven, outcome-based Performance Funding Model for the CareerSource Florida network that it will use to inform policy discussions and decisions, align resources to shared goals, reward excellence and showcase improvement through a series of critical metrics. CareerSource Florida has established long-horizon metrics and short-horizon metrics for job placements, employer engagement, cost of doing business, and customer satisfaction. CareerSource Central Florida will continue to participate in the process.

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

The local levels of performance negotiated with the Department of Economic Opportunity for the period of July 1, 2015 – June 30, 2016 are listed below:

Adult	Dislocated Worker	Wagner-Peyser	Youth
Entered Employment 69.6%	Entered Employment 75.6%	Entered Employment 60%	Placement in Employment or Education 60%
Employment Retention Rate 85.9%	Employment Retention Rate 83.5%	Employment Retention Rate 79%	Attainment of Degree/Certificate 90%
Average 6-months Earnings \$12,300	Average 6-months Earnings \$13,000	Average 6-months Earnings \$11,500	Literacy/Numeracy Gains 32.55%

Q8. Please describe indicators used by the LWDB to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers, and the one-stop delivery system in the local area. WIOA §108(b)(17)

CSCF serves as the administrative and fiscal agent for local workforce development area. Fiscal audits are conducted semi-annually by the Department of Economic Opportunity and third party Audits are conducted by an outside CPA firm in accordance with Federal Regulations in 2 CFR 200 firm, which is procured every five years. Audit reports assist with measuring the performance and effectiveness of the fiscal processes and policies. A local CPA firm specializing in workforce development also audits CSCF's work quarterly. Testing performed includes testing policies, processes, samples of invoices and payments, and compliance testing of contracted services.

In reviewing the one-stop delivery system, the LWDB utilized reports from Employ Florida Marketplace, the Florida Workforce Integrated Performance Reporting System, and One-Stop System Tracking reports to monitor:

- program activities;
- case progression;
- training enrollments and completions;

- talent needs through analysis of job orders; and
- job orders filled.

Additionally, CSCF will monitor operational strategy metrics that have been locally identified and outlined in CSCF's Operational Strategic Goals.

Q 9. Please describe the definition of “self-sufficiency” utilized by your local area.

WIOA §108(b)(1)

CareerSource Central Florida has used the income threshold outlined in the United Way ALICE (Asset Limited, Income Constrained Employed) Florida Report issued in 2014 (<http://www.uwof.org/alice>) and the U.S. Department of Housing and Urban Development (HUD) to define the local criteria for “self-sufficiency.” In developing the ALICE Project, United Way has partnered with Rutgers University-Newark's School of Public Affairs and Administration (SPAA), an educational leader in government and non-profit management and governance. The Report includes findings on households that earn below the ALICE Threshold, a level based on the actual cost of basic household necessities in each county in Florida. Florida has 1.1 million households with income below the Federal Poverty Level (FPL) but also has 2.1 million ALICE households, which have income above the FPL but below the ALICE Threshold. These numbers are staggering: in total, 3.2 million households in Florida – fully 45 percent, triple the number previously thought – are struggling to support themselves. A survival budget in Orange County for a family of four is based on an annual salary of \$49,635 (\$23.86 per hour) while a stability budget that would allow for savings is \$87,166 (\$41.90 per hour). A survival budget in rural Lake County for a family of four is \$48,023 while a survival budget is \$82,186 for the same family composition.

Based on the ALICE Report and average annual wages in the region, the region is about \$3.50 per hour below the average hourly rate needed to live on a stable budget.

Area Name	Total Average Employment	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
Workforce Region 12 - CareerSource Central Florida, Florida	1,129,979	\$20.35	\$814	\$42,328
Florida	8,003,431	\$21.53	\$861	\$44,772

The U.S. Department of Housing and Urban Development (HUD) defines the median family income for the Orlando-Kissimmee-Sanford Metropolitan Statistical Area (MSA) as \$58,347 (HUD FY 2015 Income Limits, Median Family Income). In order to have a defined threshold to serve business clients and job seeker customers, CSCF is establishing a self-sufficiency threshold at \$58,000, which aligns with HUD and is higher than the local ALICE thresholds. Strategically this will allow CSCF resources to provide training and skills upgrade services to a broader range of individuals while still meeting the intent of WIOA. This local self-sufficiency level represents what it takes to have basic stability in our area with housing, food, clothing, transportation and basic healthcare. *See Attachment C.*

CAREERSOURCE CENTRAL FLORIDA'S COORDINATION OF SERVICES

Q 1. Coordination of programs/partners: Please describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. TEGL 3-15

CareerSource Central Florida will work collaboratively with the core programs – Adult, Dislocated Worker Youth, Adult Basic Education, Vocational Rehabilitation, Temporary Assistance for Needy Families, and Wagner-Peyser – to effectively serve job seekers and employers, and leverage resources to meet outcomes. The alignment of the core programs will include:

- Collaborating to learn about each core partners' programs, processes, and goals;
- Establishing career pathways aligned to high growth industries, and developing an outreach and awareness campaign to educate career seekers about career options;
- Developing strategies for a common intake and assessment process to streamline access to training;
- Combining career guidance, education/training, and support services through community resources ; and
- Preparing individuals for careers that are in demand.

Over the next two years, CSCF will develop Memorandums of Collaboration (MOCs) that will

detail specific referral and assessment processes, strategies to leverage resources and avoid duplication, and opportunities for co-enrollment in GED preparation courses and occupational skills training. Co-enrollments are currently being piloted with Orange County Public Schools and Lake Technical College through an agreement that outlines direct support for young adults in GED preparation programs who are co-enrolled in vocational training, such as plumbing, welding, HVAC, health unit coordinator, and automotive repair. CSCF will work on new MOCs to support specific WIOA activities with adult education and family literacy services, vocational rehabilitation, and the division of blind services to increase coordination, address confidentiality issues, identify resource sharing opportunities, and avoid duplication of services.

CSCF will provide training to staff on understanding WIOA's core programs are how they operated through quarterly updates and presentations by partners. CSCF will arrange learning opportunities to foster relationships that support co-enrollment and leveraging of services through warm referrals. Fostering these relationships will lead to improved services to customers who are connected to the partner with the specific expertise needed to move forward. Although not a core partner, CSCF is also interested in working with community action agencies in the five-county region to better understand and coordinate the use of community service block grants dollars that support work readiness and training activities.

Coordination between workforce programs and Temporary Assistance for Needy Families (TANF) programs is also priority for CSCF. While the TANF program, maintains a high level of administrative responsibilities, there are a variety of opportunities to align training and employment opportunities for program participants to gain the necessary skills to be competitive in the workplace. CSCF will capitalizing on these opportunities to engage participants in meaningful, intentional skill building to increase their competitiveness and rapidly connect participants to employment.

Additionally, CSCF will support youth education and training by providing work readiness skill building and work experience opportunities funded with TANF resources. CSCF is actively engaged with local leaders of priority communities who are experiencing high crime and dropout rates among youth, who also have limited access to work opportunities and struggle with significant transportation barriers. A program model with the City of Apopka was launched in 2015 to serve 35 youth in a work readiness and work experience program, 90% of the youth completed the program and 51% were hired by their host employer after the program. Local funds were leveraged by CSCF's TANF resources to fund the program pilot. In 2015-2016,

CSCF is partnering with Apopka and Sanford, and over the next four years, CSCF will develop similar models based identified community indicators.

Mature workers, 55 and older, continue to work full or part-time jobs every day. The reasons they work are varied, but for many it's a matter of necessity to remain financially secure and independent. Others work to stay active and engaged in their communities. As the population ages, older Americans will play an increasingly important role in our economy and America's leadership in the world marketplace. By 2019, over 40% of Americans aged 55+ will be employed, making up over 25% of the U.S. labor force. The Committee on Economic Development indicates that employers rate older workers high on characteristics such as judgment, commitment to quality, attendance, and punctuality (National Council on Aging, 2016). CSCF values programs for mature workers and will partner with AARP, Experience works, and the Florida Department of Elder Affairs to connect and coordinate services for this population. Additionally, CSCF will increase its promotion of the Employ Florida Marketplace Silver Edition website.



Q 2. Coordination with Economic Development Activities: Please provide a description of how the local board will coordinate workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promote entrepreneurial training and microenterprise services. WIOA §108(b)(4)(iii)

To support CSCF's focus to increase collaboration with business, an Economic Development Liaison position was created to work collaboratively with the Metro Orlando EDC, Sumter County EDC, chamber organizations, local/county economic development offices to better align workforce investment activities and strategically support the needs of new and expanding businesses. CSCF actively participates in several advisory / work teams to align workforce services such as recruitment, hiring, and training efforts. Additionally, The Liaison supports CSCF's ability to serve as a convener of other resources provided by other community and education partners.

CSCF's Business Team partners with the National Entrepreneurship Center in connecting

entrepreneurs who need assistance in accessing capital, supporting resources, and growing their business. Small business that are receiving services at the Center are also connected with CSCF staff if they are interested in attracting and developing talent. The Business Team also partners with the Greater Orlando Hispanic Chamber and the African American Chamber that are housed at the Center, to ensure their members can access workforce business services.

In continued efforts to understand the needs of business, CSCF will formalize feedback and insight sessions with industry and economic development leaders to continue its learning and collaboration with business. Through regular feedback sessions, forums, and business events, CSCF can gain industry knowledge and help other core partners to support the needs of business by providing valuable talent.

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

CareerSource Central Florida has developed a dedicated Education Liaison to coordinate strategies, enhance services, advocate the business need in training options, and avoid duplication. The Liaison is currently engaged with more than 30 training providers who deliver certificate and degree programs, including the state college system through Valencia and Seminole State College, the university system through the University of Central Florida, and a network of private colleges and universities. The Liaison is able to partner with secondary and post-secondary partners to create flexible, customized training solutions to address business needs at the speed of business. This approach has been successful with Valencia College and has yielded continued grant program partnerships, facility agreements to leverage office space, and increased collaboration and discussion on strategies to meet the needs of business. CSCF has begun similar conversations with Seminole State College, and plans to engage the University of Central Florida in a similar approach. CSCF is also able to obtain insights from education partners who are part of the Board's membership.

CSCF has analyzed its training matrix over the last six months and has identified opportunities to enhance services and improve program alignment with targeted industries to develop talent

that meets the needs of business, and increase the number of training completers to direct job orders. In an effort to enhance and improve program alignment, CSCF will work with financial aid resources to ensure collaboration with Pell Grant. CSCF will partner with education partners to collect necessary information to publish program performance that includes enrollments, program completers, employment placements, employment placements that are training related, and program costs.

CSCF is interested in working with school districts to identify ways to intentionally connect to Career Academies created under the Career and Professional Education Act (CAPE), created by the Florida Legislature in 2007, to improve Florida's talent pipeline in critical industries and create relevant curriculum opportunities for middle and high school students to earn industry certifications. Although CSCF has been part of the CAPE curriculum review process, opportunities still remain for increased alignment to employment and additional training post high school. CSCF will develop a strategy with local school districts support CAPE programs with work-based learning opportunities supported by WIOA and non-WIOA resources, since CAPE students are considered in-school youth under WIOA.

Q 4. Coordination of transportation and other supportive services: Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)

CareerSource Central Florida understands the need to address barriers to increase an individual's chances of accessing and engaging in work activities. Due to inconsistent transportation schedules and limited access in many areas in the region, transportation issues are still a consistent barrier for individuals. CSCF is part of a multi-regional Transportation Task Force through the Central Florida Partnership, as transportation issues is one of its key regional priorities.

CareerSource Central Florida currently allocates resources to provide program participants with gas cards and bus passes to travel to work and training opportunities. These supports are limited and require additional collaboration with other community partners such as Goodwill

Industries, and county and municipal transportation supports (seniors, veterans, individuals with disabilities, low-income). Referrals to other community providers for support services is a consistent strategy utilized by CSCF as it does not have the necessary resources to remove all transportation barriers of our region.

Q 5. Coordination of Wagner-Peyser Services: Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services. WIOA §108(b)(10)

The Wagner-Peyser Act program provides employment services to job seekers and employers. Services to job seekers include job placement assistance; career advising; interest assessments and skills verification; workshops; individual employment plans, career exploration via online modules; and other labor exchange services. Services to employers include assistance in developing and posting job orders; referrals of qualified job seekers to job openings and organizing job fairs. CSCF's designated DEO staff alongside CSCF staff support these functions through the six universally accessible careers centers.

CSCF is restructuring the "front of the house" in CSCF's career centers to better direct customers to the most appropriate program – core or partner – that will address their needs with a high level of customer service. This targeted approach identifies the needs of the career seeker through a universal assessment and allows Career Consultant staff to move the career seekers quickly to the service(s) that best meets their employment goals. These efforts will avoid duplication of assessment and evaluation by multiple staff or organizations, decrease customer's wait time to access services, and change the perception of the system from "self-service first" to concierge, tailored services.

Business services has been re-engineered with a more intentional focus to deliver customized solutions, training, and qualified talent to business. This new model addresses the need for broader customized solutions being offered to each businesses' needs. At times, the customized solution may fall outside of workforce development and will require referrals to other, more targeted community partners. CSCF has also worked to realign its priority to deliver recruitment and hiring services to business. A recruitment team, led by a Business Consultant, works cooperatively to assist business in locating top talent for open positions. Services include

candidate recruitment, candidate pre-screening, hiring events, and job promotion in various mediums. This strategy continues to be enhanced by aligning processes and staff functions across all programs to support the focus on identifying qualified talent to fill the needs of business.

Q 6. Coordination of Adult Education and Literacy: Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II. WIOA §108(b)(10)

Adult Education and Family Literacy partners are well-positioned to fill the gaps in academic knowledge needed by individuals who want to transition to careers and secure better paying jobs. The workforce system is poised to enhance this experience by supporting learning models that combine basic skill building with career/technical skills. By providing career consultants to adult education programs, or adult education instructors to career centers, collaborative models can be developed to improve career knowledge, work readiness skills, and supportive transitions post-high school credential.

Currently CSCF has a dedicated staff member to support initiatives and coordination with adult education and family literacy activities in the region. The Education Liaison will identify activities, processes for referral and documentation of performance, and information sharing among staff to support coordination with the adult education and family literacy system. The Education Liaison will work with partners to establish MOUs / MOCs that will be reviewed annually. As part of the collaborative agreement, the partners will identify opportunities to cross-train partner staff on the services offered and entrance requirements for programs. CSCF is piloting a number of initiatives with adult education partners that combine adult education programs, such as GED, with career and technical education with the goal of helping individuals earn their high school diploma while also earning technical skills and credentials. CSCF will evaluate the pilots to better understand coordination issues.

Q 7. Cooperative Agreements: Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.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 will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

Establishing cooperative agreements are a high priority for CSCF in 2016-2017. CSCF is interested in developing significant agreements that outline shared resources, facilities / office space, shared staff if appropriate, service coordination, referral processes, and information sharing protocols. A part of developing agreements with core programs under Title I and community partners, CSCF will evaluate what services are delivered, what are the gaps in service, how best to leverage each organization's expertise, and how best to compliment service strategies. As the state further defines the roles of each core partner statewide, cooperative agreements will incorporate those items into a locally developed Memorandums of Understanding or Collaboration agreements with local partners. CSCF currently has an agreement with the Migrant Seasonal Farmworker program in Orange County.

DESCRIPTION OF CAREERSOURCE CENTRAL FLORIDA ONE-STOP SYSTEM

Q 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. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.
- B. Identify any non-required partners included in the local one-stop delivery system.
- C. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board

and the one-stop partners. Please provide a copy of any executed MOUs. WIOA §108(b)(6)(D).

All required partners are either co-located in our career centers, serve on CSCF's Board of Directors or Board committees, participate in strategic focus groups, or are accessible via their website. CSCF does not currently have any non-required partners included in the one-stop delivery system, however moving forward there may be an opportunity to share facilities and resources with other organizations who share in CSCF's mission. As part of developing the system, MOUs between the local workforce board and the one-stop partners will have the support of the chief elected officials and the Board.

CSCF will develop one-stop delivery system that is demand-driven, intentional, and coordinated.

- Demand-driven: services are provided to connect the "right" talent to the needs of business and training options are available to prepare those individuals requiring skills building or upgrade to enter a targeted industry.
- Intentional: services are tailored based on the needs of the business or individual customer, and are supported with a concierge approach that meet the expected outcome for the customer and the system.
- Coordinated: services are coordinated with core and community partners to develop holistic, effective solutions that meet and exceed expectation.

CSCF will develop updated memorandums of understanding with the required partners over the next year as part of its efforts to establish relationships and understand areas for intentional collaboration. An agreement with vocational rehabilitation will include strategies and service coordination to serve those individuals with disabilities who do not meet the threshold for VR services. There is a group of individuals who have a disabilities that can be engaged to fill jobs. CSCF will also develop an agency agreement with AARP and/or Experience Works to support work experience placement for seniors. CSCF will also continue to develop MOUs with community partners that compliment and support CSCF's mission to put Central Floridian's back to work and support businesses' competitive advantage.

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

- A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of WIOA. WIOA §108(b)(6)(C)**
- B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.**
- C. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. WIOA §108(b)(6)(B)**

All career centers meet the standards set by the Americans with Disabilities Act. All facilities are accessible and technology is available to assist those individuals who have a physical, visual, or hearing impairment. CSCF ensures all career centers meet Title III of the ADA that requires public accommodations to provide good and services with disability on an equal basis with the rest of the public. CSCF utilizes the ADA Checklist for Readily Achievable Barrier Removal created by Adaptive Environments Center, Inc. and Barrier Free Environments, Inc. The checklist is also used to ensure all eligible training providers meet the standards necessary to allow participants to access training. Staff training is provided on all resources available with the career centers as well as resources provided through the Ticket to Work program, vocational rehabilitation, community partners, such as Goodwill Industries and Center of Independent Living. CSCF expects to continue to provide training opportunities for staff as part of its WIOA implementation strategies.

The LWDA's one-stop career center facilities are equipped to serve individuals with disabilities. Specifically:

- The signs for parking spaces at the one-stop career centers are mounted at appropriate heights and contained requisite language.
- The accessible restrooms at all one-stop career centers contain extended grab bars, pipe covers, placards for identification, and full-length mirrors.

- All doorways are clear of obstruction and meet the width requirements.
- All signs are at the appropriate height and have raised characters.
- All workstations are accessible and accommodate wheelchairs if necessary.

As centers are upgraded, CSCF will maintain set ups consistent with the principles of universal design.

The LWDAs one-stop career centers each contain accessible workstations with software appropriate to assist customers with disabilities. All computers in resource areas use Zoom Text 10 by AI Squared to assist visual impaired persons appropriately utilize computer-based programs and services such as Employ Florida Marketplace and Metrix Learning suite. CSCF utilizes its two mobile units, which include 10 computer workstations and internet, to serve remote areas of the region and as needed to provide specialized training. The mobile units are fully accessible and include a wheelchair lift if needed. Over the next two years, CSCF will evaluate current software and its effectiveness.

Q 3. Integration of Services: Please describe how one-stop career centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop career center partners. WIOA §108(b)(21)

CSCF will develop a system that is demand-driven, intentional, and coordinated. To this end, the organization restructured its staffing compliment to create Career Consultants and Business Consultants that support the system goals and are not tied to a specific program. These efforts will move the system toward an integrated, concierge focused model. Cross-functional teams have been developed to review candidates for training and work experience under WIOA program options, and review internal monitoring reports to discuss process and performance areas.

CSCF will use Employ Florida Marketplace (EFM), the One Stop Tracking System (OSST), the Florida Workforce Integrated Performance Reporting System (FWIPRS), to collect and manage participant activities and data. CSCF continues to research all features available in EFM to support operational strategies, and as such is piloting the new VOS Greeter functionality in the system, and the integrated use of Salesforce. Additionally CSCF will continue to seek

technology solutions for all of the organization's efforts to increase efficiency and improve cycle time in processes. Regular, consistent training on the state managed systems, along with revised data collection protocols, will be implemented to increase staff's effectiveness in using these tools.

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

CSCF currently operates workforce programs through six career centers and two mobile units that provides service to rural / remote areas. In 2014, CareerSource Florida accepted CSCF's request to operate programs and serve as the service provider for the region. As more information is learned on the definition of one-stop operator and provider of services, CSCF will ensure appropriate steps to ensure competitive process for the selection of the one stop operator.

CareerSource Central Florida plans to procure a third party to hire an independent evaluator who will conduct an independent review of its service delivery model. The final evaluation will be submitted to the Board of Directors for review, discussion, and recommendation on options to proceed. This work would begin in summer 2016 through fall 2016.

Q 5. System Improvement: The state's certification policy has not been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service than required in order to respond to labor market, economic and demographic conditions and trends in the local area. WIOA §108(b)(6)(A)

CSCF will work to meet the certification requirements issued by the state and will also continue its work to implement a management process that aligns the organization's operations and support units to deliver strategies in a way that focuses on the customer and yields performance excellence. Over the next four years, CSCF will continue its journey with the Florida Sterling Council who offers several Baldrige-based assessments for organizations who are committed to implementing a management model the supports improving its leadership/management systems. The Baldrige Criteria are a framework for performance management that addresses

all key areas of an organization and is compatible with other performance improvement initiatives, such as ISO 9000, Lean, and Six Sigma. Baldrige Criteria provide a valuable framework for measuring performance and planning in an uncertain environment. The Baldrige Criteria help organizations achieve and sustain the highest national levels of:

- customer satisfaction and engagement
- product and service outcomes and process efficiency
- volunteer and workforce satisfaction and engagement
- financial and volunteer resources
- social responsibility

CSCF completed the Sterling Explorer Management Assessment Process in February 2016 and will look to build on the feedback received on its work processes, metrics, analysis, and strategies.

DESCRIPTION OF THE REGIONS PROGRAM SERVICES

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

Under WIOA, workforce boards are encouraged to convene partners to develop a demand driven, intentional, and coordinated system that supports the development of our region's talent pipeline. To create this system, coordination of core and partner programs are essential. CSCF's programs include:

- Workforce Investment and Opportunity Act programs: Adult, Dislocated Workers, Youth;
- Wagner-Peyser programs: Reemployment Services and Eligibility Assessment (RESEA) Grant, Trade Act Assistance (TAA), Veteran's Programs, Migrant Seasonal Farmworkers Program (MSFW), Labor Exchange.
- Temporary Assistance for Needy Families
- Supplemental Assistance & Nutrition Program
- Adult education and Family Literacy Act programs
- Vocational rehabilitation
- Division of Blind Services
- Community Development / Service Block Grants (new)

CSCF seeks to better coordinate current WIOA, Wagner-Peyser, and TANF activities to reduce duplication and improve performance, while planning for the incorporation of Adult Education, Vocational Rehabilitation, and Community Development Block Grant (CDBG) funded activities. Programs of study authorized under the Perkins Career and Technical Education Act are currently reviewed and validated by CSCF. CSCF will be working with Perkins programs and other career programs to develop MOUs to better align continued training and employment

activities for program completers.

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

WIOA §108(b)(16)

It is CSCF's policy to competitively procure all goods and services (See Attachment D). The extent of competition will be consistent with the dollar amount, but in general, procurements will be conducted in an open manner, available to the public for response and all procurement decisions will be documented. In general, except for small purchases, all procurements will be publicly advertised and a minimum of three responses will be required in order to make a purchase. If fewer than three responses are received, and there is sufficient time before the good or service is needed, CSCF will attempt to obtain additional responses. After a public solicitation, if only one bid is received, it will be evaluated under the rules governing sole source purchases and a cost analysis.

Purchase Threshold	Requirement
A. Micro Purchases Of \$3,000 Or Less	Purchases of up to \$3,000 (micro-purchases) may be awarded without soliciting competitive quotations if CSCF considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers. A purchasing Request/Authorization Form (Formstack) is required for micro-purchases.
B. Purchases Of More Than \$3,000 And Less Than \$25,000	Purchases require at least two written quotes, and the written quotes will be attached to the Purchasing Request/Authorization Form (Formstack) and included in the procurement file for the purchase as appropriate. If the lowest-price item is not purchased, a written justification will be included in procurement file.
C. Purchases Of More Than \$25,000 And Less Than \$150,000	Purchases require at least three written quotes, which will be documented and attached to the purchasing Request/Authorization Form (Formstack) and included in the procurement file for the purchase as appropriate. If the lowest-price item is not purchased, a written justification will be included in the procurement file.
D. Purchases Of More Than \$150,000	Purchases over \$150,000 will be publicly advertised and a formal solicitation will be issued. The decision to issue a solicitation, along with the material elements of the solicitation, will be presented to the Board of Directors for approval. In such instances, the Board makes the final procurement decision.

ETHICAL CONSIDERATIONS IN PROCUREMENT: CareerSource Central Florida has adopted a code of conduct related to the conduct of procurements, which is contained in CareerSource Central Florida's Contracting Policies and Procedures. CareerSource Central Florida Board of Directors and staff must comply with state and federal rules and regulations governing the conflict of interest and appearance of conflict of interest in the procurement process.

- a) Regardless of the type of procurement, if CareerSource Central Florida desires to enter into a contract with an organization or individual represented on the Board of Directors, the contract must be approved by a two-thirds vote of the Board members present, a quorum having been established, and the Board member who could benefit financially from the transaction must declare a conflict and abstain from voting on the contract. Board members must disclose any such conflicts in accordance with the requirements of the Florida law and complete appropriate conflict-of-interest forms.
- b) Board members and the CEO/President will complete financial disclosure forms required by the state of public officers on an annual basis
- c) The following are prohibited in connection with any solicitation:
 - i. Acceptance or payment of gratuities, kickbacks.
 - ii. Providing confidential procurement information not made available to the general public.
 - iii. Improper communications between CareerSource Central Florida and any proposer (or its agents or representatives)
 - iv. Collusion or noncompetitive pricing practices between proposers.

Q 3. Expanding access to employment: Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). WIOA §108(b)(3)

CSCF's main goals are to intentionally partner with business to identify talent needs and work with them to fill open positions with the right candidate. To achieve this goal, CSCF will:

- Understand recruitment, retention, and training needs of the region's high growth industries;
- Focus on filling open job orders with pre-screened, qualified candidates; and

- Intentionally focus on understanding the business culture of the employer to support increased matches to open job orders.

Building on its initial success, CSCF will expand the number of employment opportunities available in the system. Through the organization's community partner network, CSCF can share information about the targeted industries to impact how partners prepare and refer individuals to the systems.

Establishing and designing a robust career pathway process for all sectors is needed to better educate career seekers and stakeholders about how to move into high-growth careers, and the need for continual learning, including the need to acquire ongoing industry-recognized credentials. Through partnering with education, CSCF can learn about the career pathways developed through career and technical education programs, certificate programs, and degree programs. By clearly understanding how education has developed career pathways, CSCF consultants can be more supportive of individuals who need support in identifying their career choice.

CSCF will regularly review its training matrix, and analyze completion and placement rates to ensure training programs are meeting the needs of industry partners, and career seekers are obtaining the skills needed to be competitive. Upon review, if a gap exists or training is needed to respond to an emerging business need, CSCF will work with education and business partners to develop customized training options. CSCF will also work with adult education and vocational rehabilitation to accomplish this work as it aligns with their mandates under WIOA.

CSCF recognizes the need to cultivate significant community collaborations to address the need for additional supports for eligible individuals. CSCF has identified a network of community providers and will work to better understand the resources available to address transportation, housing, identification, mental health and substance abuse, and legal issues. Many of CSCF's communities have significant resources to assist with these issues, however, in the region's most rural areas, addressing these issues may be challenging and will require CSCF to advocate and encourage collaborative discussion to create a solution.

Q 4. Key Industry Sectors: Identify how the LWDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations.

WIOA §134(c)(1)(A)(v)

As part of CSCF's planning for implementation of WIOA, focus groups have been convened with employers representing the region's targeted industries. Through the focus groups, CSCF has increased its understanding of what recruitment, training, and retention supports are needed in the region. Focus groups have provided suggestions on how to approach their talent needs, including:

- required certifications;
- specialty skills;
- interest and personality assessments;
- pre-screening of candidates;
- flexible training opportunities for current workforce; and
- soft-skills and customer training.

Moving forward, CSCF will continue to schedule regular conversations and business forums with targeted industry leaders, education partners, and community partners. CSCF will also work with board members to create industry learning opportunities on process development, recruitment strategies, performance management, and other relevant topics for staff.

CSCF seeks to redesign training opportunities, including support of individual training accounts (ITA), based on what it has learned through the focus groups, participation in industry association, and industry research. Currently, 93% of CSCF's ITA resources support targeted industries; however, diversity of training options, and completion and placement rates are a concern. CSCF will be further evaluating these trends through its Career Services Committee, a board-level committee dedicated to measuring outcomes and offering strategies to improve strategies. The evaluation of these programs has determined that some sectors have limited training aligned to their talent needs, such as construction; while other sectors have an overabundance of training options, such as healthcare. The analysis of participant data over a

two-year period also revealed that certificate programs appear to have higher completion rates than degree programs, but wage for certificate programs were less than those of degree programs. As part of its evaluation, the Career Services Committee plans to adopt new policies to better align training initiatives and ITAs to CSCF's targeted industries, and leverage the flexibility of WIOA to develop innovative training solutions. CSCF will employ a Resource Development Manager to identify needs and strategically apply for grant opportunities.

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

CSCF is developing meaningful relationships with industry groups representing Business and Finance (inclusive of information technology), Healthcare, Transportation and Logistics through its Business Engagement Teams. CSCF has intentionally sought key industry partnership to inform the development of organizational strategies and goals. Through CSCF's partnership with the Associated Builders and Contractors, Inc. Central Florida Chapter, three new apprenticeships that support the industry were added to our training matrix. To date, CSCF has provided resources to support more than 60 individuals in acquiring the skills necessary to continue on their career path in the construction industry. CSCF also partners with the Central Florida Manufacturing Association and the Central Florida Hotel and Lodging Association to support annual job fairs. CSCF plans to work with the manufacturing and hospitality association to develop industry-specific solutions to address recruitment, training, and retention issues and opportunities.

The Board plans to collaborate with its post-secondary partners who have existing industry advisory boards to begin to understand industry needs. Additionally, CSCF is working to collaborate with other strategic initiatives such as the I4 Ultimate project; the Central Florida Partnerships' Cradle to Career Initiative - focusing on developing a strategic talent pipeline; the Greater Orlando Transportation Authority; and the Florida Center for Nursing's healthcare assessment process, to learn more about these key industries. The organization also has partnerships with CFO Strategic Partners (finance industry), the Greater Orlando Society of Human Resources Managers, the National Association of Workforce Development Professionals, the U.S. Conference of Mayors Workforce Development Council, and the National Association of Workforce Boards.

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

CSCF plans to implement a more formalized process that will include review of offered training components and program-related employment placements, which is CSCF's primary focus. Training will only be provided for in-demand occupations, except for on-the-job training, employed worker training, and customized training where "demand" is determined by the business. As training options are proposed through the state's Eligible Training Provider process, CSCF expects to utilize its business partners to validate the need for the proposed training, the method for training, and any credentials or certifications earned as a result of the training. If during this process CSCF discovers that the proposed training is not relevant, CSCF will share feedback with the training provider to improve or enhance the training proposed. Although CSCF will focus on its efforts on in-demand training, there is also a need to offer opportunities to individuals with little to no skills that may be entering the world of work through TANF and youth programming activities.

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

A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;

The Board has a key priority – being business focused in all efforts – closely aligning with the new expectation under WIOA. In February 2015, CSCF began development of a business engagement plan with assistance from Full Capacity Marketing Inc. to address this key priority that would become a fundamental shift for the organization, moving from being career-seeker focused (supply side), to a broader focus on growing and retaining businesses, and offering services that are more specialized than what was previously offered. Based on this work the following strategies were identified:

- CSCF has Business Consultants in each county who reach out to local businesses on a regular basis in order to share CSCF information with them, as well as gather information on business' hiring and/or training needs.

- Business Consultants use a consultative approach to understand the needs of the business. From there, the consultants recommend the best product or service to fit the business' needs.
- Business Consultants attend local chamber meetings and events, as well as other business-related organizations to share CSCF information with various business groups. CSCF maintains a master list of community business support organizations, chambers of commerce, economic development agencies, and assigns various consultants to these organizations to represent CSCF.
- Team members maintain ongoing relationships with community business support organizations, chambers, nonprofit business support organizations and economic development agencies to develop referrals of businesses that need our assistance.
- Business Consultants research community resources for businesses so that they can refer businesses to other services as necessary.
- Business Consultants perform industry-focused direct business outreach on a regular basis.
- Business Consultants with industry -backgrounds are aligned to those industries so that they can better understand the industry business' needs.
- Business Consultants attend industry-related trade shows and events where they can engage with specific industry partners.

B. Support a local workforce development system that meets the needs of businesses in the local area;

- Developed a recruitment team strategy to actively connect qualified candidates with the positions the companies require.
- Established a more consultative approach with employers to better identify their individual needs and align CSCF services as solutions.
- Gather ongoing information from businesses about the types of positions they need, what skill sets may be missing from the candidates they are receiving so that we can share this information with the Career Services team to improve referrals.
- Continuously evaluate and improve our processes to increase the speed, efficiency and delivery of our service, offering greater convenience and value to the businesses we serve.

- Provide quality warm referrals when request is outside of the workforce space.

C. Better coordinate workforce development programs and economic development;

CSCF had a dedicated Economic Development Liaison who maintains an ongoing relationship with local EDC's, and responds to the needs of the EDC project companies as they arise. The Liaison coordinates with the local economic development staff to:

- Provide relevant job market data, information about CSCF services, and how CSCF programs may assist businesses with hiring and/or training.
- Create a link between the EDC client company and a business consultant to provide the individual services needed by the client company.
- Follow-up regularly with EDC on hiring opportunities for referral companies.
- Share information about EDC initiatives with businesses.
- Partner with EDC staff to make business retention calls.
- Collaborate with site selection efforts to provide labor market information.

D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)

As businesses experience layoff and labor force reductions, CSCF will engage the affected business to offer services. The services offered – job search assistance, resume writing, job referral, connection with training, and access/information on unemployment compensation – will be coordinated by the Business Consultants.

For those individuals who are engaged in the REASA program, Career Consultants will work with them to become work-ready and promote their skills to the center-based recruitment teams to quickly re-enter employment.

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

CSCF's Priority for Services Policy aligns with WIOA's intent to be flexible on how services are delivered (*See Attachment D*). The policy meets the guidance outlined by the Department of Labor Employment and Training Administration and is in compliance with WIOA §680.600, §680.640. CSCF's priority of funds is established for adults ages 17-72 with veterans, veteran's spouses, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Basic skills deficient criteria is established as an individual that 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. The established priority will be used in the provision of individualized career and training services regardless of funding levels.

Pursuant to USDOL ETA guidance in TEGL 15-3, CSCF will prioritize individuals seeking adult services. Adult is defined as an individual older than 17 and younger than 72. Under WIOA, the term "Basic Skills Deficient" applies when an individual is unable to compute or solve problems, or read, write or speak English, at a level necessary to function on the job, in the individuals' family or in society.

Priority for Adult eligibility must be provided in the following order:

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

Adult Barriers used to Determine Priority of Service (in alphabetical order):

- Disabled individuals, as defined in WIOA section 3, paragraph 25
- Displaced homemakers, as defined in WIOA section 3, paragraph 16
- English language learners, as defined in WIOA section 204
- Ex-offender, as defined in WIOA section 3, paragraph 38
- Homeless individuals, as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C) 14043e-2(6)
- Indians, Alaska Natives and Native Hawaiians as defined in WIOA section 166
- Individuals who have a low level of literacy, as defined in WIOA section 203
- Individuals facing substantial cultural barriers, as defined in WIOA section 203
- Individuals within two years of exhausting the lifetime eligibility for TANF assistance part A of Title IV of the Social Security Act (42 U.S.C. 601 et6 seq.)
- Long-term unemployed individuals, defined as individuals who have not been employed within the last 27 weeks.
- Low-income individuals as defined in WIOA section 3 paragraph 36 and locally as:
 - a. An individual receiving, or who in the past six months, has received federal, state or local public assistance;
 - b. An individual with a family income that does not exceed the federal poverty level;
 - c. An individual with a family income that does not exceed 200% of the lower living standard income level;
 - d. An individual who is homeless as defined above;
 - e. A disabled individual whose own income meets the definition of low income regardless of family income.
- Low-income also includes individuals who are underemployed as defined below:
 - a. Individuals working part-time who are seeking full-time employment;
 - b. Employed individuals in a position that is inadequate with respect to their skills and training;
 - c. Individuals who are employed, but whose current earnings are 20% lower than their previous employment.
- Older individuals, aged 55 or older as defined in WIOA section 3 paragraph (39)
- Migrant and/or seasonal farmworkers as defined in WIOA section 167 (1)
- Single parents
- Single pregnant women

Q 9. Training Services: Please describe how training services will be provided, including, if contracts for training services are to be used, how such contracts will be coordinated with the use of ITAs. WIOA §134(c)(1)(A)(v)

CSCF plans to offer a variety training options via contract or training vendor agreements to provide traditional training and work-based training to support career seekers in gaining competitive, industry-specific skills. CSCF will develop criteria to evaluate training programs that are considered short-term training (less than six months) for saturation rates. A ratio will be established of training completers and open jobs, and once the threshold is met, referrals to those programs will be suspended to those occupational areas as not to flood the market. CSCF will identify credential options that will assist career seekers in entering or growing in a career path. As career seekers gain skills, career consultants will support transition to additional career exploration, internship, on-the-job training, or employment placement options as needed.

CSCF envisions providing work-based learning activities as part of its training options. Work-based learning options will include internship/work experience, on-the-job training, customized training, employed worker training, individual training supports, short-term training, pre-vocational training, and apprenticeship. These services will be delivered based on the assets and needs identified in the individual's service plan. Specialized services may be crafted for individuals with significant barriers and/or limited work history.

Training services may also be delivered in partnership with community organization whose work supports specific populations such as those individuals with disabilities, are English language learners, or are homeless. CSCF is actively engaged in the Central Florida Commission on Homelessness' effort to craft community solutions to address the need for quality, affordable housing for homeless individuals and families. CSCF will work to partner with other community organizations to provide viable training and employment options for homeless families transitioning to stable housing.

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

CSCF will create an easy, sortable view of all ITA programs available for customers on the organization's website. Information displayed will include program name, provider, locations and hours of operation, program fees and performance. Performance reflects program completion rates and placement rates of all students enrolled in the program (as reported to Florida Education and Training Placement Information Program - FETPIP) and performance of WIOA participants. The information will be sortable and allow the participant to view program/course descriptions. Customers will work with a Career Consultant during the selection process to analyze cost and how to coordinate financial resources, but the consultant will not influence an individual's decision. Staff will support a customer in making an informed decision.

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

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

CSCF's Individual Training Account process encourages customers to review all program information to make an informed choice about the training options available. Career Consultants work with individuals to understand their interests, skills, aptitude, and occupational expectations (credentials, licensure, work culture) as part of the evaluation process prior to selecting a program.

Cross-functional teams review applications for training accounts to ensure the participant is prepared to begin their education program as some programs run 18 -24 months in length. ITA vouchers are approved by Career Center Directors based on feedback and consensus of the review team. In the event the review team has additional questions, the assigned Career Consultant will work with the customer to address these questions.

(a) Currently, ITA vouchers are capped at \$7,000 for occupation training in a high-growth industry. The maximum investment for direct customer costs includes the actual cost of tuition, books and training fees. The maximum amount does not include supportive services required for participation in training. CSCF expects to review voucher limitation and provide policy

considerations to the Board's Career Services Review Committee.

(b) Training programs are limited to two years in duration; therefore, ITA funding will generally not pay for a full bachelors, masters or doctorate degree. Under CSCF's current policy for those currently enrolled in a bachelors degree program (only those approved programs on the TOL), CSCF will pay for the last 30 credit hours of training. Funding for education and training beyond the baccalaureate level is limited to licensure/exam fees for targeted occupation list disciplines.

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

As our region's economy improves, more opportunities are available to support entrepreneurial training through the National Entrepreneurship Center and through our post-secondary partners. Collaboration with core programs will be explored as part of our collaborative agreements. CSCF will continue to develop and maintain relationships with a variety of community business support organizations, such as the Small Business Development Center, the Hispanic Business Initiative Fund, the African American Chamber, the University of Central Florida Incubator, and others.

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

Apprenticeships are a new program service within the, and CSCF is in the process of exploring the various models within the region. CSCF expects to develop a strategy with apprenticeship programs to best align resources and efforts to support individuals in completing apprenticeship and entering employment. CSCF has recently added three apprenticeship programs to its training matrix. Through its Career Services Committee, CSCF plans to add additional apprenticeship programs over the next two years. CSCF currently works with the Electrical Union to support second-year apprentices with support focused on workplace tools, clothing, and certifications. A tiered approach to support has been created to support second, third, and

fourth year apprenticeships. CSCF will also work with industry partners to explore the option of creating new apprenticeship models in other industries.

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

CSCF is engaged in a number of special projects that involve industry-specific strategies and opportunities to align career pathways. The Operations Contract Manager provides oversight and performance management activities for these special projects that include employed worker training, on-the-job training, and understanding career pathways.

U.S. Department of Labor Trade Adjustment Community College and Community Training (TAACCT): CSCF is a sub-recipient to Valencia in its efforts to offer training and industry credentials in the advanced manufacturing industry by providing skills necessary to re-employ displaced workers into the industry, and supporting the upskilling of employed workers. CSCF has partnered with Valencia in two separate initiatives under TAACCT grants.

Training for Manufactured Construction Consortium (TRAMCON): CSCF has partnered with Seminole State College to support the coordination and activities as part of the U.S. Department of Labor's TAACCT grant programs. CSCF will co-locate with Seminole State College staff to support business outreach activities, employment preparation, and placement of program completers as part of its construction technologies training.

Sector Partnership National Emergency (NEG) Grant: CSCF is one of 10 LWDBs to partner with CareerSource Florida and DEO on a nearly \$7 million Sector Partnership NEG to build sector strategies in manufacturing and healthcare. The NEG resources will allow CSCF to provide ITAs, internship, and OJT opportunities to individuals who lack the experience to enter the manufacturing or healthcare industry. In healthcare, NEG resources will be used to provide a variety of training opportunities that may include employed worker training or customized

career path initiatives. All grant strategies will include intensive services and training to program participants so they may obtain industry-recognized credentials and ultimately employment.

Mission United: CSCF and other community agencies have partnered to provide comprehensive services to veterans and their families. Led by the United Way of Central Florida, the collaborative is working with area veterans to obtain secure housing, connect with community resources, engage in work readiness skills training and/or occupational skills training, and obtain employment.

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

CareerSource Central Florida has a Quality Assurance & Continuous Improvement Unit that focuses on reviewing all CSCF and service provider-operated programs for compliance and quality. As the unit reviews for program quality, the needs of local employers, workers, and jobseekers are analyzed to assess the appropriateness of the service delivery method(s) and the progression toward intended outcomes. Service Provider contracts are reviewed quarterly—at a minimum – while CSCF-operated programs are reviewed monthly. A sample is identified monthly and includes cases and activities at various stages of implementation.

CSCF's Contracts Manager meets with service providers monthly to review program goals and operational milestones. Through these monthly meetings, reinforcement of policies and procedures and recommendations for improvement are reviewed and discussed. Desk reviews are also conducted by the Contracts Manager to ensure funds are expended according to the negotiated budget and are in compliance with OMB.

Eligible training provider performance is reviewed annually by the Board to ensure training resources are utilized to increase the skills of individuals in targeted industries. The Board's Career Services Committee reviews training provider completion rates, placement rates, and average wages for those who complete programs. As indicated previously in the plan, the

Board will establish a policy on how it will determine the eligibility of training providers consistent with the state's policy to establish a statewide list approved by the Governor.

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

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

The design framework of the youth programs provided by CSCF include:

- An objective assessment of each youth participant, including a review of the academic and occupational skill levels and service needs, for the purposes of identifying appropriate services and career pathways for participants and informing the individual service strategy. A new assessment of a participant is not required if the assessment has been completed within the previous six months, including assessments conducted as part of another education or training program.
- An individual service strategy developed for each youth participant that:
 - is directly linked to one or more indicators of performance (skills gain, credentials);
 - identifies appropriate career pathways that include education and employment goals;
 - considers career planning and the results of the objective assessment; and
 - prescribes achievement objectives and services for the participant;

- Case management and career coaching of youth participants, including follow-up services.

CareerSource Central Florida will ensure that the following 14 services outlined in WIOA are available to youth participants through collaboration and/or procured services:

- Tutoring, study skills training, instruction, and evidence-based drop-out prevention and recovery strategies;
- Alternative secondary school services, or dropout recovery services, as appropriate;
- Paid and unpaid work experiences;
- Pre-apprenticeship programs;
- Internships and job shadowing;
- On-the-job opportunities;
- Occupational skills training programs that lead to a credential (industry-recognized);
- Leadership development;
- Comprehensive guidance and counseling;
- Financial literacy;
- Entrepreneurial skills training
- Supportive services;
- Adult mentoring; and
- Follow-up services.

All of the activities provided in the program are designed to prepare youth to transition to post-secondary education or training, employment, military, or apprenticeship.

Youth Program Policy Definitions

CSCF has chosen to define “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” as follows: A youth who meets one of the below criteria:

- Reading, math, or language comprehension at or below the 8th grade level as indicated on the Test for Adult Basic Education (TABE) assessment tool.
- Is unable to compute or solve math problems to include word problems at or below the 8th grade level as indicated on the TABE assessment.
- Is unable to pass the Florida Ready to Work assessment at the bronze level for a specific occupation identified for the youth.

- Is unable to complete a basic computer literacy assessment through an online assessment.

In interacting with youth services staff, the youth is unable to communicate in English via everyday conversation/interaction. If the youth is unable to interact socially or professionally with staff, they are unlikely to successfully communicate to the standards expected in the workplace. This will be documented through an attestation completed by the staff member and approved by the Career Services Manager or designee.

CSCF defines “Requires Additional Assistance” (proposed 20 CFR 681.300) as an individual who requires “additional assistance” to complete an educational program, or to secure and hold employment, if one of the following conditions exist:

- Personal/family substance abuse
- Gang involved/affiliated/affected
- Youth who has received a district certificate of completion
- Youth in an alternative school placement
- A school history of being over age for their grade
- High crime rate areas
- Lack of affordable housing
- Youth who are, or a family member considered to be, a Migrant Seasonal Farmworker
- Youth that have one or more parents incarcerated, institutionalized, or sentenced by the courts to incarceration / institutionalization for more than one year.
- Youth who are unemployed and lack a significant or positive work history.
- Individual or member of a family that recently exhausted TANF or UI benefits
- An emancipated youth as defined by the court
- Lesbian, gay, bisexual, transgendered, questioning (LGBTQ) youth

Documentation of why the youth requires additional assistance must be provided at enrollment.

REGIONAL PLANNING ANALYSIS

Q. The Workforce Innovation and Opportunity Act (WIOA) provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida's vision for talent development.

Please describe your strategy toward analyzing potential WIOA planning regions as defined in WIOA section 106(a)(2). Such strategy should include, but not be limited to:

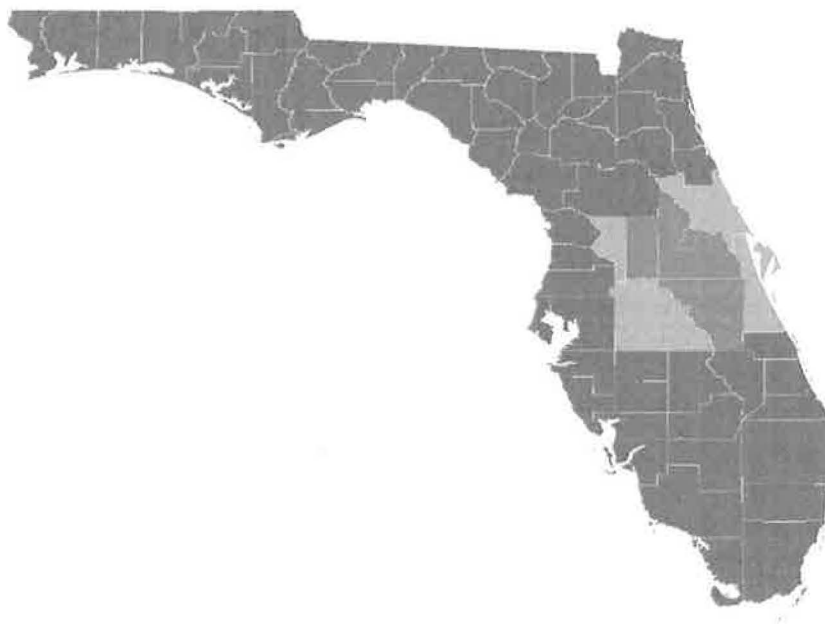
- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area**
- (2) Specific milestones and timelines for consultation with:**
 - A. Other local workforce development boards;**
 - B. Local elected officials;**
 - C. Economic development organizations;**
 - D. Core and mandatory one-stop partners for potential regional implications;**
 - E. Analysis of coordination of services with potential regional implications.**

CareerSource Central Florida has worked to increase its relationship with CareerSource Volusia/Flagler and CareerSource Brevard, and have implemented several cross-regional initiatives, including a Tri-Regional Summit over the last two years. The Summit brings together education, economic development, workforce development, and business leaders representing the three local workforce areas to discuss regional issues such as transportation, changes in the workforce, and security. The third-annual summit will be hosted by Volusia/Flagler in the fall of 2016.

Annually, the Board Chairs of each workforce development region meet to discuss each Board's priorities and potential alignment. The Executive Directors attend each other's board meetings and regularly share best practices that support regional business needs, as the regions share similar targeted industries (healthcare, IT, logistics, and manufacturing), talent pipelines, and

regional employers who draw their workforce from the tri-region. Business services staff representing the three regions meet regularly to share best practices and develop strategies to serve business clients in a streamlined manner. All three boards have partnered on regional grant applications to the US Department of Labor, and continue to seek ways to support regional business partners and career seekers. As commuter patterns continue to evolve, regional solutions will be needed to ensure businesses and career seekers can be served seamlessly.

60 Minute Commute*	Primary Cities	Population	Labor Force
Brevard County	Palm Bay, Melbourne, Titusville	561,714	255,465
Polk County	Lakeland, Winter Haven, Haines City	633,052	282,891
Volusia County	Deltona, Daytona Beach, Port Orange	510,494	236,801
Sumter County	Wildwood, Bushnell, Center Hill	115,657	28,263
TOTAL		1,820,917	803,420
TOTAL LABOR FORCE WITHIN 60 MINUTE COMMUTE*		4,141,112	2,025,462



¹University of Florida Bureau of Economic & Business Research - April 2014 estimates

²Florida Department of Economic Opportunity, Local Area Unemployment Statistics (LAUS) - updated January 2016

*of a central Orlando location; actual location may extend available labor force significantly

Over the next four years, CareerSource Central Florida will continue to engage with Volusia/Flagler and Brevard to analyze the regional economy and how to strategically connect core and mandatory programs. Additionally, the regional partnership will look to engage CareerSource Polk to align the business needs of the I-4 Corridor and support the Central Florida Partnership whose footprint includes Polk County.

The Central Florida Partnership is a collaborative of business and civic leaders committed to procuring a better tomorrow for the seven counties - Brevard, Lake, Orange, Osceola, Polk, Seminole, and Volusia – in the Central Florida region and convenes leaders to discuss, collaborate and offer solutions on some of the region's pressing priorities. One of the regional priorities is to attract, cultivate and retain talent – Cradle to Career. This work is facilitated through the Partnership's Talent Pipeline Task Force that is comprised of a regional coalition of civic leaders and subject matter experts who lead the effort to nurture the talent the region has, attract the talent needed, and build a credible reputation for high skilled, trained, and motivated professionals. CareerSource network partners will work with the Partnership to move this effort forward.

PUBLIC COMMENT PROCESS

Q 1. Please describe the process used, in accordance with the five criteria below, to provide an opportunity for public comment and input into the development of the local plan:

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)**
- (2) Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)**
- (3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan. WIOA §108(d)(2)**
- (4) Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.**

(5) Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

1) Copies of the plan have been made available through CSCF's website and via email upon specific request. 2) Public comment on the plan opened March 15, 2016 and ended April 22, 2016 via CSCF's website – www.careersourcecf.com.

3) An email address (CSCFStrategy@careersourcecf.com) was established to collect and review public comment. Specific questions for stakeholder groups were developed and posted on the website to solicit feedback on particular sections of the plan. CSCF received eight completed forms representing economic development, adult education, general public, education, and vocational rehabilitation. Participants of the focus group process (core programs, education partners, business/industry groups) that has been mentioned in this plan have been reconvened to provide feedback on the strategies and policies contained herein. Input and comment by business was obtained through a number of focus groups with representative of targeted industries. Industry representatives shared ideas on how to engage with CSCF through these discussions and helped to impact the Board's strategic goals. Information from the Metro Orlando EDC (growth industries/demographics), the University of Central Florida (industry growth), and the United Way (ALICE report) provided input to the plan.

4) CSCF hosted a public meeting on April 18, 2016 and a WebEx virtual meeting on April 20, 2016 with community stakeholders to present the plan and solicit feedback. *See Attachment E.*

5) CSCF did not receive any comments in disagreement to the proposed plan.

SIGNATURE PAGE

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

- Sumter
- Lake
- Orange
- Osceola
- Seminole

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

CareerSource Central Florida Board



Signature

Eric Jackson

Name

Chair, CSCF Board of Directors



Date

Chief Elected Official

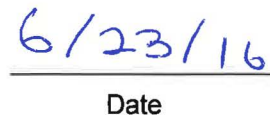


Signature

Teresa Jacobs

Name

Orange County Mayor
Chair, Consortium



Date



Attachment A

Inter-local Agreement Consortium of Local Elected Officials

JAN 05 2016 *SLK/LC*

**CENTRAL FLORIDA AREA WORKFORCE DEVELOPMENT CONSORTIUM
INTERLOCAL AGREEMENT**

This INTERLOCAL AGREEMENT is made and entered into by and between LAKE COUNTY, a political subdivision of the State of Florida, ORANGE COUNTY, a charter county and political subdivision of the State of Florida, OSCEOLA COUNTY, a political subdivision of the State of Florida, SEMINOLE COUNTY, a political subdivision of the State of Florida, SUMTER COUNTY, a political subdivision of the State of Florida, and the Central Florida Regional Workforce Development Board, Inc., d/b/a CareerSource Central Florida, a not-for-profit corporation established in the State of Florida, hereinafter referred to as "CSCF" for the purposes of establishing the CENTRAL FLORIDA AREA WORKFORCE DEVELOPMENT CONSORTIUM, hereinafter referred to as the "CONSORTIUM", and establishing the roles and responsibilities of the CONSORTIUM and CSCF.

WHEREAS, the Congress of the United States of America has enacted and the President has executed the WORKFORCE INNOVATION AND OPPORTUNITY ACT (Public Law 113-128) (hereinafter referred to as the "ACT") which authorizes the establishment of local areas to, coordinate and align key employment, education, training, adult literacy, and vocational rehabilitation programs in the United States; and

WHEREAS, the ACT supersedes the Workforce Investment Act of 1998 and amends other related laws; and

WHEREAS, the State of FLORIDA enacted the Workforce Innovation Act of 2000 and reaffirmed its intent in 2011 by establishing Chapter 445 of the Florida Statutes to re-designate regional workforce boards and require the development of procedures to increase accountability among workforce system partners; and

WHEREAS, CSCF has operated successfully as the administrative entity and fiscal agent for all programs and services promulgated under the Act and Florida's Workforce Innovation Act of 2000; and

STATE OF FLORIDA, COUNTY OF ORANGE
I HEREBY CERTIFY this is a true and correct copy of a document
approved by the BCC on **JAN 05 2016**
MARSHA D. HAYNIE, COUNTY COMPTROLLER
By *Tabula* **JAN 07 2016**
For Deputy Clerk Clerk Seal



WHEREAS, the State of FLORIDA, pursuant to the ACT, has mandated the re-certification of local workforce development areas and local workforce development boards; and

WHEREAS, the Governor has re-designated the five county area, described herein, to be designated a local workforce development area under the ACT and Florida's Workforce Innovation Act of 2000.

NOW THEREFORE, we, the participating counties, do hereby agree to and accept the designation of the area comprised of the five counties as a local workforce development area under the ACT and do hereby establish the CONSORTIUM in accordance with the provisions set forth herein.

I. CONSORTIUM MEMBERS.

- A. The CONSORTIUM shall be comprised of either the Mayor/Chairman or a currently serving County Commissioner designated by the Mayor/Chairman.
- B. The CONSORTIUM shall elect from among its five (5) members, one member to act as Chairman of the CONSORTIUM and one member to act as the Vice Chairman.
- C. The Chairman of the CONSORTIUM shall act as the chief elected official for the local workforce development area.
- D. The CONSORTIUM designates CSCF as the local workforce development board ("CSCF Board").
- E. The CONSORTIUM shall appoint the membership of the CSCF Board in accordance with the ACT, Florida's Workforce Innovation Act of 2000, Section 445.007, Florida Statutes, other applicable regulations, and the corporate bylaws of CSCF, which are attached hereto and incorporated by reference as a material part of this INTERLOCAL AGREEMENT as **Attachment "A."** Unless otherwise precluded by law, the CONSORTIUM may remove any member of CSCF Board at any time by majority vote of the CONSORTIUM. Such removal by the CONSORTIUM may be with or without cause.
- F. The CONSORTIUM, having been designated the local grant recipient pursuant to section 106(b)(1) of the ACT, hereby designates CSCF as the administrative entity

and fiscal agent for all programs promulgated under the ACT and Florida's Workforce Innovation Act of 2000.

- G. The CONSORTIUM shall meet from time to time as it may deem necessary, but no less than semi-annually, to conduct such business as may be necessary. One of the two (2) required meetings shall include the CSCF Board. All meetings of the Consortium shall be open to the public and notice shall be provided in accordance with the State Sunshine Law requirements, as set forth in Section 286.011, Florida Statutes.
- H. The CONSORTIUM shall approve the budget of CSCF Board each year during one of the required meetings which shall be processed by the CSCF Board in accordance with requirements set forth in Section 445.007, Florida Statutes.

II. LOCAL WORKFORCE DEVELOPMENT BOARD

- A. CSCF shall ensure that the composition of the local workforce development board shall at all times comply with requirements of the federal ACT (sec. 107(b)(2)(A)), the Florida Workforce Innovation Act, and Section 445.007, Florida Statutes and shall include:
 - 1. Representatives of the private sector, who shall constitute, at a minimum, a majority of the total active membership and who shall be appointed proportionately to the relative population of the five (5) counties, except that all counties shall have at least two (2) members. Members of the private sector shall be appointed by CONSORTIUM members of their respective Counties. Said appointments shall be announced by the appointing member at a duly called CONSORTIUM meeting. The appointment of private sector members shall not be subject to approval or removal by the remainder of the members of the CONSORTIUM.
 - 2. Representatives of other organizations as required by applicable State and federal law.
- B. All appointments to the CSCF Board shall be for a period of three (3) years, with one-third of the appointments being made annually, pursuant to the bylaws of CSCF. Re-appointment for an additional three-year term shall be automatic so long as the

duly appointed board member is in good standing, the seat on the Board continues to exist, and the Board member wishes to serve another term.

C. All vacancies will be appointed in the same manner as the original appointments.

D. A member of the CONSORTIUM may be present at each meeting as a liaison to the CSCF Board but shall have no voting powers and shall not be considered a member of the CSCF Board.

III. ADMINISTRATION REQUIREMENTS AND OBLIGATIONS OF CSCF

A. Pursuant to section 107(d) of the ACT and Section 445.0007, Florida Statutes, CSCF shall:

1. Develop and submit the local plan to the Governor of Florida (section 118.107(d)(1) of the ACT).
2. Designate one-stop operators and providers (section 121 of the ACT).
3. Ensure the appropriate use, management, and investment of associated funds received to maximize performance outcomes (section 116 of the ACT).
4. Designate eligible providers of youth services, (section 123 of the ACT).
5. Develop an annual budget for the purpose of carrying out the duties of CSCF including, but not limited to, all programs promulgated under the ACT for the region.
6. Provide for the conduct of an annual audit of all funds managed by CSCF and submit a copy of that audit and copies of financial statements prepared for the conduct of CSCF business to the CONSORTIUM.
7. Provide oversight for the one-stop delivery system, local employment and training activities, and youth activities conducted pursuant to the ACT.
8. Provide such staff and other support to the CONSORTIUM, as deemed necessary by the CONSORTIUM, for the conduct of CONSORTIUM business.
9. Submit to the CONSORTIUM, for review and approval, the local plan, the one-stop operator designation, and the annual budget. If the Budget is not approved by the CONSORTIUM, CSCF shall submit an amended budget until a budget is approved. This provision shall be included in the CSCF corporate

documents.

10. Provide an annual report to the CONSORTIUM.
11. Coordinate the activities of the workforce development system with economic development strategies and other business and employer activities as may be appropriate and allowable.
12. Promote generally the participation of the private sector in all aspects of the conduct of CSCF business and services provided.

B. CSCF shall furnish a Commercial Crime Fidelity Bond for Employee Dishonesty on blanket basis with a maximum limit of One Million Dollars (\$1,000,000). The bond shall be endorsed to cover "Third Party" liability including a third-party beneficiary clause in favor of each of the participating counties. The bond shall include a minimum twelve (12) month discovery period when written on a loss sustained basis.

C. Notwithstanding any provisions of the law to the contrary, none of the parties hereto shall be liable for any claims, damages, injuries, losses, or expenses arising out of or resulting from any act, omission, or negligence of any other party, their officers, employees, or agents. Nothing in this INTERLOCAL AGREEMENT shall be construed as waiving the sovereign immunity afforded to the participating counties under Section 768.28, Florida Statutes.

IV. GENERAL CONDITIONS

- A. This INTERLOCAL AGREEMENT contains all the terms and conditions agreed upon by the parties hereto, and shall supersede all previous agreements, either oral or written, by or between two or more of the parties hereto with respect to the subject matter hereof. No other agreements, oral or written, regarding the subject matter of this INTERLOCAL AGREEMENT shall be deemed to exist.
- B. This INTERLOCAL AGREEMENT may be amended or modified upon the written request of any party hereto. Such written request shall be distributed to all parties at least thirty days prior to requested actions effective date. Any alterations, amendments, modifications or waivers in the terms and conditions of this

INTERLOCAL AGREEMENT shall not be effective unless reduced to writing, approved by all parties, signed by duly authorized representatives and filed with each participating county's Clerk of the Court or Clerk of the Board, as may be applicable.

C. The term of this INTERLOCAL AGREEMENT shall be from date of filing with the respective Clerks of the Court and Clerk of the Board after execution of all participating Counties, and shall remain in effect until May 3, 2022, unless otherwise modified in accordance with section C. above.

D. In the event of any changes in State or federal law wherein this INTERLOCAL AGREEMENT shall no longer be valid, this INTERLOCAL AGREEMENT shall be automatically deemed void.


IN WITNESS WHEREOF, the parties hereto have executed this INTERLOCAL AGREEMENT, by and through their duly authorized representatives, on the respective dates shown below.

[Signatures to follow on next page]

COUNTY

LAKE COUNTY, through its
BOARD OF COUNTY COMMISSIONERS

ATTEST:



Neil Kelly, Clerk of the Board
of County Commissioners
of Lake County, Florida



Sean M. Parks
Chairman

This 6th day of Jan, 2016.

Approved as to form and legality:

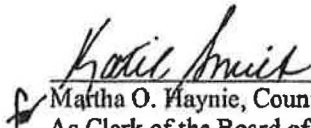



Melanie Marsh
County Attorney

COUNTY

ORANGE COUNTY, through its
BOARD OF COUNTY COMMISSIONERS

ATTEST:


Martha O. Haynie, County Comptroller
As Clerk of the Board of County
Commissioners
of Orange County, Florida


Teresa Jacobs
Orange County Mayor

This 5th day of January, 2016.

Approved as to form and legality:

County Attorney



COUNTY

OSCEOLA COUNTY, through its
BOARD OF COUNTY COMMISSIONERS

ATTEST:

Debra A. Dennis
Secretary, Clerk of the
Board of County Commissioners
of Osceola County, Florida
BCC approved 12/07/15

William J. Jener
Chairman

This 7th day of December, 2015.

Approved as to form and legality:

[Signature]

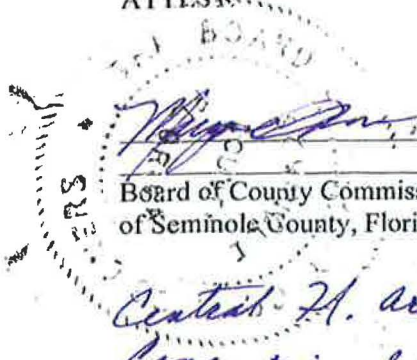
County Attorney



COUNTY

SEMINOLE COUNTY, through its
BOARD OF COUNTY COMMISSIONERS

ATTEST:


_____, Clerk of the
Board of County Commissioners
of Seminole County, Florida



John Horan, Chairman

This 10th day of December, 2015.

*Central Fl. Area Workforce Dev.
Consortium Interlocal Agmt*

Approved as to form and legality:



County Attorney

COUNTY

SUMTER COUNTY, through its
BOARD OF COUNTY COMMISSIONERS



Connie Webb, Deputy Clerk of the
Board of County Commissioners
of Sumter County, Florida

Garry Breeden
Chairman

This 24th day of November, 2015.

Approved as to form and legality:

George Angeliadis
County Attorney

ATTEST:

Samuel Nalob

CENTRAL FLORIDA REGIONAL
WORKFORCE DEVELOPMENT
BOARD, INC.

Eric Jackson
Eric Jackson, Chairman

This 28 day of January 2016.

ATTACHMENT A
CAREERSOURCE CENTRAL FLORIDA
BYLAWS

AMENDED and RESTATED BYLAWS
of
**CENTRAL FLORIDA REGIONAL
WORKFORCE DEVELOPMENT BOARD, INC.**
d/b/a CAREERSOURCE CENTRAL FLORIDA
a not-for-profit Florida Corporation

ARTICLE I

NAME

This Corporation will be known as CareerSource Central Florida.

ARTICLE II

DEFINITIONS

- A. **Articles:** means the Articles of Incorporation of the Corporation including any amendments or restatements.
- B. **Corporation:** means Central Florida Regional Workforce Development Board, Inc. doing business as CareerSource Central Florida.
- C. **Board of Directors or Board:** means the Board of Directors of the Corporation.
- D. **Region:** means the five Florida counties served by the Corporation: Lake, Orange, Osceola, Seminole and Sumter.
- E. **Director:** means an individual member of the Board of Directors.

ARTICLE III

PURPOSE

CareerSource Central Florida is dedicated to putting Central Florida residents to work, and finding and developing talent to help Central Florida businesses stay competitive.

ARTICLE IV
POWERS OF THE CORPORATION

1. General Powers. Except as limited by the Articles or these Bylaws, the Corporation will have and exercise all rights and powers in furtherance of its purpose now or hereafter conferred on not-for-profit corporations under the laws of the state of Florida.

2. Workforce Powers. The Corporation will have and exercise all rights and powers granted to regional workforce boards under the laws of the state of Florida and workforce investment boards under Public Law No. 105-220, Title I, Section 117(b), Unites States Code, and all other applicable federal and state workforce laws, regulations and directives.

ARTICLE V
RESPONSIBILITIES AND AUTHORITIES OF THE BOARD OF DIRECTORS

1. General. All corporate powers will be exercised by or under the authority of the Board of Directors, and the business and affairs of the Corporation will be managed under the Board's direction.

2. Functions. The Directors' general functions will be to:
- a. establish policies and guidelines for the operation of the Corporation;
 - b. exercise and fulfill the specific powers and responsibilities of the Board, as specified in the Articles and these Bylaws and as required under applicable law; and
 - c. discharge their duties in good faith, with the care an ordinary prudent person in a like position would exercise under similar circumstances, and each Director will act in a manner he or she reasonably believes to be in the best interests of the Corporation.

3. Powers and Responsibilities of Directors. Without limiting the generality of the functions in section 2 of this Article, the Directors' specific powers and responsibilities will be to:

- a. adopt, amend, repeal or alter the Articles and these Bylaws;
- b. elect and remove the officers of the Corporation;
- c. ensure accountable management of real and personal property and the general business of the Corporation, including authorization and approval of material contracts and agreements on behalf of the

Corporation, all in accordance with applicable law, the Articles and these Bylaws;

- d. establish policies, including monetary or other limits, within which the administration and staff of the Corporation may function independently, including any sale, lease, purchase or other transfer or disposition of any real or personal property of the Corporation, and how exceptions or over-limit transactions are handled;
- e. approve general rules and regulations for the administration of the Corporation and its personnel, and approve any substantial change in employee benefits of the Corporation;
- f. designate the person or persons authorized to make and sign bills, notes, checks, contracts, or other documents that are binding on the Corporation;
- g. establish and develop additional committees necessary or appropriate to fulfill the responsibilities of the Corporation's mission and purposes;
- h. approve the establishment, scope of activity and bylaws of any auxiliary organizations, advisory boards, development councils and other such related organizations;
- i. delegate authority to the President/CEO of the Corporation;
- j. develop and approve business plans;
- k. approve any affiliation by the Corporation with one or more entities in any partnership, joint venture or joint enterprise;
- l. authorize any change in the character or business purpose of the operations of the Corporation; and
- o. approve any merger or consolidation of the Corporation with any other organization or entity.

ARTICLE VI

MEMBERSHIP OF THE BOARD OF DIRECTORS

1. Appointment. Members of the Board of Directors will be appointed by the Region's chief elected officials in accordance with applicable local intergovernmental agreements and in compliance with criteria established by the state of Florida and the federal government, and will be composed of at least the following:

- a. representatives of the private sector, who must constitute a minimum of fifty-one percent (51%) of the Board, and who will be representatives of private, for-profit businesses and be chief executives, chief operating officers or other executives who have substantial management or policy responsibility; and

- b. such other representatives as may be required or permitted by applicable federal or state law, regulations or directives.

2. Term. Unless otherwise indicated under the terms of a Director's appointment, the term of each Director's appointment will be three (3) years, beginning the first day of July of the year of appointment, and continuing through the last day of June in the year three (3) years hence, except that a Director may serve until December of the last year of the term, or until action regarding that Director's seat is taken, whichever occurs first. Subject to applicable law, one third (1/3) of all terms will expire annually. Directors will be eligible for re-appointment without re-nomination for an additional term having a maximum of three (3) years.

3. Qualifications. Directors must be citizens or permanent residents of the United States of America, duly appointed pursuant to Section 1 of this Article, and will, at all times, comply with the requirements established by the state of Florida, the federal government and any applicable intergovernmental agreement.

4. Vacancies. Vacancies during the term of a Director's appointment will be filled in an appropriate timeframe upon receipt of sufficient nominations for the vacancy. The person appointed to fill the vacancy will serve the remaining term of the prior Director and may be re-appointed as provided in Section 2 of this Article.

ARTICLE VII

OFFICERS AND THEIR DUTIES

1. Election of Officers. All officers will serve 1 year terms. The Chairman can serve for 2 consecutive terms. At the conclusion of the Chairman's term, he or she will serve as immediate Past Chair on the Executive Committee. In addition, the Board of Directors will have the power to:

- a. appoint such other officers it deems necessary or appropriate;
- b. fill any vacancy in any office occurring for any reason whatsoever, by election, by majority vote of a quorum; and
- c. employ a President/CEO who will (i) be responsible and accountable to the Board, (ii) act on the Board's behalf in the conduct of its directives, and (iii) be responsible for employment, oversight and management of all other staff and employees of the Corporation.

2. Removal of Directors and Officers. Any Director or officer may be removed by a vote of two thirds (2/3) of the Board at a properly noticed meeting whenever, in the judgment of the Board, the best interests of the Corporation will be served. Failure to attend (in person or by teleconference) at least seventy-five percent (75%) of the

regularly scheduled Board meetings or regularly scheduled committee meetings of which a Director is a member without approval by the Chairman of the Board may result in the immediate removal of any Director or officer.

3. Delegation. For any reason it deems appropriate, the Board may delegate any power or duty to any Director or officer, including to the President/CEO or his or her staff designee, but no Director or officer will execute, acknowledge or verify any document or instrument in more than one capacity.

4. Compensation. No compensation will be paid to the Directors for the services performed by them for the Corporation as Directors. Directors may be reimbursed for expenses incurred when traveling on official business of the Corporation if approved by the Chairman of the Board. Such reimbursement must conform to the Corporation's established travel policy.

5. Duties of the Chairman. The Chairman will:

- a. preside at all meetings of the Board and determine the agenda for all Board meetings in consultation with the President/CEO;
- b. make all committee appointments other than the officers elected under Section 1 of this Article;
- c. be a member ex-officio of all committees with the exception of the Executive Committee, for which the Chairman may opt to serve either as committee chairman or as a regular committee member; and
- d. perform all other duties assigned to the Chairman under these Bylaws and those usually pertaining to the office of Chairman.

6. Duties of the Vice Chairman: The Vice Chairman will:

- a. preside at all meetings of the Board in the absence of the Chairman;
- b. be a member of the Executive Committee;
- c. assist the Chairman, when requested, in the performance of the Chairman's duties; and
- d. perform all such other duties usually pertaining to the office of Vice Chairman, including acting as the Chairman during the absence or disability of the Chairman.

7. Duties of the Treasurer. The Treasurer will:

- a. oversee the custody of all funds and securities of the Corporation and the collection of interest thereon;
- b. oversee the accounts of the Corporation and report thereon at each regular meeting of the Board of Directors;
- c. make a report at each meeting of the Board of Directors and special reports when requested;

- d. oversee the preparation and filing of reports and returns required by all governmental agencies; and
- e. serve as Chairman of the Finance Committee.

8. Duties of the Secretary. The Secretary will:

- a. ensure that minutes of each meeting are recorded;
- b. be responsible for advising the Board of omissions and corrections to the minutes;
- c. ensure that copies of the minutes are timely transmitted to all members of the Board of Directors;
- d. ensure that all meetings are noticed as required by statute, these Bylaws or regulations;
- e. ensure that attendance is recorded at meetings;
- f. ensure that committee reports are maintained;
- g. ensure that the record books of the Corporation are maintained; and
- h. perform such other duties as may be delegated by the Board of Directors.

9. President and Chief Executive Officer. The President and Chief Executive Officer (“**President**”) will be nominated by the Executive Committee and confirmed by the Board of Directors. The President will be a full-time employee of the Corporation and not a member of the Board of Directors. The President will be reviewed annually by the Executive Committee and the President’s salary and bonuses will be set by the Executive Committee. The President may only be terminated upon the recommendation of a majority of the members of the Executive Committee and a majority vote of the Board of Directors. The President will be the chief executive officer of the Corporation and will be responsible for the general and active management of the business and affairs of the Corporation, subject to the direction of the Executive Committee and the Board of Directors.

10. Chief Operating Officer. The Chief Operating Officer (“**COO**”) will be hired by the President with the advice of Executive Committee. The COO will not be a member of the Board of Directors, but will be an officer and full-time employee of the Corporation. The COO will direct, administer and coordinate the day-to-day activities of the Corporation consistent with the directions, policies, goals and objectives established by the President and the Board of Directors and as set forth in the job description for this position.

11. Chief Financial Officer. The Chief Financial Officer (“**CFO**”) will be hired by the President with the advice of the Chairman. The CFO will not be a member of the Board of Directors, but will be an officer and full-time employee of the Corporation. The CFO will direct the Corporation’s financial operations and accounting practices

consistent with the directions, policies, goals and objectives established by the COO, President, and the Board of Directors and as set forth in the job description for this position approved by the Executive Committee.

ARTICLE VIII

BOARD COMMITTEES

1. Committees. The Board will create standing committees as follows: Executive, Finance, Audit, Career Services , Governance, , and Community Engagement. In addition, the Chairman of the Board of Directors will have the authority to establish such other standing or ad hoc committees deemed necessary or desirable to the conduct of the Corporation's business. The Chairman of the Board will make appointments to all committees and will appoint the chairman of each committee. Any committee may include members appointed by the Chairman of the Board who are voting members of the committee but not members of the Board of Directors. Any item voted on by a committee (other than approval of meeting minutes and meeting adjournments) will be reported to the Executive Committee at its next meeting.

2. Executive Committee. The Executive Committee will have a minimum of five (5) members, consisting of the officers elected under Article VII, Section 1, and the chairs of the standing committees. The Chairman will endeavor to ensure that each of the five (5) counties in the Region is represented on the Executive Committee. The Executive Committee will have and exercise the full authority of the Board of Directors in the management of the Corporation's business between meetings of the Board of Directors. The Chairman of the Board may choose to serve as chairman of the Executive Committee or may choose to appoint another member of the Executive Committee to serve in such capacity. In the event that the Chairman of the Board chooses not to serve as Chairman of the Executive Committee, he or she will serve as a voting member of the Executive Committee. After completion of the Chairman term, he or she will serve on Executive Committee for 1 year as Immediate Past Chairman. Except as otherwise set forth in these Bylaws, the Executive Committee will serve as the personnel committee with the delegated authority to take final action on all appropriate executive personnel matters.

3. Finance Committee. The Finance Committee will be chaired by the Treasurer and will consist of those Directors recommended by the Treasurer and appointed by the Chairman of the Board of Directors. The Finance Committee will be responsible for assisting the Treasurer in the conduct of his or her responsibilities as set forth in Article VII, Section 7; reviewing periodic reports on the financial activities of the Corporation;

controlling and supervising the financial affairs of the Corporation; overseeing the Corporation's retirement plan; and approving budgets and budget amendments.

4. Audit Committee. The Audit Committee will be chaired by a Director appointed by the Chairman of the Board of Directors and will consist of members appointed by the Chairman of the Board. The Audit Committee will be responsible for:

- a. overseeing the annual audit(s) of the Corporation's programs required under applicable laws, regulations or directives (including OMB Circular A-133), including selection of the auditor and approval of annual audit plans;
- b. providing oversight of the Corporation through review of monitoring reports and audits of the Corporation;
- c. making recommendations to the Board of Directors on the selection of an independent auditor and regarding such auditor's compensation and terms of engagement;
- d. receiving and reviewing the annual audit reports from the independent auditor;
- e. reviewing and approving the Corporation's responses to any adverse findings regarding the financial affairs of the Corporation, including, but not limited to, adverse monitoring reports, financial audits, management decision letters, Office of Inspector General's investigative reports and final determination letters;
- f. reviewing, in consultation with the independent auditor and management, the Corporation's financial statements;
- g. reviewing and evaluating the adequacy of internal accounting controls and practices and making recommendations for revisions and additions as necessary or appropriate; and
- h. reviewing and evaluating the Corporation's ethics and conflict-of-interest policies and procedures and, whenever the Chairman of the Board or the committee deems appropriate, investigating any alleged violations of such policies and procedures.

5. Career Services Committee. The Career Services Committee will be chaired by a Director appointed by the Chairman of the Board of Directors and will consist of members appointed by the Chairman of the Board. The Career Services Committee will oversee the Corporation's operations plan as part of the Workforce Innovation and Opportunity Act ("WIOA") and all other program activities that support job seekers and businesses in the Region.

6. Governance Committee. The Governance Committee will be chaired by a Director appointed by the Chairman of the Board of Directors and will consist of

members appointed by the Chairman of the Board. The Governance Committee will be responsible for reviewing the Corporation's Articles and By-laws and recommending changes to the Board of Directors; identifying a process to recruit board members and officers; and evaluating the Board's effectiveness.

7. 8. Community Engagement Committee. The Community Engagement Committee will be chaired by a Director appointed by the Chairman of the Board of Directors and will consist of members appointed by the Chairman of the Board representing expertise in outreach marketing and media relations. The Community Engagement Committee will recommend strategies and policies to ensure the Corporation is, through appropriate outreach, aligned and engaged with other community, civic and economic-development activities.

ARTICLE IX

CONDUCT OF BUSINESS

1. Annual Meeting. The Annual Meeting of the Board of Directors of this Corporation will be held in the month of June.

2. Regular Meetings. At a minimum, regular meetings of the Board of Directors will be held quarterly, in the months of September, December, April and June.

3. Special Meetings. Special meetings of the Board of Directors may be held at the call of the Chairman or by written request of ten (10) or more members of the Board of Directors.

4. Notice. Reasonable notice in writing of each meeting, whether annual, regular, special or emergency, will be provided to each member of the Board of Directors of the Corporation at his or her contact place on file with the Secretary. Such notice may be by e-mail or other reliable means of electronic transmission. The Corporation's meetings will be publicly announced in accordance with Section 286.011, Florida Statutes.

5. Order of Business. Business will be conducted to the extent feasible in accordance with Roberts' Rules of Order, as newly revised.

6. Quorum. A quorum for all Board meetings will require that at least fifty percent (50%) of the Board members be present. If there is less than a quorum at any meetings, a majority of those present may adjourn the meeting. A quorum for all committee meetings will be the same as the quorum for Board meetings and require that at least fifty percent (50%) of the Board members who are committee members be present.

7. Voting. Directors may not be represented at any meeting by an alternate, nor may proxies be given. Each Director will have one (1) vote upon every issue properly submitted to vote at any meeting of the Corporation, except that no Director may cast a vote on any matter on which he or she has or appears to have a conflict of interest, as defined by federal or state law or under the Corporation's policies then in effect. Any Director who has such a conflict of interest must declare the same and refrain from discussion at the meeting and voting on the issue.

8. Majority Rule. All matters before the Board will be determined by a majority vote of Directors present at the meeting with a quorum present, with the exception of the following, either of which must be approved by a vote of two-thirds (2/3) of the Board's total membership:

- a. amendments to these Bylaws (as provided under Section 13 below); and
- b. any contract or agreement between the Corporation and a Director, a relative (as defined in s. 112.3143[1][b], Florida Statutes) of a Director, or any contract or agreement that would be a conflict for any such Director as defined by federal or state law or under the Corporation's policies then in effect.

9. Meetings by Telephone or Teleconference. Members of the Board of Directors or any committee may participate in a meeting by means of telephone conference or similar communication method by which all persons participating in the meeting can hear each other at the same time. Any such participation will constitute presence in person at the meeting.

10. Business Affairs; External Audit. Subject to applicable law, the Board of Directors may solicit, borrow, accept, receive, invest and expend funds from any public or private source. The award of procurement contracts with vendors and the award of subrecipient contracts will be in accordance with applicable federal and state law and regulations. The Corporation's accounts and records will be audited annually by a firm of certified public accountants at the expense of the Corporation; and a copy will be available on request for each Director to review.

11. Investments. Any investments of funds of the Corporation must first be approved by the Finance Committee and recommended to the Board of Directors for its approval.

12. Fiscal Year. The fiscal year of the Corporation will be July 1 to June 30.

13. Amendments to Bylaws. Amendments to these Bylaws of the Corporation may be proposed by any member of the Board of Directors. The Board of Directors, by a two thirds (2/3) vote of the its membership, may amend, revise, add to, repeal or rescind these Bylaws or adopt the new bylaws at any meeting of the Board of Directors,

provided that written notice of any amendment, revision, addition, repeal or rescission of these Bylaws or adoption of new bylaws must be published and given to the Directors at least thirty (30) days preceding the date of the meeting of the Board of Directors at which such action is to be considered.

14. Conflicts with Laws. The Corporation will abide by all applicable federal and state laws and regulations, which will supersede any provision of these Bylaws in conflict with any such law or regulation.

15. Books and Records. The Corporation will keep correct and complete books and records of account and financial statements and will also keep minutes of the proceedings of the Board of Directors and all committees. Such books and records will be available to all Directors on request and to members of the general public in accordance with applicable law.

16. Indemnity. Subject to applicable law, any current or former member of the Board of Directors or officer who is made a party to or called as a witness with respect to any threatened or pending legal proceeding will be indemnified by the Corporation against all costs and expenses (including attorneys' fees, judgments, fines and amounts paid in settlement) reasonably incurred by him or her in connection with such proceeding, including any appeal thereof, if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the Corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere or its equivalent, will not create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, did not have reasonable cause to believe that his or her conduct was unlawful. The Board of Directors will determine, by a majority vote of a quorum consisting of Directors who are not parties or witnesses to the proceeding, whether indemnification is appropriate as provided in this section. If this section or any portion of it is invalidated on any ground by a court of competent jurisdiction, the Corporation will nevertheless indemnify each director and officer of the Corporation to the fullest extent permitted by portions of this section not invalidated and to the fullest extent permitted by law.

17. D&O Insurance. The Corporation will purchase and maintain in full force and effect a policy or policies of directors and officers insurance covering its Directors and officer with minimum coverage of \$1 million, unless the Executive Committee, in consultation with the Treasurer, finds that such insurance is no longer available on commercially reasonable terms or that the premiums for such will be unreasonably high. In addition, the Corporation may purchase and maintain insurance on any person

who is or was a Director, officer, employee, or agent of the corporation against any liability asserted against such person and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify the person against such liability under the provisions of Section 16 of this Article.



Attachment B

Board of Directors Strategic Planning Report Focus Group Feedback Sessions



Matching Business Demand To Talent Supply: *Implications for Moving Forward*

FINAL REPORT

November 6, 2015

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I. INTRODUCTION

In 2014, President Obama signed the Workforce Opportunity & Innovation Act (WIOA), which replaces the existing Workforce Investment Act (WIA). As stated by President Obama during the signing, "This is not a win for Democrats or Republicans. It is a win for American workers."

WIOA calls for a more customer-focused, integrated system and directs the workforce system to rethink its approach to specialized populations including:

- Out of School Youth
- Individuals with Disabilities
- Individuals Who are Basic Skills Deficient

Additionally, WIOA requires workforce services to become more business-centric.

From a workforce board perspective, WIOA encourages an improved response to labor market needs by connecting board performance to outcomes. This performance requires an understanding of the correlation between training investments and economic return. Changes in WIOA prompt workforce development boards to be increasingly engaged in the business of collaboration, convening and partnerships.

In an effort to best determine how CareerSource Central Florida can implement WIOA requirements, the organization engaged triSect to facilitate discussions among key stakeholders in the provider and business communities in an effort to build consensus on the approaches needed to ensure that the challenges set forth in WIOA are met in Central Florida.

Focus Groups Discussions:

- What are the new rules governed by WIOA?
- How will stakeholders align workforce programs and processes?
- What are the barriers to alignment?
- What are the opportunities?
- How might this impact business growth?

triSect began by working with CareerSource Central Florida staff to coordinate a series of five focus group meetings. Invitations to the focus groups included educators, workforce practitioners, and service providers across the region who might have an interest in working with the WIOA-focused specialized populations mentioned above.

Business owners were also gathered in two focus groups – one business focus group where a mix of private and non-profit companies were invited and one where private employers representing the construction industry were invited to participate. A total of 90 people participated in these five focus groups to provide input on CareerSource Central Florida’s role in WIOA implementation.

This Report contains a review of triSect’s work since September of 2015. The report shares what was learned from the process and identifies both short-term and long-term next steps for consideration.

II. Facilitation of Focus Group Meetings

A. Meeting with Out of School Youth Providers

BACKGROUND

WIOA requires an additional focus of priority on out of school youth, high school dropout recovery and achievement of recognized postsecondary credentials. Identifying career pathways and work-based learning experiences are key to long-term success of out of school youth.

As defined in WIOA, out of school youth are identified as 16-24 year olds who are not yet connected to work, education, the military, or an apprenticeship. They may also be underemployed. These youth may or may not have a high school credential and may or may not have a college diploma.

In 2014, there were 5,886 students that did not graduate in the five-county region of Lake, Orange, Osceola, Seminole, and Sumter counties, according to data from the Florida Department of Education.

Out of school youth often face barriers to successfully achieving education requirements and employment. While a multitude of barriers can stand in the way of this population’s ability to find and thrive in a job, the major barriers that have been identified in current literature and in discussion with service providers include a lack of supportive adults in their lives, homelessness, and involvement in the criminal justice system. Because of these difficult barriers, mentorship is a critical component to the success of youth pursuing their education and finding a career path that gets them on the path to self-sustainability.

WHAT WE HEARD: Out of School Youth Providers

- Programs for out of school youth across the region are fragmented. Providers want a coordinated effort to support this population
- Soft-skills training is needed alongside technical training
 - What to wear
 - Show up to work on time
 - Ability to communicate effectively
- This population uses—and expects to use— technology
 - For education
 - To learn about job opportunities
- CareerSource Central Florida can serve a vital role by convening providers to develop a coordinated system

“Mentors are critical to the success of our out of school youth.”

To learn about the current level of understanding of WIOA by Out of School Youth providers and other providers who might want to work with this population, triSect met with 32 people representing 24 organizations on September 11, 2015. The attendees were a mix of providers supporting youth in the region including leaders from local colleges, businesses, non-profit organizations, and governments. While all worked with youth, a large majority were not currently working with out of school but were interested in exploring ways to do so.

The providers that were present were mostly familiar with the impending WIOA requirements and identified several barriers they believed existed to implementing the requirements within their organizations. The most critical barriers to implementation were identified as the ability to find and recruit eligible youth as well as the need for alignment of services from institution to institution and across city and county boundaries.

The participants in this focus group clearly stated that, currently, the programs offered to out of school youth were fragmented and not well understood by all providers. When asked, they supported the need for developing a collaborative engagement model to benefit the youth they serve. Each participant in the focus group agreed that CareerSource Central Florida can serve a vital role in helping all providers in this economic region convene and work through a process to define and implement a consistent process for building a coordinated system to connect this population onto a sustainable career path. CareerSource Central Florida was also recognized as the lead

organization to help these organizations share best practices and business models as well as leading the development of infrastructure needed to keep a real-time inventory of products and services offered across the region that could benefit this target population.

IMPLICATIONS FOR CAREERSOURCE CENTRAL FLORIDA

- 75% of youth program funding at both the State and Local levels now must be directed towards out of school youth (compared to 30% under WIA)
- Percentage of participants in education, training, or unsubsidized employment is now measured in the fourth quarter, after exit (goals and services strategies were not directly tied to performance measures under WIA)
- At least 20% of local youth formula funds must be used for paid and unpaid work experiences, as described under the Youth Program Elements (no minimums under WIA)

*For a complete list of participants and meeting minutes from the Out of School Youth focus group, please see **Exhibit I**.*

B. Meeting with Individuals with Disability Providers

BACKGROUND

WIOA requires that individuals with disabilities are ensured competitive and integrated employment--employment at the same wage level and in the same environments as those without disabilities. Further, WIOA places greater emphasis on youth with disabilities transitioning from school to employment. The Act also provides increased emphasis on coordination between vocational rehabilitation and other agencies, including school and workforce systems. WIOA seeks to increase access to and opportunities for the employment, education, training, and support services for individuals with disabilities that are often needed to achieve success in the labor market.

As defined by WIOA, an individual with disabilities is someone who has had an assessment of eligibility and vocational rehabilitation needs resulting in a finding that they have a physical or mental impairment which causes a substantial impediment to employment and that they require vocational rehab services to prepare for, secure, retain, advance in, or regain employment.

In the State of Florida, approximately 7,500 Individuals with Disabilities are registered with the Division of Blind Services and the Division of Vocational Services and, according to these organizations, an estimated 20,000 unregistered disabled individuals and disabled Veterans.

According to the Bureau of Labor Statistics, 32% of individuals with disabilities were employed 2010-2012, compared with 72.7% of those without disabilities. Employed individuals with disabilities are underrepresented in management, professional, and

technical jobs, compared with an overrepresentation in service, production, and transportation jobs. Further, individuals with disabilities, while educated, are not often considered for STEM-related occupations.

WHAT WE HEARD:

Individuals with Disabilities Providers

- 32% of people with disabilities are employed compared with 72.7% of those without disabilities
- Perception exists that if people with disabilities go to work, they will lose their social security disability
- Employers not well-educated on what capabilities individuals with disabilities have and what support services are provided
- Concern over loss of funding might be a barrier to future collaboration
- Current program offerings for this population are not coordinated across the region

“Too many people do not understand what individuals with disabilities are capable of.”

FOCUS GROUP OUTCOMES

To learn about the current level of understanding of WIOA by Individuals with Disability providers, triSect met with 12 people representing nine organizations on September 11, 2015. Participants included providers from non-profit organizations, educators, and governmental entities.

While it was expressed that many employers are eager to hire disabled Veterans, there is a perception that many employers are not well-educated on the range of abilities of other individuals with disabilities and, therefore, do not make it part of their company's mission to hire this population. It was suggested that a partnership with the Business Leadership Network (BLN) could result in a business-to-business communication strategy to change the perceptions of hiring those with disabilities.

An additional challenge to employment for those disabilities was the belief (either by the individual or by their guardians), that social security benefits will be lost if employment is gained. It was suggested that CareerSource Central Florida could lead an effort, supported by other providers that would clarify this misinformation.

Celebrating some local successes, companies such as Walgreens, Target, and Pepsi were highlighted as taking proactive actions to ensure that hiring individuals with disabilities is an integral part of their companies' hiring strategy. Using these companies as examples, it was the consensus of the group that CareerSource Central Florida can educate and inform other businesses on strategies and "best practices" of ways to do the same. As with the out of school youth focus group, participants in this focus group agreed that, currently, programs and services are fragmented and, therefore, they are not able to efficiently and effectively serve their clients. Developing an integrated, focused, collaborative model for the region was an effort these leaders could support. One concern that needs to be addressed is how individual organizations will be compensated if they agree to work together on a collaborative model.

IMPLICATIONS FOR CAREERSOURCE CENTRAL FLORIDA

- Local workforce development boards will have to ensure that there are sufficient service providers in the local area with expertise in assisting individuals with disabilities with their career and training needs.
- Employment Networks (i.e. Ticket to Work program) are specified as optional One-Stop partners.
- State workforce development boards are responsible for the development of strategies to support career pathways for individuals with disabilities to enter and retain employment.
- Annual assessment of physical and programmatic access of One-Stop Career Centers for people with disabilities is now required by federal statute.

*For a complete list of participants and meeting minutes from the Individuals with Disabilities focus group, please see **Exhibit II**.*

C. Meeting with Adult Education Providers

BACKGROUND

WIOA broadens the focus of adult education, literacy, and English language services to include transition to postsecondary education and employment. It defines new models to integrate education, training, and workforce preparation with a focus on career advancement.

Those in adult education programs may have moved to America from another country and be pursuing their degrees in order to practice a trade or occupation in this country. They may also be individuals who are in need of basic skills training.

Whatever their situation, individuals in adult education programs are oftentimes the most vulnerable when it comes to employment opportunities-- which is why receipt of a postsecondary credential and occupational training programs are critical to their long-term success. These outcomes place individuals on a career pathway.

WHAT WE HEARD: **Adult Education Providers**

- An adult without a high school diploma earns 42% less than an adult with a high school diploma (U.S. Department of Education)
- Multiple barriers to employment exist
 - Childcare
 - Transportation
 - Learning Disabilities
 - Budget counseling
- Great opportunity exists for expanding internship and apprenticeship programs
- No clear inventory of programs exist to support this population

“In addition to traditional education, there is a great need for soft skills training.”

To learn about the current level of understanding of WIOA by Adult Education providers, triSect met with 20 people representing 17 organizations on September 14, 2015. The participant group consisted of private and public educators as well as several non-profit organizations.

The participants in this focus group noted that there is no clear inventory of programs and outcomes that exist to address key WIOA populations.

A recurring theme from other focus groups continued to be expressed by participants in this focus group: soft skills training was often just as important as general education for this population to ensure success in the labor market. Many individuals struggle with understanding acceptable work habits, appropriate dress, and interview skills, so providers find themselves teaching these skill sets alongside basic skill sets.

Additionally, participants noted that many individuals in adult education programs face barriers to obtaining their education or maintaining employment including childcare issues, transportation, and / or learning disabilities.

Like the participants of the other provider focus groups, the participants of the Adult Education focus group felt there was a great need for better collaboration among service

providers and determined that CareerSource Central Florida was best equipped to serve as the “backbone organization” for workforce development as well as the “keeper” of data/information and to serve as the clearinghouse for information that could connect all the regional services to both the employers and the job seekers. There was, however, some concern that if collaboration occurs, reduced funding for individual programs may occur.

Definition of a Backbone Organization:

- Guide vision & support strategy
- Support aligned activities
- Establish shared measurement practice
- Build public will
- Advance policy
- Mobilize funding

It was agreed that Boards and Staff of partner organizations must be aligned on purpose and goals of the collective impact to be successful.

IMPLICATIONS FOR CAREERSOURCE CENTRAL FLORIDA

- Local boards must lead efforts to develop and implement career pathways.
- Education and training may also include apprenticeships.
- State leadership funds are required to be used for the alignment of adult education with other core programs.
- Adult education funds can be used for Integrated Education Training programs.

*For a complete list of participants and meeting minutes from the Adult Education focus group, please see **Exhibit III**.*

D. Business Focus Group

BACKGROUND

Since employers, not providers, create jobs, WIOA shifts the emphasis of workforce investment programs from the current supply-side focus on the job seeker to a demand-driven model that meets the needs of businesses.

As identified in CareerSource Central Florida Strategic Business Engagement Plan, the first need of businesses is to recruit and then hire skilled workers, which is a

requirement of WIOA – to ensure a talent pipeline of educated, trained job seekers' support the region's business demands.

To learn about what businesses need from job seekers, triSect met with seven individuals representing seven companies from the public and private sector on September 17, 2015.

While over 500 invitations were sent, the acceptance rate was lower than expected and only four of the seven participants represented private business.

WIOA emphasizes the need to train job seekers to match businesses' needs. By understanding what those needs are, education and technical skills training can then more directly focused.

WHAT WE HEARD:

Business

- #1 need: finding the right candidate – recruiting & hiring
- General perception that:
 - CSCF is for entry level positions
 - It's cumbersome to use - not built for speed to market
 - It's a system focused on the job seeker
- Majority of business leaders are not familiar with specific products or services of CSCF
- Current strategies not linked to the specific needs of high growth industries (HGI's)

“We all use technology in our businesses, yet those skills are lacking in the workforce.”

FOCUS GROUP OUTCOMES

All participants during this focus group noted that they were having difficulty filling their open positions with *skilled* workers. Some noted that this was due to the lack of a pipeline of workers in their industry while others noted that workers in some industries (ie. healthcare and manufacturing) make more money teaching than actually working in their industry of choice.

Another key issue addressed during this focus group was that there was a lack of education about the opportunities that exist within the trade industry.

A final key issue was the overall lack of awareness of the services CareerSource Central Florida offers to businesses. And while educational businesses and non-profit organizations had a better understanding of the services of CareerSource Central Florida, the for-profit business represented were not nearly as informed.

Since as earlier note, the top need of a workforce system for business is recruiting, the participants in this focus group were asked to identify their top requirements in a recruiting firm. Their top responses included 1) outstanding communication and 2) basic screening of applicants.

E. Construction Industry Focus Group

BACKGROUND

Because of the small attendance at the first business focus group, with little private sector participation, an additional focus group was added targeting one of the five identified high growth industries (HGI) in Central Florida, CSCF Board Member Mark Wylie volunteered to organize a group of for-profit construction industry leaders in need of skilled labor.

To learn in greater detail what construction businesses need from job seekers, and what support they could use from a workforce system, triSect met with 24 individuals representing 21 companies on October 6, 2015. The group contained a mix of electrical, mechanical, plumbing, and other construction-related companies.

WHAT WE HEARD:

Construction Industry Focus Groups

- Many in the industry are having difficulty finding skilled workers
- Most participants were unfamiliar with CareerSource Central Florida's recruitment & training resources
- A "Fit for Duty" service would be most valuable to this industry
 - Pre-screened applicants
 - Background checks
 - Safety testing

“Having an applicant come to me pre-screened and with basic testing complete would be invaluable.”

FOCUS GROUP OUTCOMES

With over 50% of the businesses noting that they were planning to hire 10-50 employees in the next year and, clearly, would have opportunity to take advantage of CareerSource Central Florida’s services in recruitment, training, and retention, only three of the organizations participating were familiar with the organization. Many of the participants noted that they utilized other sources of recruitment including Employ Florida, Craigslist, and employee referrals. Those who had used Employ Florida stated the concern that often the people on the site never returned their calls and a perception was raised that “it seems that many people submitting resumes were fulfilling a requirement, not really looking for a job”. People voiced frustration with the lack of pre-screening on the Employ Florida site.

100% of the participants noted that they had a difficult time hiring skilled labor and many of their potential employees were lacking soft skills (generally defined as motivation, work ethic, punctuality and presentism,) A frustration was expressed by more than half of the participants that job seekers at both entry and mid-level were not well prepared by academic institutions for specific on-the-job skills. Additionally, most of the businesses indicated they have a turnover rate of nearly 100% annually in their entry level positions—a true hardship to their ability to grow their businesses.

One participant spoke of the difficulty of using Career Source Centers across the state, since all three she worked with had different programs, practices, rules and regulations, which was frustrating for one employer to manage.

Participants also had a keen interest in hiring Veterans, although none of the participants knew of the Veterans’ services CareerSource Central Florida provides. Ironically, a Veterans’ career fair organized by another community group was occurring at the same of the focus group.

The essential needs from a fully functioning workforce system were three-fold:

- a request for “Fit for Duty” assistance (pre-screening and basic training),
- an outplacement program for those that must temporarily or seasonally downsize their teams, and
- the formation of a “best practice group” for the construction industry to learn industry specific programs and practices that could enhance their efforts to recruit, train and retain their workforce .

IMPLICATIONS FOR CAREERSOURCE CENTRAL FLORIDA

- Business engagement is the first priority.
- WIOA places emphasis on building a system that begins with business.
- Workforce systems must shift their current emphasis.
- Workforce Boards can become the backbone organizations leading systemic change.

CareerSource Central Florida Strategic Goals:

- CareerSource Central Florida will become business focused in all efforts
- CareerSource Central Florida will identify ways to measure progress and Return On Investment (ROI)
- **CareerSource Central Florida will become the backbone organization for workforce development in Central Florida**

*For a complete list of participants and meeting minutes from both Business focus group, please see **Exhibit IV and V***

III. What We Learned

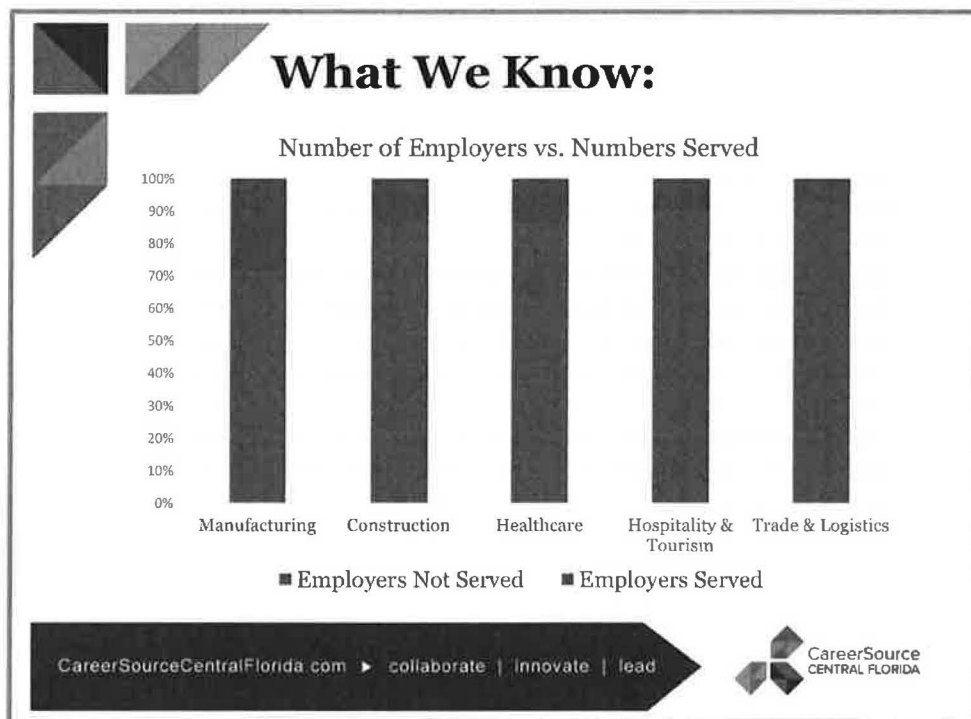
To meet the needs of both businesses in Central Florida and the job seekers, especially those identified by WIOA, Central Florida needs **a new demand-driven system supported by all providers that is intentional, focused, and coordinated**. And building that new system requires starting with business growth and challenges as the starting point. And while WIOA calls for a demand-driven approach, at the same time WIOA requires a new level of collaboration among educators, workforce practitioners, and service providers to focus on three targeted populations – out of school youth, individuals with disabilities and adult education, as mentioned previously.

As heard in both provider and business focus groups, CareerSource Central Florida is seen as the most obvious choice to serve as the convener and facilitator for keeping the region focused on these dual WIOA requirements.

Building a System for Business

Through the process of meetings with CareerSource Central Florida staff, the Focus Group meetings, and one-on-one conversations with business leaders, what triSect found was a lack familiarity and/or understanding of CareerSource Central Florida. As an example, of the 24 leaders representing 17 Construction companies, 21 said they had no knowledge of CareerSource Central Florida, more than 2/3 of these leaders had no knowledge of CareerSource Central Florida (or its predecessor, Workforce Central Florida), and those who did, had little knowledge of the specific services provided to business. Three out of the 24 companies represented currently use CareerSource Central Florida, and only one of those had actually hired candidates from CareerSource Central Florida.

And as indicated in the following chart, data show that market penetration of CareerSource Central Florida's targeted High Growth Industry (HGI) businesses has great room for improvement.



** important to note that the industry with the greatest market penetration is manufacturing; however, there is no clear data as to the penetration into companies focused on Advanced Manufacturing, which is the sector identified by CareerSource Central Florida as a HGI.*

Since employers, not providers, create jobs, the emphasis of workforce investment programs needs to shift from the current supply-side focus on the job seeker to a demand-driven model that meets the needs of businesses. Outcome from the focus

groups indicated businesses need more support pre-screening and recruiting their employees.

The first need of businesses, to recruit skilled workers, was reported to go relatively unfilled. The majority of businesses reported that either the workers did not have the training needed to perform the jobs available or, the right candidate was not being accurately matched with the right position.

High Growth Industries in Central Florida:

- Advanced Manufacturing
- Construction
- Healthcare
- Hospitality
- Trade and Logistics

Additionally, employers in one of the targeted HGI clusters can work with various providers to create a system and process of training that works best for that industry. And, as clearly articulated by the business leaders in the focus groups, training needs to be coordinated and implemented consistently across all providers.

In some of these HGIs, apprenticeships can be expanded. In other HGIs, a communication strategy must be developed that explains the opportunities available in training, apprenticeships, and tax credits that may offset costs.

Feedback from the businesses suggests the need for more robust support in the recruiting process, with more “fit for duty” pre-screening by either CareerSource Central Florida or other partners. What’s key to the business is that applicants not be sent to them that have neither the skills nor the desire to do the work indicated in the posting.

Great opportunity exists through WIOA to train job seekers to match businesses’ needs. While providers indicated they are getting business involvement in developing skills programs, businesses discussed the need for training that was more applicable to the work required “on the job”.

By best understanding what those needs are, education and technical skills training can then be focused to ensure that WIOA-focused populations of out of school youth, individuals with disabilities, and those in adult education programs are being set on a

career path while, at the same time, ensuring the demand for a skilled workforce for business is met.

Businesses can be supported by learning hiring, training, and retention best practice strategies. Constant communication and education with businesses will allow these businesses to understand and be better equipped to take advantage of the services of the region's workforce system.

A sector-based approach to workforce development is a smart use of regional funding, as it allows an entire sector to identify common needs and a concentration of funding can be placed toward training job seekers to fill those roles. Regional funding will be critical as individual organizations' budgets are limited and, alone, no one organization can fill the needs of employer engagement and workforce development in Central Florida.

A "backbone organization" is needed in the region to lead the effort to build a new system with partner organizations. As defined earlier in this report, a backbone organization's roles include:

- Guiding vision & strategy
- Supporting aligned activities
- Establishing shared measurement practices
- Building public will
- Advancing policy
- Mobilizing funding

The community will then need to continue to work in a seamless, integrated coordinated fashion for greater economic impact. Along the way this system can be expected to implement evidence-based best practices while defining and developing coordinated career pathways for the job seekers. And technology can be a primary driver of matching employer needs to job seeker skills.

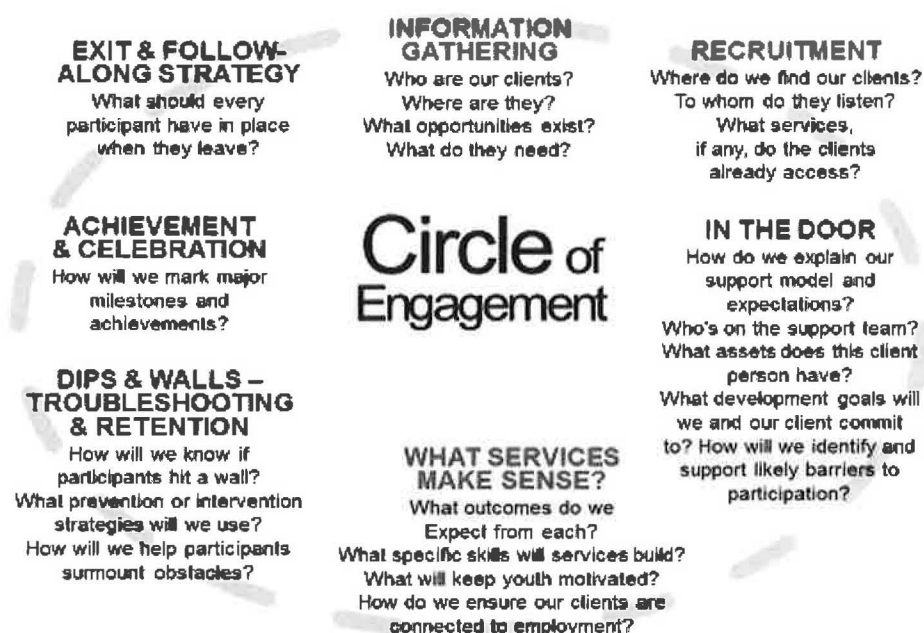
Partner Collaboration

Another key component of developing a successful intentional, focused, and coordinated system is collaboration. Everyone involved in workforce development – employers, government, educators, non-profit organizations, workforce development agencies, funders, and others – must collaborate on a shared vision to become successful

And, as stated earlier, WIOA requires provider organizations to collaborate in order to achieve better results in connecting key populations into the workforce and build career paths for these populations that will allow them to stay connected to jobs and sustainable careers.

54 people representing 37 partner organizations attended these focus groups and as previously indicated, all of these organizations indicated the need for a coordinated, focused system. The lack of an inventory of programs and offerings, along with a desire for learning about each other's organizations and how best to collaborate were key themes in all three focus groups. Additionally, a coordinated system, first focused on the identified WIOA target populations is necessary. It was clear by the discussion in the groups that workforce development partners understand that the current system is not functioning to its fullest intent and new approaches will need to be taken to meet the requirements of WIOA.

In the provider focus groups, the “Circle of Engagement” illustrated below was discussed as a way to begin identifying how best to collaborate to ensure that the region can create integrated strategies and programs to connect these target population into jobs with meaningful career paths.

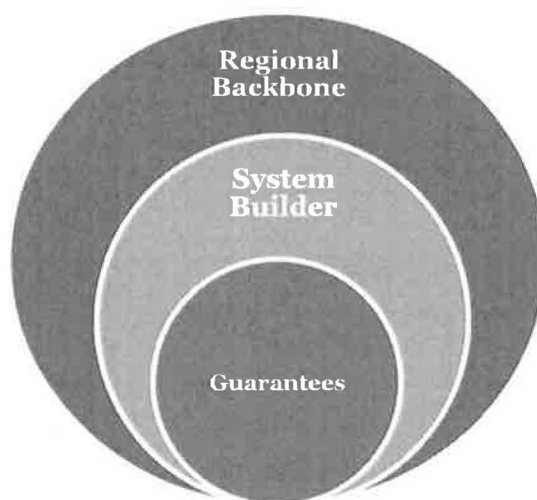


Providers agreed that CareerSource Central Florida could serve a vital role in convening partners and coordinating the creation of a successful, intentional, focused and coordinated regional workforce system, linked to the job placement available in the marketplace.

IV. CareerSource Central Florida Operational Considerations

One of the three Strategic Goals identified and adopted by the Board of Directors of CareerSource Central Florida was that:

CareerSource Central Florida will become the backbone organization for workforce development in Central Florida.



To reach that goal, CareerSource Central Florida can begin by serving as the *System Builder*, convening and collaborating with both providers and employers. To do so will require consideration of the following:

- 1. Create a business-driven system supported by all providers that is *intentional, focused and coordinated*.**

As the lead workforce development agency in the region, CareerSource Central Florida can serve as the backbone organization of a system that supports the demands of businesses for skilled workers and supports providers working with job seekers to ensure they are educated and trained for defined career pathways.

2. Raise the profile of CareerSource Central Florida by convening business for education and awareness.

In focus groups, one-on-one meetings and analysis of other workforce research, it is evident that CareerSource Central Florida is a little known asset to a majority of businesses in Central Florida, especially those in HGIs.

Consideration should be given to creating a clear and specific marketing plan that can increase market awareness, and then market services and programs to targeted businesses within HGIs. Additionally, CareerSource Central Florida Board members should carefully consider and define their roles and responsibilities in identifying ways to connect more businesses to the services and programs of CareerSource Central Florida.

3. Establish and coordinate business sector task teams to define and inform a workforce system that works for each HGI.

As was learned by conducting a targeted focus group for the construction industry, that initial meeting was incredibly instructive as to the specific needs of the construction industry, as Central Florida workforce leaders consider ways to support this high growth industry. Consideration should be given to convening similar meetings of the other four HCIs identified by CareerSource Central Florida. Once preliminary meetings are held, additional sessions with each HCI could be convened with other partners in education and others service providers to shape and refine the workforce system needs of each HCI cluster.

4. Inventory current program offerings and outcomes tied to HGIs.

In order to best serve the job seeker, providers must understand all programs that are available to assist the job seeker with education, training, and focus on a specific career pathway. An inventory of these programs should be created and available across the region. A system of tracking outcomes tied to these programs should be established to measure the success of each of these programs so that evidenced-based programs rise to serve the region.

Further, by focusing on high growth industries, funding can be concentrated to develop training that will benefit the entire sector to ensure sufficient talent supply is available to employers.

5. Implement an education and outreach plan to business.

Convene businesses, especially in the identified high growth industry sectors in targeted “Academies of Learning”, where leaders in each sector can learn about current business services CareerSource Central Florida offers tailored for their

business segment, understand how to match specific business needs to finding and hiring a skilled workforce, and learn from others in their industry about “best practice” solutions to hiring, training and retaining their workforce.

Additionally, CareerSource Central Florida could identify and develop a high quality, world class speakers’ series on issues such as labor market trends and conditions, in partnership with economic development organizations, chambers of commerce, and other business-led organizations, to elevate CareerSource Central Florida’s leadership role in establishing workforce development as a key driver of economic prosperity.

6. Reshape current Career Centers to link to HGI

Re-creation of one-stop centers where employers can interview job seekers and job seekers are able to receive the education and training that they need for a career pathway is needed. Providers could be housed together and programs coordinated to ensure an intentional, focused and coordinated system for both employer and job seeker.

7. Create a youth engagement center(s) linked to HGIs.

At the very least, CareerSource Central Florida can take a lead role in convening youth providers to streamline and coordinate programs that engage at-risk youth. A longer term initiative would be to develop a model similar to the Manchester Bidwell Corporation program in Pittsburgh, Pennsylvania. There, 93% of youth who attended graduated on time and, of those, 91% continued on to postsecondary education.

8. Create a database and /or consistent tools that can be readily accessed by employers and partners to match job needs to job seekers ready and able to meet the needs of the employer.

Additionally, an inventory of services and programs must be made readily available to job seekers who are seeking information about jobs and job readiness programs.

V. Conclusion

The current system is limited by federal and state requirements and burdened by complex rules and regulations, which is in direct conflict with the needs of businesses requiring real time workforce assistance, as well as the needs of job seekers hoping to “plug into” a sustainable career path. Of CareerSource Central Florida’s annual \$33 million budget, only \$4.4 million is currently focused on business services and support. Is that sufficient? Perhaps. However, if a new approach to supporting business is required, while simultaneously ensuring a new focus on youth, persons with disabilities and adult education, careful review of funding to implement new WIOA regulations is imperative and might require realignment and/or policy change to be effective.

Leveraging current funding with public and private resources to encourage innovation could yield great return on investment for the region’s businesses while ensuring a more stable, skilled workforce. The National Fund for Workforce Solutions is one example of an opportunity to focus additional funding on workforce solutions in Central Florida. The National Fund for Workforce Solutions is an initiative of national and local funders whose goal is the career advancement of workers using a model of business engagement to increase the potential for successful outcomes. The funding from this organization supports local region’s collaborative investments in building skills needed in their identified HGIs.

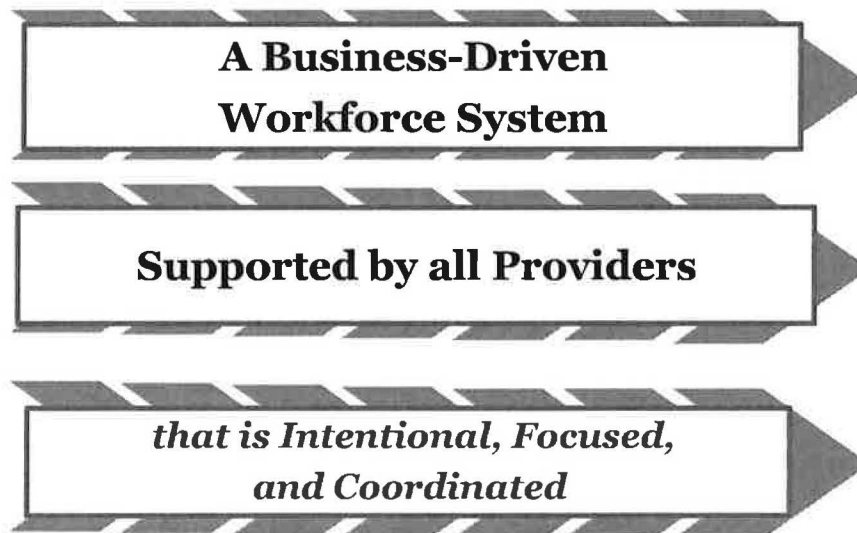
Through these focus groups with community partners and business leaders, CareerSource Central Florida was consistently identified as the organization best positioned to lead the change needed to create **a new demand-driven system supported by all providers that is *intentional, focused and coordinated*.**

With strong leadership and a clear plan of action coupled with key measures of success, CareerSource Central Florida can lead the state, and perhaps the nation, in developing the workforce system envisioned by The Workforce Innovation and Opportunity Act.

VI. Board Action & Direction

The CareerSource Central Florida Board of Directors met on October 14, 2015 to assess its role regarding the stated goal of serving as Central Florida’s “backbone organization” for workforce issues and what key actions need to be taken to accomplish this goal. A number of presentations were given to provide an organizational assessment of the accomplishments achieved over the last three years, as the organization was striving to ensure organizational credibility and accountability. Additionally, the results of this report and a new Market Indicators report were shared for review and consideration. (See Exhibit VI).

Much has been accomplished since the revamping of this workforce board three years ago, and with new directions being established for workforce boards through the Workforce Innovation and Opportunity Act, this Board is poised to position the organization as a thought leader, convener and catalyst for developing:



Board members were in unanimous support of this direction, and discussion was held as to how to move forward and as to what role CareerSource Central Florida could and should serve in developing this systemic approach to workforce development.

The following “Next Steps” were identified by the Board, and staff was directed to come back to the Board at their next meeting with a specific action plan and timeline to accomplish the following:

Staff Actions:

- Complete Targeted Business Focus Groups for all High Growth Industries
 - Once completed, develop a “niche” marketing and outreach plan for each HGI
 - Develop “Academies of Learning” and other educational efforts tailored to the HGI
 - Determine market penetration goals
 - Assess the viability of each career center developing an outreach strategy and expertise in a key HGI connected to its geographic location
- Develop a Plan for “Listening to Job Seekers”, especially out of school youth, people with disabilities and adult learners
- Build a provider outreach plan to begin the development of a coordinated, systemic approach.
 - Consider a retreat with key non-profit Board Chairs and Executive Staff to create a shared vision and approach
- Convene a follow up retreat with Board and Staff to determine balance of Board member responsibility to both oversight and “insight” as this transition to WIOA occurs.

Board Member Actions:

- Schedule quarterly visits at CareerSource Centers to develop greater understanding of program offerings and services.
 - Report key observations and findings at Board Meetings
- Seek opportunities within individual organizations or at other community events to advocate for the workforce system (in general) and CareerSource Central Florida (in particular) as a community resource that can support and enhance business growth.

- Become knowledgeable of and a resource to business leaders for how best to use the workforce system
- Ask for feedback as to the types of programs and offerings needed by business and industry
- Host industry and/or provider focus groups and “listening sessions”
- Support and champion the need for a comprehensive regional workforce system, built with major community partners, beginning with the development of a regional inventory of workforce programs and services
 - Consider a retreat with key regional non-profit Board Chairs and Executive Staff to create a shared vision and approach
- Support the development of a plan for continuous and on-going strategic planning discussions and actions (with staff input)
 - determine balance of Board member responsibility to both “oversight” and “insight” as this transition to WIOA occurs
 - continue the discussion on whether the goal of becoming a “backbone organization” is still relevant

VI. Exhibits

EXHIBIT I **Out-of-School Youth Focus Group** **Meeting Minutes** **9-11-15**

Attendees: Debbie Clements (Duke Energy), Rebecca Toolsie (CareerSource Central Florida), Heyward Burnet (IOA), Latricia Holt (Goodwill Industries), Ike Powell (CareerSource Central Florida), Christina Foreman (Valencia College), Melvin Philot (Duke Energy), Nilmarie Zapata (Public Allies-CBC), Vernon McQueen (Duke Energy), Karen White-Goyzueta (Florida Technical College), Joyce Whidden (Adult Literacy League), Ron Goss (Henkels & McCoy), Sharon Whiley (Holden Heights Front Porch), Larry Williams (Holden Heights Front Porch), Joan Nelson (Heart of Florida United Way), Lorraine Collins (LaSalle), Andrea Jiraud (H&M), Raquel Perez (H&M), Rhyla Jefferson (HBI), Jordan Plante (City Year), Davia Moss (Foundation for Seminole

County Public Schools), Tracy Trumblett (Christian HELP), Joseph Lundy (Orlando Police Department), Kara Kerlin (CHS), Kevin Egan (CHS), Jim O'Brien (Goodwill Industries), W. Carl Merrell (M&H Group), Jeanette W. (ST1), Brian Michaels (Department of Blind Services), CALL IN: Chala Barrington-Cruise (Covenant House); Brian Love (MedLife Institute); Christine Burk (Sumter County Public Schools), Pamela Nabors (CareerSource Central Florida), Nilda Blanco (CareerSource Central Florida), Candace Burns (CareerSource Central Florida)

Shelley Lauten, Principal of triSect, opened the meeting at 9:00am. She reviewed the agenda and laid the foundation for the day's meeting: a discussion about the Workforce Opportunity and Innovation Act (WIOA) and its requirements on how providers will be required to serve out-of-school youth.

Shelley then introduced Pamela Nabors, President & CEO of CareerSource Central Florida who welcomed the participants and thanked them for their participation.

Shelley then shared pre-meeting survey results with the participants, showing that a number of them were already familiar with (WIOA). She then moved into a discussion of what barriers providers had identified to implementing WIOA in their organizations in the pre-survey. Those barriers included:

- Identification of eligible youth
- Recruitment of youth
- Staffing
- Funding
- Contracts with funders requires high school diploma or GED education requirements
- Transportation
- Accountability
- Overwhelmed by process
- Background checks
- Addressing the need to align services
- Lack of training
- Timing
- Need for a social media campaign
- Difficulty obtaining withdrawal documents / transcripts
- Difficulty documenting ESOL
- Time spent with those who end up ineligible

The participants did not have any additional barriers to add.

Shelley then introduced CareerSource Central Florida board member and Out-of-School Youth Committee Chair Debbie Clements to discuss the data on local out-of-school youth including who they are:

- 16-24 year olds not connected to work, education, the military, or an apprenticeship
- 16-24 year olds who are underemployed
- May or may not have a high school credential
- May or may not have a college diploma;

and what WIOA was requiring providers to change in the way they serve out-of-school youth and why.

Debbie further discussed the identified barriers to connecting out-of-school youth to the workforce that included:

- Dropping out
- English is not the first language
- Pregnant or parenting
- Providing care to other family members
- Homeless
- Emotional, mental health, or physical disabilities
- Involvement in the criminal justice system

Participants in the focus group added the following barriers to the list:

- Foster care youth
- Youth involved in criminal justice system or juvenile justice system
- Those who have a record
- Youth who cannot get childcare
- Transportation
- Those who don't have families or the families don't support them
- Attendance consistency
- Lack of trust of the system
- Cultural barriers
- Great need for soft skills training (what to wear, ability to communicate, writing a thank you note)
- Digital divide - lack of access to opportunities
- Lack of confidence
- Youth with prior records
- Lack of a blueprint (knowing what steps to take to become employed)
- Lack of basic literacy skills
- Lack of patience for career advancement
- Disconnect of how we communicate
- Lack of knowledge of resources
- Lack of exposure to community
- Breaking away from a culture

One participant, representing a business organization, noted that employers need to identify things they are lacking, such as compassion for this population.

Shelley asked the participants how many knew all of the resources that were available to assist an out-of-school youth. No one knew all of the resources. A group question arose of how to track out-of-school youth who may not get employed by one program, but may fit for another program?

COMMENT: Mentoring is a critical component to the success of an out-of-school youth.

Debbie then reviewed the graduation rates in the five-county region, noting that in 2014 5,886 students did not graduate.

QUESTION: If they didn't graduate, did they leave the system? Pam: These numbers are just a snapshot.

QUESTION: Where is the data showing additional training beyond a high school credential? Debbie: We do not have good data. Joyce Whidden noted that there is a national statistics website that may show the information.

QUESTION: What role does FCAT play into the drop-out rate?

COMMENT: 80-90% of those that don't graduate will come in contact with the criminal justice system, so it's very important for these interventions; therefore we need to find out if the criminal justice system is seeing fewer young people as this would be a good measurement tool. They would be a good partner for a new system; they will have data

COMMENT: Out-of-School youth start failing before they are even 16. The process needs to start even earlier.

Shelley reviewed participant survey responses to whether they provide apprenticeships or internships within their organizations. The pre-meeting survey results noted that the following were currently being offered:

- Labor market training
- Certified Nursing Assistant prep classes
- Home Health Aide certification
- CPR / First Aid certification
- Medical Technician certification
- 10-month apprenticeships and leadership series

It was noted that there is also a Youth Energy Academy and a Smart Horizons.

COMMENT: There is a self-paced diploma opportunity program in Seminole County called Last Best Chance

COMMENT: Duke Energy holds an academy that is a two-day curriculum introduction to various career opportunities in utilities (in its fourth year). It can only accommodate 50 kids at a time. Youth are identified through community-based organizations such as Frontline Outreach.

COMMENT: There are some professions in healthcare such as Home Health Aides and Certified Nursing Assistants that don't require a GED or college diploma and healthcare is a growing industry.

Shelley noted that there seems to be a big gap – a network. She asked the participants if they thought we needed to build a network. They agreed.

The identified benefits of a one-stop network were:

- One stop building for all partners
- Library connection
- Technology-based
- Easy access to transportation
- Computer based resource directory
- High tech / High touch
- A personal connection between staff and clients

COMMENT: How this is funded is important. Pam: to that point, annually, CareerSource Central Florida has a budget of \$6M. That is not enough to serve this population. However, if we all work together and leverage our dollars, it will have a greater collective impact on the youth and their success.

Shelley reviewed next steps. Everyone agreed that this is the right thing to do and that they would like to come back in January.

Last thoughts:

- Need to use social media outlets to connect out-of-school youth
- This meeting was a great first step
- Education, education, education (if we can have an impact like an anti-smoking campaign) ; we need a mass media campaign
- 211 is a great idea - clearing house of data
- As service providers, we all need to read the book about understanding poverty to be able to connect with the clients
- A lot of future work is supplemented by technology, so will we have enough jobs?
- We need to understand this population
- Literacy is key
- Supportive people in their lives is critical
- It is important for the employers to understand out-of-school youth
- Engage youth and then get them to work
- We need to stay engaged before January; what can we bring to the January meeting

- We need to stick to an agenda that is structured and focused moving forward; Shelley noted there will be a homework assignment before January
- As providers, we need to be educated on outreach, how we find the youth
- Urgency to get this done
- Remember different dynamics in different counties (Sumter)
- Different approaches for different generations
- There should be representation from out-of-school youth at the next meeting

EXHIBIT II

Individuals with Disabilities Focus Group

Meeting Minutes

9-11-15

Attendees: Sue Koziol (Quest), Jie O'Brien (Goodwill Industries), Paul Bough (CareerSource Central Florida Board of Directors), Diane Culpepper (Lake Tech College), Austin Leigh (OCPS), Cannon Cameron (OCPS), Brian Michaels (Florida Department of Education), Pamela Nabors (CareerSource Central Florida), Mark Batchelor (Lighthouse Central Florida), Stephanie Laureano (Lighthouse Central Florida), Wayne Olsen (Division for Vocational Rehab), Jose Rivera (Division for Vocational Rehab), Jascuitto Lawrence (Center for Independent Living), Julie DelRusso (Seminole County Public Schools), Candace Burns (CareerSource Central Florida), Nilda Blanco (CareerSource Central Florida), Ike Powell (CareerSource Central Florida)

Shelley Lauten, Principal of triSect, opened the meeting at 11:10am. She reviewed the agenda and laid the foundation for the day's meeting: a discussion about the Workforce Opportunity and Innovation Act (WIOA) and its requirements on how providers will be required to individuals with disabilities.

Shelley then introduced CareerSource Central Florida board member and Individuals with Disabilities Committee Chair Brian Michaels to discuss the data on individuals with disabilities including:

- How many Individuals with Disabilities are living in Central Florida?
 - 7,500 – Registered with DBS and DVR
 - 20,000 (approx.) – Unregistered, disabled Veterans, or those with APBD
- What kind of employment are they seeking?
 - Everything from dishwashers to computer scientists

Employment:

- 32% of individuals with disabilities were employed 2010-2012
 - Compared with 72.7% of those without disabilities
- Employed individuals with disabilities are underrepresented in management, professional, and technical jobs
 - Compared with an overrepresentation in service, production, and transportation jobs

- Individuals with disabilities, while educated, are not often considered for STEM-related occupations

Brian also talked about what requirements were changing with WIOA and why. He also noted that there used to be a tax break for employers who employed people with disabilities, but that has gone away.

COMMENT: Some organizations provide adjustments in employer locations at a reasonable cost to be able to put people with disabilities to work.

Pamela noted that Walgreens, Target, and Pepsi all have initiatives to employ people with disabilities that were in place even before WIOA. We need to encourage other businesses to do the same.

Brian discussed why the Ticket to Work program important. He noted it is an incentive for people with disabilities. A ticket is available for any employer that employs a person with disabilities. There are milestones that must be met and payment is provided to those in the employment network. It is valuable because it reduces the social security benefits while also employing someone.

QUESTION: How closely are we working with the social security system? COMMENT: Some people will not sign up for work because they will lose their benefits.

COMMENT: There is a gap of employment for young people, especially when they leave high school

COMMENT: There needs to be a marketing blitz to inform parents and put the benefits in terms that parents understand

COMMENT: There are too few counselors and perhaps that's why the Ticket to Work program is stifled

COMMENT: Counselors are contracted through social security office.

COMMENT: Maybe show WISE webinars in classroom to market Ticket to Work program

Pam noted that advocacy and education are important.

COMMENT: Many employers want to hire veterans.

Shelley asked what is causing the gap between finding the employers that want to hire and those that want to work.

COMMENT: Service providers have been caught in the middle. They are a subcontractor to HR / contracts.

COMMENT: HR departments in general use their normal tools to hire. This population may not be able to navigate those tools so it screens them out.

COMMENTS: Sometimes it takes multiple interviews for an entry level job

COMMENT: Those looking for jobs can put their information on TAP (talent acquisition portal) and employers can go there to look for employees

COMMENT: Not enough education of what the disabled can do; Need education on disabilities themselves

COMMENT: Mentoring programs, working side by side with employees, are invaluable with individuals with disabilities *and* the employer

COMMENT: It would be helpful for businesses to incorporate cultural processes (adapted orientation periods)

COMMENT: Providers could partner with the Business Leadership Network (BLN); they could do more at Chamber level to get the word out

COMMENT: It's very powerful for business leaders to hear from other business leaders; there should be a business-to-business communications strategy

COMMENT: Some businesses work with their existing team members to ensure that they are working with the individual with disabilities, not working against them

COMMENT: Individuals with disabilities stay in the job longer, work hard

Shelley asked, for those of you who do not currently refer your clients to CareerSource Central Florida, why not?

- Clients need individualized attention and so they provide the service themselves
- The CareerSource employment network is competing with our employment network; there is a program that could connect the programs now that Vocational Rehab is part of WIOA, there is an opportunity to join forces

Shelley asked how would you fix it? RESPONSE: Partnership Plus (already set up)

COMMENT: CareerSource Central Florida needs to be able to tell more about the other services they provide (training) and that providers still get their Social Security benefits from their clients

COMMENT: The system we have right now is fragmented and operates in silos

COMMENT: There are a lot of people with disabilities that are not served by Social Security or Vocational Rehab that still need services

QUESTION: Would it be possible for the staff from Center for Independent Living to come into CareerSource Central Florida to help support the individual needs' of our clients while working alongside CareerSource staff?

COMMENT: The trouble with one-stop centers before was that certain funding went to certain organizations; WIOA changes that. Employers can come there too

QUESTION: Are one-stop centers already happening through the State's Employment First program?

COMMENT: We need a structured process to work through.

QUESTION: Who is in charge?

Shelley commented that we need to identify gaps, take it to Employment First, then decide a local delivery model.

COMMENT: Providers need someone to understand what their client needs are and then understand if WIOA dollars can be used.

COMMENT: The current system is fragmented; we need to move to a coordinated system

Shelley noted that we need to clearly articulate barriers and gaps.

COMMENT: Let's figure it out now and try some pilots; employers are saying they need people now

Pam noted that Pepsi Co. interviewed 55 candidates for positions recently and 41 were employed. Our community should be able to use this as the model to take to other businesses.

Shelley asked – who is not at the table today who should be?

COMMENT: We need alignment of agencies / system

COMMENT: Awareness campaign for businesses; can we do this before January? (recommendation to board - have the board work on this)

COMMENT: Too many initiatives

Shelley closed the meeting by thanking everyone for attending and assuring participants that there would be follow up soon.

EXHIBIT III

Adult Education Focus Group

Meeting Minutes

9-14-15

Attendees: Brian Love (Medlife Institute), Carolyn McMorren (Valencia College), Jason McMillan (AAA School of Dental Assisting), Stephanie Brinkley (Lake Sumter State College), Deanna Thomas (Lake Tech), Karen White (Florida Technical College), Terri Daniels (Seminole State College), Paul Bough (CareerSource Central Florida Board), Rosa Grant (Orange County Public Schools), Bart Roberts (TECO), Eugene Jones (Lake Sumter State College), Beth Rattie (Osceola Adult Learning Center), Mark Wylie (CSCF board member), Rebecca Schoffman (Stetson University), Linda Rimmer (Goodwill Industries), Rose Exantus-Beisnend (Palmas-MET), Lorraine Collins (LaSalle), Shellie-Ann Minnis (Central Florida Urban League), Dr. Joseph Sarnovsky (Seminole State College), Pamela Nabors (CareerSource Central Florida), Mimi Coenen (CareerSource Central Florida), Joyce Hinton (CareerSource Central Florida), Candace Burns (CareerSource Central Florida) BY PHONE: Christine Burk (Sumter Career & Adult Ed)

Shelley welcomed everyone and stated the purpose of today's meeting. What issues and opportunities there might be to work together to implement WIOA requirements as we serve the students in Adult Education program?

She then asked each participant to introduce themselves and ask one question they have as it related to WIOA and their program:

1. How can we better utilize CareerSource Central Florida to help our nursing students achieve their needs?
2. We are seeking synergies between short-term training programs.
3. What changes will we see in terms of funding from the Federal government to the benefits to our students?
4. With our enrollment timeframe (different than traditional) what can I do to help my students get funding?
5. There have been changes in the occupational list. Can funding be a performance-based decision?
6. How can we use WIOA to better align information and resources to create more holistic solutions for students?
7. How does interaction between WIOA and Perkins dollars work?
8. How are we going to build a bridge between my facility and the Technical Education Center?

Shelley thanked the participants for their questions and then turned the meeting over to Dr. Sarnovsky to review what WIOA would require us to change and why.

Dr. Sarnovsky noted that WIOA is trying to bring us together as a neighborhood instead of working on our individual islands so that we can better serve clients. He noted the barriers and the low employment rates for those with no or low education and the importance of helping clients achieve those goals and set them on a career path.

Dr. Sarnovsky noted that WIOA is great because we are not educating for the sake of a grade, but for employment.

Shelley thanked Dr. Sarnovsky for his thoughtful insight. She then asked the participants, what else do we need to know? They responded:

- We must look at the impact of those that are not employed; consequences on a national level such as issues with our national healthcare system
- The transition points: students' transition needs to be more concise and clear. We need to be clear what each of us offers.
- We must identify critical resources that can be provided that remove barriers to resistance?
- K - 12 has different wrap-around services for their kids. How do we provide different services for our students?

Shelley asked participants to identify the kinds of services they see a need for:

- Childcare
- Transportation
- Budget/credit counseling (you have to find out what is going on in the household)
- Learning disabilities (we don't know how to deal with that)
- Students don't always take money for school, they are living off of it

Shelley then asked participants to identify what services they provide:

- Soft skills development (employers are saying that is lacking),
 - Communication (interpersonal, generational), cultural differences, general work habits, reliability, ability to work on a team, appropriate dress
- Professional leadership (a sense of how to behave)
- Computer / technology skills

Shelley then asked participants what opportunities are there for internships:

- Orange County Public Schools and Seminole State both work with businesses that offer internships to their students
- Large opportunity for occupational programs

And Apprenticeships:

- Traditionally trades require apprenticeships
- Apprenticeship definition: Work and learning curriculum (learning in the classroom and learning onsite).
- The registration process is rigorous with the state. A company, group of companies, union, or council are usually the ones registered.

- Suggestion is that apprenticeships are run through CareerSource Central Florida (opportunity for shared information/shared knowledge) (Pam noted that there were recently 26 apprenticeships in Central Florida and 223 in the state of Florida)

COMMENT: There is \$175M for apprenticeships for community/state colleges, but schools like mine that can move them quickly don't have access to that

COMMENT: There is a pent-up need for IT in the region, but by the time the demand is realized, it will be filled.

Shelley asked, what do we need to do differently to better assist those in Adult Education programs. The participants responded:

- Better collaboration among providers
- Market to the adults (like they do to high school students) - web, word of mouth
- More collaborative training between CareerSource Central Florida and providers so CareerSource Central Florida staff know how to better connect people (career specialists and training providers)
- Connect students that need high school credentials with providers that provide those services (collaboration)

Shelley then asked what would be some potential barriers to creating a connected system:

- Funding
- Willingness to work at it (it is easier to work in a silo – you've got to believe that the relationship brings you more value)
- Willingness to cross the barrier
- Lack of trust (need a way to convene)
- Need an inventory of assets before next steps

Shelley reviewed the Circle of Engagement. Participants noted:

- Need to engage businesses at the beginning of the process (when they start the program)
- Adult Education students are trying to get a GED or English skills and they are not yet looking at a career path; how do we bridge that gap
- Rigor, relevance, and reward was built into the Pittsburg model Pam toured

Shelley asked if a one-center model work in Central Florida.

- FICAPS - Florida Integrated is a model that is like that
 - Lake Tech is just in the process of the teacher writing the curriculum, but she sees that it could be integrated into the work of CareerSource Central Florida (connect the light at the end of the tunnel)
 - This program is done county by county (started out as 10 pilot projects; hope is to expand them around the state)

COMMENT: Transportation could be an issue to an engagement center

COMMENT: Mini-Centers focused on industry that is highly focused in certain areas of the region (healthcare in Sumter Co) could be useful

COMMENT: There are many people who are well educated and affluent in their home counties, but they are not here because they don't speak the language and don't have the appropriate degrees to practice

Shelley asked the participants if they were interested in a group model.

- They would like to have common, shared knowledge
- Know where to find apprenticeships for their students
- How to engage businesses

Pam noted that, collectively, our system doesn't know what our system is - we don't know what we don't know.

Shelley asked the participants what they see CareerSource Central Florida's role in this as. They replied:

- Mediator
- Foundation
- Backbone
- Keeper of data/information

Pam shared next steps. She noted that the community must place at wages that keep people at self-sufficiency.

COMMENT: There hasn't been an assessment of post-secondary education in our region. Maybe CareerSource Central Florida can lead that effort.

COMMENT: CareerSource Central Florida should have more of a presence in Sumter County

COMMENT: There is an opportunity for CareerSource Central Florida to become more engaged in the business community

Mark Wylie encouraged everyone to push those that leave programs to CareerSource Central Florida to at least see what other opportunities might exist.

The meeting adjourned at 3:30pm.

EXHIBIT IV

Business Focus Group

Meeting Minutes

9-17-15

Attendees: Pamela Nabors (CareerSource Central Florida); Eric Jackson (Total Roof Services); Mark Wylie (Associated Builders & Contractors); Nilda Blanco (CareerSource Central Florida); Jim Larisa (Goodwill Industries); Diane Culpepper (Lake Technical College); Jaime Quarroccio (CareerSource Central Florida); Lynn Glascott (Pro Image Solutions); Carrie Fish (Orlando Health); Susan Carey (CareerSource Central Florida); Robert Quinlan (CareerSource Central Florida), Candace Burns (CareerSource Central Florida); BY PHONE: Larry Walter (Hanson Walter & Associates)

Shelley opened the meeting at 2:10pm and asked participants to complete a survey at their place settings which would be used during the meeting.

Following introductions, Shelley noted that under the Workforce Innovation and Opportunity Act (WIOA), all workforce agencies' systems are focused on employer needs of finding and retaining great talent. Therefore, she stated, CareerSource was here today to find out what is important to participants in hiring, training, and retaining employees.

Shelley introduced Eric Jackson, Chairman of the CareerSource Central Florida Board of Directors. Eric noted that CareerSource would like to streamline the workforce system, improve the workforce economy, all while better serving the 3 populations WIOA focuses on – those in adult education programs, out-of-school youth, and individuals with disabilities. He further noted that WIOA ensures CareerSource is engaged, listening to businesses' needs and that there is a fertile ground to make sure businesses are successful.

Eric then noted that the key for today's focus group is to gain feedback from participants to craft what CareerSource offers in its hiring and training opportunities.

Shelley asked how many of the participants in the room currently used CareerSource Central Florida for their hiring or training needs. Three responded in the affirmative.

Shelley noted that there is currently a low unemployment rate and, therefore, finding skilled workers can be a challenge. She then worked through parts of the survey the participants were asked to complete earlier in the focus group.

Talent:

1. How many of you are having a difficult time filling positions?
 - All noted that they were.
2. What types of positions are you looking to fill?
 - Instructors Skilled labor
 - Critical care and surgical nurses
 - Engineers
 - CAD Operators
3. Why is it difficult to fill these positions?
 - Instructors - those with technical training make more money doing the job rather than teaching – includes those in nursing, welding, machining, manufacturing
 - Competition
 - Retirement
 - Moved out of state (construction)
 - Revoked driver's licenses (due to back child support, men get their driver's license suspended)
 - Trustworthiness

Recruiting:

- How many plan to hire in 2015?
 - Orlando Health – hundreds
 - Graduate nurses
 - Goodwill Industries – 150
 - Entry level, new stores
- What other skills are important to your industry?
 - Ability to follow instruction
 - Critical thinking
 - Communication & writing skills
 - Technical skills (use of iPads)
 - Ethics (being there, being there on time, being dedicated)
 - Balance of attitude and skill

COMMENTS:

- Orlando Health - we have to do on the job training, so we are partnering with schools to start early
- ABC – there is a 4-6% departure per year and there is no pipeline
 - Half of the industry moved away and they are just now building again
- Schools can't turn out enough workers because of the lack of instructors and the lack of funding. Oftentimes hospitals will pay to have instructors in school.
- Apprenticeship programs went away. Businesses need to start internships and apprenticeships so students can learn on the job while they are going to school.

- Engineering does not have a problem filling the pipeline.
- 70% of Hanson Walter's employees come from Florida
- Total Roof Services noted that they employ a lot of foreign workers
- Pam noted that there are so many choices for kids now they don't want to go to skilled jobs, but it might be a lack of awareness of the money that can be made in skilled jobs
- Who does your recruiting?
 - All respondents - internal
 - ABC – Temp to Perm or Referrals
 - Eric - referrals or CareerSource, Urban League
 - Goodwill - CareerSource
- What is the maximum length of time you want to leave a position open:
 - 30 days
 - 6 weeks
- If you outsource, what is a key requirement:
 - Outstanding communication
 - Updates, progress reports, feedback, do what you say you're going to do when you say you're going to do it)
 - Basic screening
 - Listen to what I'm telling you what I need and when
 - Match the person to the company (culture match)

Training:

1. How many of you have ever used CareerSource Central Florida for training of employees? None
2. Would you consider CareerSource Central Florida to train your employees?
 - Orlando Health – No, as they have very specific training.
 - Pam noted that often CareerSource Central Florida doesn't do the training, they instead fund a customized training program through a technical college, etc.
3. How many of you outsource any of your training?
 - Total Roofing Services: Manufacturers that install or service their products
4. If CareerSource Central Florida could assist you with your training needs at all, what would that look like?
 - ABC: In construction, there is a large demand for safety training
 - Hanson Walter & Associates: They have sent some of their employees to training centers and then come back and trained the rest

Pam noted that CareerSource Central Florida can advise on where certain training could take place.

5. How many of your companies have an internship program?
 - Hanson Walter & Associates: Utilizes TECO and the Education Foundation in Osceola County. They have high school and college students interning for civil engineering positions, which sometimes is a useful tool to the building pipeline
 - Orlando Health: Partners with schools for interns

- Lake Technical: Partners with businesses to provide internships to their students; mostly they are paid internships
 - ABC: Contractors will use student interns between their junior and senior years of college. Another section will utilize students between their junior and senior years of high school during the summer months.
 - There is an Academy for Construction Technology (Seminole, Orange, Osceola, Lake), but there are not enough companies for all the kids that want to participate
 - Total Roofing Services noted that they may be interested in participating, but mentoring and training the kids is a new burden on management
 - Pro Image Solutions: There are time constraints on staff having to take time out of their day to train / work with interns
 - Lake Technical: Working together to make this happen is going to be important; we have to figure out how to make it happen
6. How many of your companies offer apprenticeships?
Hanson Walter & Associates: Not right now
Orlando Health: Unless it's affiliated through a school, no
Lake Technical: The school has been involved with apprenticeships in the past, but they are just starting to look at them again in the plumbing industry
7. What role do you see CareerSource Central Florida playing in apprenticeships?
- Educating at schools as an alternative to college

COMMENT: A lot of employees entering an apprenticeship do not have a four-year outlook in life; attrition is severe

COMMENT: Employers look at costs involved in apprenticeships (investing in this employee, when they leave the employer feels like they have invested in someone else's employee). If there were a wage reimbursement program, it might be an incentive.

Labor Market Information:

1. Where do you get your labor market information?
 - CareerSource Central Florida
 - UCF – the Wage Survey is very valuable to understanding job openings, salaries, and determining what college classes to offer
 - The Bureau of Labor Statistics
 - Economic Development Commission

Business Services:

1. What are CareerSource Central Florida business services you have used?
 - Recruiting
 - Internships

Robert asked the group what the biggest thing Central Florida businesses lack in understanding the services CareerSource Central Florida provides.

- 80% of businesses do not know about CareerSource Central Florida
- COMMENTS:
 - Mark noted that he has had Robert out to speak to the contractors to get to know more about CareerSource Central Florida's services
 - The first question is always about pricing; there is no cost to use CareerSource Central Florida's services

Pam reiterated that board members need to lead the charge in utilizing CareerSource Central Florida's services. Robert asked that if there are any issues, he would like to know about them.

Shelley asked the participants to identify one thing that, if CareerSource Central Florida implemented tomorrow, would be most helpful to their business:

- Continue to be responsive
- Get the word out to other businesses about what is offered
- Continue referring students for training
- Refer for job fairs
- Be an engaged team member

Pam thanked everyone for coming. Eric asked the participants to let other employers know that CareerSource Central Florida is seeking their input.

The meeting concluded at 3:30pm.

Exhibit V

Construction Industry Focus Group

Meeting Minutes

10-6-15

Attendees: Bob Adams (Service Cable Electric), Jessica Anderson (Modern Plumbing Industries), Todd Andrew (Andrew General Contractors), Tim Bernardi (Mader Southeast), Bryan Butcher (Hensel Phelps), Chad Clark (Andrew General Contractors), Paul Cormier (Diamond T Manufacturing), Jean Cox (MORETRENCH), Eric Diller (Service Cable Electric), Cheryl Haskell (S.I. Goldman Company), C.L. Janeski (Tri-City Electrical Contractors), Sharon Karklins (Williams Company of Orlando), Earl Lomas (Terry's Electric), Dereck Reigada (Gulf Mechanical), Anthony Rodgers (Balfour Beatty Construction), Sarah Sherman (Gulf Mechanical), Denise Stage (Terry's Electric),

Joanne Stewart (Coastal Mechanical), Cheryl Stubbers (S.I. Goldman Company), Bob Jppenkam (Morton Electric), Natasha Washburn (Tri-City Electrical Contractors), Matt Webster (Charles Perry Partners, Inc.), Mark Wylie (Associated Builders & Contractors), Mimi Coenen (CareerSource Central Florida), Robert Quinlan

Mark Wylie opened the meeting, asking everyone to introduce themselves, their company, and how many people they currently employ. The average employee rate was 100 within the focus group.

Shelley Lauten, triSect, thanked Mark for bringing together this group of participants and explained how the new WIOA regulations require workforce boards to focus their efforts more on understanding businesses needs and, then, concentrating on filling those gaps with educated, skilled workers.

She then asked, by show of hands, how many of the participants currently had a difficult time hiring. Approximately one-half of the participants noted that they did. One participant then noted that her company receives plenty of resumes, the applicants simply are not skilled enough for the positions available. The participant further noted that it has become difficult to find applications who have the ability to adapt to the philosophy of the company (arrive on time, stay for a full shift). Many other participants agreed that they are not finding the skilled labor they need.

Shelley then asked the participants how many were planning to hire additional staff through 2016?

0-10 additional staff: 2 participants

10-50 additional staff: 13 participants

Over 50 additional staff: 3 participants

She then asked participants where they find their employees currently:

- Employ Florida
- Craigslist
- Onsite website promotion
- Word of mouth referrals
- CareerBuilder
- Indeed
- Glassdoor
- Colleges
- Job News
- LinkedIn
- Employee referrals
- Ads on back of busses

One participant asked the others if they found radio to be a helpful recruitment tool. The others responded that it was quite expensive.

One participant noted that they advertise openings in Spanish in a Miami newspaper. Another participant noted that they advertise office employee openings in newspapers, but not upper management openings.

Mark asked the participants if they used temporary to permanent help. Most noted that they did, but the pipeline seems to be drying up.

Shelley then asked the group, for those who are hiring, what level of positions are you hiring?

Over 50: Mostly entry level (trades workers – where the turnover is highest)

10-50: Middle management and entry level

0-10: Entry and middle levels (estimators and project managers)

She then asked how many of the participants currently utilized the services of CareerSource Central Florida. Just one participant stated that they currently used them, while two others stated that they were going to begin using them. Five participants noted that they utilized Employ Florida quite a bit.

Shelley then asked the participants that were not currently using CareerSource Central Florida if there were specific reasons why they weren't. Most replied that they were unfamiliar with the services offered. Several replied that they were familiar with the negative connotations of Workforce Central Florida.

Recruiting:

If you could ask for anything to support your hiring your needs what would it be?

- Get into the high schools and get kids into trades instead of college
- Background checks
- Work history verification
- Matching the right person to the right job
- Pre-screened and training on soft skills
- Pre-screened for job skills
- OJT training programs

Shelley asked if any of the participants used another CareerSource center statewide. Several noted that they used the CareerSource centers in Palm Beach and in Brevard

County. Shelley then asked if they are the same in what they provide employers. The participants noted that they are not and would like to see more continuity.

Training:

How do you currently train your employees?

- Apprenticeships – in-house fast track training
- Anything that is offered by ABC
- Internal training (apprenticeships)

Has CareerSource Central Florida supported your training needs?

One participant noted that her company had received an incumbent worker grant and that the experience was good. It was a \$50K matching grant used primarily to transfer training to an e-learn format and to support their apprenticeship program.

Many were unaware of the training services/support CareerSource Central Florida provides.

If you could get anything for training your needs, what would that look like?

- Basic education (math skills are critical)
- Pre-screening for basic safety
- Pre-screening for soft skills / basic communication (written and verbal)
- Pre-screening for transportation
- Validity of the resume
- Change the perspective of the trades professions (parents and students)
- More linkage between academic programs and on-the-job realities
- OSCHA, First Aid, general training (if they came in with it, it would be helpful)

Apprenticeships / Internships:

What are your business's Apprenticeship and/or Internship programs like?

- Seminole State College apprenticeship program
 - Very successful
 - Participants begin at age 18
 - 4-year program
 - One participant currently has eight apprenticeships ongoing
- Florida Electric Technical apprenticeship program
 - Very successful

- Two participants currently utilize this program, putting 50-75 students through per year
- One participant noted that they run their apprenticeship internally, testing the student to see if they can make it

Shelley then asked the participants, if CareerSource Central Florida could provide the best support to your business possible, what would it be? They responded:

- Pre-screening applicants
- Help create an awareness of apprenticeship programs (the 4 year programs, not 9 month school)
- Provide education on the realities of the industry, how hard the job is, and what you can truly make
- Show applicants a career path so they understand what they need to do to succeed

One participant noted that her company front-ends the wages for apprenticeships in an effort to attract more students.

Another participant noted that for those applicants they don't hire right away, they tell about the apprenticeship program.

Yes another participant shared his company's "hat" policy where you receive a different color hat (and earning potential and other potential) for experience

Shelley asked if a best practice group be helpful for this group. The majority of the participants noted that it would.

Some participants noted that they use internships for college sophomores, juniors, and seniors for project manager positions. Some offer two tracks – one in-office and one in the field

Shelley then asked the participants, if there was one thing relating to apprenticeships or internships that CareerSource Central Florida could help with, what would it be?

- Salary reimbursement
- Reimbursement for wages for Academies for Construction workers (work in summer to get credits). This helps attendees get a lot of training early on and come out certified with tools and work knowledge. It also helps to expose young people earlier to consider a career in this industry.

Retention:

What are the biggest barriers for employees staying on job?

- Lack of motivation
- Competition for workers
- Union
- Transportation (support would be difficult because job sites are in all kinds of different places; they may change job sites several times a week)
- Loyalty
- Younger people don't care what the benefit package is
- Multiple language barriers (huge safety issues)
- Attendance issues (childcare)
- Life coaching – divorce (and other life distractions)

What is average turnover rate?

Entry level is 100%

What is the cost to your business?

None of the participants could answer that question so Shelley asked if CareerSource Central Florida could show them how to track that information and then reinvest it in your business, would it be helpful and all responded that it would.

How many have you lost your employees to other industries?

5 years ago yes, not today.

COMMENT: Easy and low cost retention ideas are things like an annual thank you party

What are the Top 3 things that you need to build a strong work force:

- Skilled candidates
- Training in soft skills
- Pre-qualification for wanting to work
- Loyalty to a company
- Transportation
- Safety training
- Education about skills sets that are needed for the job
- Exposure to other job options
- Screening for tools
- Personality profiles (DISC),

- “Fit for Duty” Background, drug testing, job history verification, etc.
- Language skills
- Outreach to Veterans
- Help Veterans create / update their resumes/translate to civilian jobs
- Testing that schools are not doing
- Counseling
- Focus Groups / Best Practice Groups
- Broader overview of the industry / orientation training
- Better communication / connection
- Reasonable expectations, job descriptions, assessment testing
- Locating college degree project managers
- Attendance
- Accredited training / reimbursement for training
- How to prepare for an interview
- Education on how to apply for a job (resume writing, etc)

Shelley then asked participants if they would turn to CareerSource Central Florida for outplacement. Most responded that they would. One participant noted that if there had been a good outplacement source in 2008, the industry wouldn't have seen such a migration of people to outside the state.

Robert Quinlan, CareerSource Central Florida, thanked everyone for attending. He noted that the session was meant to be informative for CareerSource Central Florida, but if attendees wanted more information on how their businesses could engage with CareerSource, please give him a call. He noted that CareerSource Central Florida wants to know what your individuals needs so they can determine what programs are the best fit.

Mimi Coenen, CareerSource Central Florida, briefly discussed the advanced manufacturing program with Valencia College. She noted CareerSource Central Florida has almost \$30M in their budget and they would like to determine how to best get that money back to work in this community and help businesses stay prosperous. She noted that there was a real need for manufacturers to show a career pathway in their industry so Valencia College helped create a customized program through a grant. Now they have young adults who were gamers on a career pathway they probably never knew existed. Mimi noted that it is great to have partnerships because they too have resources and want to get their students employed.

Shelley noted that the information from this focus group would be presented to CareerSource Central Florida board of directors. They would then gather to make recommendations on how to be more business focused on next steps and targeted

resources. She noted that they hoped to reconvene the focus group again after the first of the year.

The meeting adjourned at 3:25pm.

Exhibit VI

CareerSource Central Florida Board Retreat

Meeting Minutes

10-14-15

Attendees: Eric Jackson, Diana Bolivar, Robert Brown, Steven Brooks, Debbie Clements, William D'Aiuto, John Davis, Nicole Guillet, Leslie Hielema, Sheri Olson, Kathleen Plinske, Joseph Sarnovsky, Richard Sweat, Chuck Todd, Eric Ushkowitz, Mark Wylie, Pamela Nabors, Mimi Coenen, Leo Alvarez, Ann Beecham, Steven Nguyen, Nilda Blanco, Tonya Elliott-Moore, Robert Quinlan, Ike Powell, Casey Johnson, Kaz Kasal, Glenda Hood, Shelley Lauten, Rick Weddle and Dalton Hall.

INTRODUCTION:

Review of Board Strategic Goals – Review of the Board priorities

- The focus of today's retreat is to focus on what it means to be a backbone organization and recognition of the organization creating strength within its structure over the last four years.
- The goal for today's discussion is to create consensus on what it means to be a backbone organization and what are the key actions the Board would like to take. We will also discuss how we will measure these actions.

BOARD CHAIR REMARKS:

Board Chair Eric Jackson shared that on a recent trip to Washington, D. C. with other community leaders, the group was able to meet with the US Interagency on Homelessness. During a meeting, they heard from USDOL Secretary Perez who talked about the Labor Department's efforts to address homelessness and mentioned to the Orlando group that CareerSource Central Florida and its President & CEO Pam Nabors would be a resource to the visiting group. Eric shared that to the group as an example of what we want to achieve locally, where our organization is the "go to" organization on workforce issues.

Eric shared that the Board has worked hard over the last four years to address CareerSource Central Florida's high-risk status. The Board has focused the last four years on creating a stable, reliable organization, which it has achieved. The Board now is ready to move in a different direction. WIOA now has issued key mandates to move

us in a direction that requires action and leadership. Eric introduces Shelley Lauten and Glenda Hood as facilitators for today's discussion

Shelley – What do these mandates mean to you as Board members?

- Joe Sarnofsky: It is a challenge to go from a community perception to what WIOA now mandates. It is a huge leap and challenge for us to move from a place where the community views CSCF with skepticism to now delivering.

How do you make that shift to be the community choice to be the “go to” for workforce issues?

- Eric Jackson: I think we were not on people's radar. I think it's doing the job correctly and delivering on the services we should be delivering.
- Glenda Hood – The good news, based on the focus groups and conversations in the community, is that you don't always hear the skepticism and the not good feelings. The comments / feedback are more about people not knowing.
- Eric Jackson – Now What? This is our question for today. Our focus is getting away from compliance and moving to strategy, quality and how we move to impact.

ORGANIZATIONAL PROFILE – Pamela Nabors, President & CEO:

- The organization was focused on quality and compliance as our baseline. Staff ensure that what we deliver is in compliance and in the spirit of the law.
- Performance – The Board can be proud of where we have come from. The organization has been consistently improving its performance and that was evident by the presentation Lois Scott from DEO provided at the last Board Meeting; we had a great performance report card.
- We are now in position to really think about how we prepare to implement WIOA and launch into being a backbone organization.
- Career Service Centers- we are currently positioned to continue our physical presence but are now also looking at how we create an effective virtual presence.
- The market study conducted by the UCF Business School noted that the business community seeks our Career Service Centers as an asset to gather talent.
- Career Service Centers must be positioned to offer comprehensive services and be recognized in the community as more than “the unemployment office”
- WIOA requires integration of all workforce programs. In the State of Florida integration of several programs was done about 12 years ago, positioning the state well for WIOA implementation.
- WIO requires a business lead board – CareerSource Central Florida's Board is 51%. Under the law, we may become a smaller board structure. We are about 26 members now from over 40 board members four years ago.

- Career Seeker Population –is no longer required to follow a sequence of required services to access training. Our Career Service Managers now operate the center – from the daily logistics to managing programs to performance.
- Youth programs have the greatest change in service delivery - the workforce system is mandated to serve out of school youth. We are positioned to deliver these services through contracts with providers. The group of young people between 16 and 24 are not engaged and this is a population that is needed to be part of the talent pool preparing to enter the workforce. Although we must serve out-of-school youth, we are not leaving the relationships we have created with the public school systems. We will look to see how to work with them in this new focus.

WHERE CAN WE LEAD?

Local planning: The state must submit a combined plan that includes coordination with Adult Education and Vocational Rehabilitation. We can lead in this area by talking with our partners and stakeholders and outlining our plan. Many of our colleagues are waiting for final rules, but we believe many of the rules will not change from the interim rules. I think we can move ahead and lead.

Performance: We understand that we have core measures, but we want to reach past those. Staff will work with the Program Review Committee to establish those metrics. We will look to benchmark where we are and look to implement a Baldrige process to continue to improve our process and seek opportunities for innovation.

Grant Opportunities: We are now positioned to compete for national grants. We will need to develop resources, this will be critical for us to address the needs of ISY and areas of special interest.

Apprenticeships: WIOA encourages increased apprenticeship opportunities within the workforce system. Apprenticeships do not have to be union-based.

Apprenticeship Curriculums work together for learning and skill building. We have approved two new programs – masonry and electrical

Questions:

Joe Sarnofsky – Have we defined what is a “good paying job?”

Pam Nabors: We have talked about United Way’s ALICE (Asset-Limited, Income Restrained, Employed - <http://www.uwof.org/alice>) Report and have establishing a priority of service for individuals to be served. Based on the data, we are looking at jobs making more than \$15 per hour. Our focus is really looking at how to really prepare individuals to move to those good-paying jobs.

Bob Brown– A change in focus is definitely necessary. In Central Florida, 1 out of 2 families are barely surviving. Current salary levels do not allow for families to survive.

OPERATIONAL STATUS – Mimi Coenen, Chief of Operations:

- Business services – We have moved our operational structure to focus on our primary. Staff is working to develop more customized services. Our approach is how we can meet the needs of the business and not selling our lines of business. Business services unit met and exceeded our their goals last program year and earned incentives. We have increased our presence in all counties. We are focused on learning about each county.
- We are looking for diversified funding for business service activities that can complement, enhance, or intentionally improve what we are offering.
- Career Seekers Services – Staff providing career seeker services have been reorganized. Pay bands have been adjusted, and we are developing professional development plans so that we can move people within their career in this industry.
- How do we prepare talent? We have a lot of people coming in, but we also need to look at how to connect those who want service virtually.
- Soft-skills training has been identified by business as being very important. We are looking at how we offer this training to customers.
- Scholarship – We are evaluating how to use these resources to help individuals gain a career; not just stay in school.
- Youth – CareerSource Central Florida currently has five providers; however, we are working with three providers to engage out-of-school youth. There are new ages in this group. We need to focus on connecting our youth to careers.
- This is the time to be innovative and we are look at various, successful models.

QUESTION:

Eric Jackson– Are those individualized people or workshops (referenced in the numbers)? Pam Nabors – We can find out the number of people we provided soft-skill training during the last program year and share that with the Board.

Shelley Lauten – We have also heard from business that helping veterans transfer military experience to civilian experience would be helpful in understanding veterans' skills.

ORGANIZATION FISCAL PROFILE – Leo Alvarez, Chief Financial Officer

- When the Board was first re-appointed, it was charged with clearing up 30+ audit findings. Over the last four years, we have worked hard and are now in a place where we have two consecutive years of no findings by DEO or our auditing firm.

- The Finance Department is now looking at how we become more efficient and strategically planning.
- Fiscal Perspective – In PY 2011/2012 we took a dip in expenditures when we held on to our youth dollars prior to contracting those dollars to providers.
- Our revenues have decreased from \$30.8M in 2012 about \$25M in 2015, but we have been able to manage those cuts due to the carryover dollars we had. We now carryover only 20% of our dollars, and we expect to see another 4% decrease. Next program year it looks like we will be funded at about \$24M.
- Facilities – we are looking to decrease our costs with facilities. We are working to consolidate our East and South Orange offices. Reaching out to our partners to deliver services without the need of brick and mortar.
- Revenue diversification – We are working to identify mission driven dollars through grant opportunities. We have hired a resource development manager.

QUESTION/COMMENT:

Eric Jackson – With less dollars projected, we need to focus on best practices. If you develop a fee-for-service approach, it needs to be good so that people will buy it.

WHAT WE HEARD? - Shelley Lauten and Glenda Hood, triSect:

- Business Demand and Talent Supply – Review of focus group questions with the targeted populations required under WIOA: individuals with disabilities, individuals engaged in adult education, and out-of-school youth.
- A special thank you to Mark Wylie who volunteered to host an industry-specific conversation with employers in the Construction industry.
- The first conflict point that was apparent is that the workforce system has to be business focus, but workforce must also focus on these targeted populations.
- From what we heard from business - business says they are focused on whether an individual can do the job, and not what may be their barrier.
- The focus groups discussions were looking to identify what are the facts about a particular group and what are the challenges to employment that they face.
- What we heard from the out-of-school youth group was the difficulty in where to find the youth. Is it difficult for the group to really understand the number of youth who are OSY as there is no way to track who graduates and does not engage in employment or education. The current system is fragmented, disjointed, only county –specific services. It is not strategic or coordinated. The group was very passionate about what they do.
- Special thank you to Debbie Clements for hosting the discussion.

Comment:

One board member commented that the school systems should know where these students not completing HS are. Do they?

Pam Nabors: We have met with Dr. Livingston who runs a program called “Expectation Graduation” through Orange County Public Schools. They have been successful in retrieving 258 young people over the last 4 years, and have helped 98 to graduate. They are doing this with no resources; there are no direct resources to support these efforts.

Challenges with serving this population: Strategies and services are different in all five counties and the data is also difficult to obtain.

Individuals with Disabilities – Comments:

Mark Wiley: There seems to be a lot of statistics about who participates in the workforce – 62% of population that participates in the workplace. Of those who have a disability, are you saying that 70% or so do not participate in the workplace.

It seems that career pathways for individuals with disabilities is something we need to look at.

Shelley Lauten: There seems to be fear of WIOA in this group of providers, specifically on how to share resources, and “whether it will mean less money for me”. There needs to be more discussion on the issue of how we all win.

Mark Wylie: If someone receives SSDI, I understood that to qualify you could not work at all. Is that still the case?

Pamela Nabors: No, that is no longer that case. You can work and earn some dollars. An example of that is the Ticket to Work program. Can earn some dollars and keep your benefits.

Shelley Lauten: There is overlap in the out-of-school youth, disabilities, and adult education group. Some issues are common. If you look at today’s population trends, we recognize that we will need all these individuals to fill the labor needs of business.

Adult Education:

- Special thank you to Joseph Sarnovsky of Seminole State College for hosting the adult education focus group.
- Joseph Sarnovsky: We also heard from this group about how important soft skill education is today; this is an opportunity for CareerSource.
- Shelley Lauten: Can you see CareerSource as a backbone organization to help coordinate this work? Can you see yourselves building an ecosystem for workforce development? Relevant data is a problem to understanding what is

needed. There is no one place for business to find what talent is available and who can be hired. Who offers training? This is also an issue.

- Mark Wylie – What exists now is for those who are educated; if you are not connected you won't know where to start.
- Joseph Joseph Sarnovsky – I see CareerSource as coordinating efforts as the United Way does—but for the labor force and employers.
- Bob Brown – This is very much like the issue with Veterans. There are a lot of folks doing work, but there is no coordinated effort on what everyone is doing. We are working on that through Mission United.
- Shelly Lauten: What we also heard was the need for Board alignment among local agencies. The Board will need to coordinate the leadership of other Boards. Leadership is needed to push other leaders to consider some of these questions.
- High Growth Industries – How will employer penetration be measured? What does this mean? These are questions to consider
- Leslie Hielema: This conversation is exciting. This will give us perspective on how to approach services in the Program Review Committee.

ECONOMIC DEVELOPMENT COUNCIL STUDY – Benchmarking and Competitiveness of Central Florida

Rick Weddle, President & CEO

- CareerSource Central Florida is a key, vital resource. The organization is a great partner.
- Today I hope you will see connection to our Human Capital
- Over the last two years, the EDC reorganized to prepare to ourselves to deliver more.
- EDC looked at the need to understand how to benchmark against other regions in the county. The region compares itself to itself well.
- In a competitive world, you need to understand where your competitors are.
- We build a framework to understand where are in benchmarking.
- Framework – Economic foundations react with economic agents to create desired outcomes. Agents – are the productivity and innovation. In the model we have foundation assets that engages with agents to create desired outcomes
- Growth vs. prosperity – there is a difference. It is possible to grow and grow poorer.
- What are the right places to benchmark? There was discussion at the economic form and it was decided to look at regions we usually compete with and those peer regions we would like to be.
- Selected 24 indicators in entrepreneurship, human capital, infrastructure, livability, and economic competitiveness
- Central Florida region is in the lower quartile – entrepreneurial and innovation
- You cannot look at these data sets in isolation.

- Pattern – Jacksonville, Orlando, Tampa – are all bunched up in some of the indicators; indicative of same culture and frameworks.
- Cost index – Cost competitiveness and tax burden is good. These are cost facts and we look pretty good in these areas.
- Dynamic Inputs – Labor Force growth we are second to Austin, TX. Florida added 50k people and many went to work. But under this area, look at the percent of college graduates - 29.5%. / The top ranking community is Raleigh, South Carolina at 43.7%.
- Population 24-35: 30% have a college degree (bachelors). Business sees this as a qualitative measure of the workforce.
- Technology workers: Study shows that half of our tech workers work in businesses other than the technology industry. 50% of tech company jobs need a BA degree.
- The number one thing business is looking for is a workforce that continue to gain skills and is renewable.
- ECONOMIC OUTCOMES - Growth & Prosperity
- Leading in growth among peer group
- Average Annual Wage - last in percentage among our peer group.
- There is a need to invest into our institutional infrastructure in order to increase educational levels. As a community we need to increase prosperity outcomes.
- Lagging areas – human capital is a consistent issue.
- Lagging area – What are we going to? EDC can create the conversation, but others need to identify actions. Identify partners that can address these issues. The EDC is hoping to provoke a conversation. The EDC would like to build a dashboard for the community to talk about these issues to move the needle.
- Is this data is county by county (data is all CareerSource counties, except Sumter)
- Need for central repository for economic development, education, workforce analysis. Data is still a problem in aligning efforts.
- Have a lot of things working in parallel, but not alignment. Think about how your role will tie into other activities.

Discussion:

Recommended actions to engage business:

- Talk to business regularly and targeted
- Inventory of programs
- Education and Outreach to Business – Business Penetration targets

Shelley: Is there consensus among the Board to develop an integrated, coordinated, workforce system? Each Board member was asked and each echoed their agreement.

Discussion:

Diana Bolivar – It is interesting that training for soft skills was an issue in 2004 when I worked at WCF, and then again in 2009 when I worked with WCF. There were programs we offered to businesses that made a difference, but then unemployment was high so the focus moved from business to career seekers. We need to look at that again.

We need a holistic approach to understand labor market

To move the needle, it has be with more employers getting engaged.

Sherry Olson – As an employer, it is not just getting folks in the door, it is keeping the person on the job. How do we provide training for high-level employees such as management?

Rick Weddle: If you train and develop talent, and then place them in higher paying jobs – you will have many friends in this community.

Board members were divided into three groups to discuss key questions:

Breakout reports – Discussion points:

- CareerSource Central Florida should be a connector and convener of stakeholders to address workforce issues.
- CareerSource Central Florida must earn our definition of backbone, “go to” source
Difference we must decide: build the system for whom? Is our approach targeted?
- We cannot be everything to everyone. Consider target high growth industries as part of our backbone (definition)
- Backbone – means having expertise, able to facilitate engagement, act on the feedback from customers. Measure customer satisfaction through surveys.
- Making decisions by using and providing good intelligence. Good data would help us understand how we meet the needs of our market.
- It’s a process to get to be a backbone. It will not happen immediately.
- Backbone – some of this is infrastructure. Could be a “411” for employer services; have to have the knowledge. If people come to us, we need to know what is available
- Connect the dots / traffic controller for all things workforce
- 411 for everyone; but target the needs to address the high growth industries. Board question to staff: Can you provide services to all employers, and also serve high growth industries? Can this be done in parallel? How can we pilot this?
- KEY: navigator of workforce ecosystem.

- We need an inventory of available workforce resources – for both employers and career seekers.
- Have we tried this before? Yes, but it is hard. Some of the barriers are: partners change direction, funding changes, philosophy changes. The organization in the past did not use its partnership effectively; the organization pushed people away.
- It is important for leadership to use common vocabulary and know who to hand off to what partner. Define terms
- The need for Intelligence in economic development is the same need in workforce development. Have a lot of data, but it does not give it meaning. Understanding all data...what does that mean? What do we do next? R&D is needed and you need to have resources to do this. How you fund this? Collaboration is needed for grants. Cost savings can be achieved by breaking down silos.

PRIORITIES FOR THE BOARD TO CONSIDER – Based on discussion groups:

Identify the resource stakeholders; complete and inventory

Convene stakeholders

Each Board member visit a career center – shop the product

Understand the need of High Growth Industries

What in-house expertise do we have?

Establish active listening outpost that are constantly gathering information about industry.

Identify gaps

Board members –Can we listen to our high growth industries at our Board meetings? Engage high growth industries.

Refine elevator speech about the organization. How do we support industry needs.

Board members need to be better champions/advocates – We need my pitch, elevator speech, and execution.

Need to articulate our mission better

Talk about CareerSource

System needs to deliver

Sales toolkit – for the Board and staff – make sure our campaign is consistent

Sequence of events/sales/marketing

Need to understand our performance metrics – which ones can we drive?

“CareerSource” brand seems to be focused on the talent and not business - how do we overcome that?

Communication – need to better publicize our wins

Focus on business conversation

Next Steps:

Some Board members requested another retreat-like discussion to further dissect recommended priorities. They felt rushed in the conversation.

Request more Board members be engaged for a follow-up a conversation.

Re-work Board meetings to continue the conversation. Allow for oversight AND insight

Committee meetings should also have some more of this conversation.

CLOSING REMARKS – Eric Jackson:

Great conversation.

We need to continue the conversation to further define / articulate the priorities we outlined.

In this fiscal year, want to do these things.

The Board must support staff in buying into these efforts.

CLOSING REMARKS – Pamela Nabors:

This is the beginning of putting together a strategic plan that will be required by the State.

We will need to establish priority decisions and how we will track progress for the strategic plan, and this was a great start to that work.

We will bring draft recommendations to the Board at its December Board meeting.



Attachment C

**Workforce Innovation and Opportunity Act
Priority of Funds / Self-Sufficiency Policy**



POLICY TITLE: Workforce Innovation and Opportunity Act PRIORITY OF FUNDS POLICY
POLICY NUMBER:

Author: Nilda Blanco, QA/CI	Effective Date: 7/01/2015	Revision Date: 4/1/16
Description of Revision(s):	Clarifies definition of dislocated worker criteria and priority for funds categories.	
Approval:	Mimi Coenen, Chief Operations Officer	

I. PURPOSE: The Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs, in coordination with the Wagner-Peyser Employment Services, are pivotal pieces of the one-stop delivery system. This policy will provide clarification on providing basic, career and training services for unemployed adults, underemployed adults and dislocated workers.

II. BACKGROUND: The WIOA was signed into law on July 22, 2014 and is designed to help career seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need for a competitive economy.

The law authorizes career services and referral to training for adults and dislocated workers in three categories:

A. Basic Services –Services made available to all participants:

- Orientation to information and services available.
- Initial assessments of skill level, aptitudes and abilities.
- Job search and placement assistance.
- Provision of information on in-demand industry sectors, occupations and non-traditional employment.
- Labor market information to include local, regional and national requested job skills, required educational levels and wage data.
- Performance information and program cost information on eligible providers of training services.
- Information and assistance regarding filing claims for unemployment.

B. Individualized Career Services - Services made available if deemed appropriate and needed for an individual to obtain or retain employment:

- Comprehensive and specialized assessments
- In-depth interviewing and evaluation to identify challenges and appropriate employment goals.
- Development of individual employment plan
- Individual or group counseling
- Career planning
- Workforce preparation activities
- Financial literacy services

- English language acquisition service
- Short-term prevocational services – development of learning skills, communication skills, interviewing skills, personal maintenance skills and professional conduct.

C. Work-based Training (stand alone or in combination)

- Individual Training Accounts
- Customized Training
- Incumbent Worker Training
- Registered Apprenticeship
- On-the Job Training

D. Follow-up Services –

- Counseling regarding the workplace
- Confirmation of continued employment, potential wage gain and/or notification of additional employment.

Training activities can be provided in any order; with no pre-determined sequence of activities.

WIOA provides a focus on serving “individuals with challenges to employment” and seeks to ensure access to these populations by outlining a priority basis.

III. APPLICATION: This document applies to all CareerSource Central Florida (CSCF) staff and/or contractor staff who are responsible for determining WIOA eligibility using Priority for Funds in Region 12.

IV. REFERENCES:

1. Employment and Training Administration, Training and Employment Guidance Letter WIOA No. 3-15
2. Section 134 (c)(3) (E) of WIOA
3. Section WIOA §680.600
4. Section WIOA §680.640
5. Section WIOA 134 (d)(4)
6. Section WIOA 101(d)(1) of title 10, United States Code
7. Section WIOA (16)(B)
8. Lower Living Standard Income Levels (LLSIL) – http://www.floridajobs.org/docs/default-source/2015-memoranda/memo_poverty-and-llsil_2015.pdf?sfvrsn=2
9. Asset Limited, Income Constrained, Employed (ALICE) Study of Financial Hardship – <http://unitedwayalice.org/reports.php/> ; Average Household Stability- Pg. 32 Figure 18

V. POLICY

A. Adult Funds – Requires Priority

Pursuant to USDOL ETA guidance in TEGL 15-3 CSCF will prioritize individuals seeking adult services. Adult is defined as an individual older than 17 and younger than 72.

Under WIOA, the term “Basic Skills Deficient” applies when an individual is unable to compute or solve problems, or read, write or speak English, at a level necessary to function on the job, in the individuals’ family or in society.

Priority for Adult eligibility must be provided in the following order:

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

Adult Barriers used to Determine Priority of Service (in alphabetical order):

- Disabled individuals, as defined in WIOA section 3, paragraph 25
- Displaced homemakers, as defined in WIOA section 3, paragraph 16
- English language learners, as defined in WIOA section 204
- Ex-offender, as defined in WIOA section 3, paragraph 38
- Homeless individuals, as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C) 14043e-2(6)
- Indians, Alaska Natives and Native Hawaiians as defined in WIOA section 166
- Individuals who have a low level of literacy, as defined in WIOA section 203
- Individuals facing substantial cultural barriers, as defined in WIOA section 203
- Individuals within two years of exhausting the lifetime eligibility for TANF assistance part A of Title IV of the Social Security Act (42 U.S.C. 601 et6 seq.)
- Long-term unemployed individuals, defined as individuals who have not been employed within the last 27 weeks.
- Low-income individuals as defined in WIOA section 3 paragraph 36 and locally as:
 - a. An individual receiving, or who in the past six months, has received federal, state or local public assistance;
 - b. An individual with a family income that does not exceed the federal poverty level;
 - c. An individual with a family income that does not exceed 200% of the lower living standard income level;
 - d. An individual who is homeless as defined above;
 - e. A disabled individual whose own income meets the definition of low income regardless of family income.
- Low-income also includes individuals who are underemployed as defined below:
 - a. Individuals working part-time who are seeking full-time employment;
 - b. Employed individuals in a position that is inadequate with respect to their skills and training;
 - c. Individuals who are employed, but whose current earnings are 20% lower than their previous employment.

- Older individuals , aged 55 or older as defined in WIOA section 3 paragraph (39)
- Migrant and/or seasonal farmworkers as defined in WIOA section 167 (1)
- Single parents
- Single pregnant women

B. Household Self Sufficiency:

Region 12 has defined low income as 200% for a metro area based on size of the household per the Lower Living Standard Income Level (LLSIL). Low-income is based on a federally issued Lower Living Income Standard Level chart that is updated annually. Knowing what it- takes to survive in our local operating area with housing, basic food and clothing needs, CSCF determined this level will allow us to use our resources to serve more individuals.

Family Unit Size	Annual Income Threshold (200% of Poverty Level - Metro)
1	\$27,722
2	\$45,422
3	\$62,344
4	\$76,970
5	\$90,844
6	\$106,244
7	\$121,644
8	\$137,044

C. Individuals with a Disability

If an individual with a disability meets the low income thresholds, priority can be established regardless of family size.

D. Unemployed Adult is defined as an individual who is not employed at the time of his/her first WIOA enrolled service.

E. Underemployed Adult is defined as an individual whose current wages are a minimum of 20% lower than his/her previous employment or meets the definition of low income, and CSCF staff has determined him/her unlikely or unable to retain or obtain employment that leads to self-sufficiency. CSCF staff must be able to determine and document that the individual has the skills and qualifications to successfully participate and complete a program before he/she can be enrolled in training.

F. Dislocated Worker Funds – WIOA statutory priority use of funds does not apply to Dislocated Workers. Individuals may also receive career and follow up services as a dislocated worker if they meet one of the following descriptions.

A DISLOCATED WORKER is an individual who—

- (A) (i) has been terminated, laid off, or who has received a notice of termination or layoff, from employment; and
- (ii) (I) is eligible for or has exhausted entitlement to unemployment compensation; or (II) has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and
- (iii) is unlikely to return to a previous industry or occupation;

Unlikely to return to previous occupation (clarification) - Refers to the status of an unemployed worker as having limited opportunities within their previous industry or occupation for employment or re-employment as confirmed by labor market information. This could include personal and/or confidential information that must be determined on a case by case basis.

Examples include but are not limited to:

- The industry and/or occupation is in decline or the job has become obsolete.
- The dislocated industry and/or occupation is in demand and the individual's occupational skills are no longer in demand or outdated or lack the education degree/certification required by industry.
- The individual is not able to relocate to an area that has jobs in demand for which s/he is qualified.
- The individual is not able to work in another capacity in the occupational area from which s/he was dislocated because of physical or mental limitations. An individual may have been employed in an industry or occupation performing physically or mentally demanding tasks but is no longer capable of performing the essential requirements of the job.

(B) (i) has been terminated, laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise;

(ii) is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or

(iii) is employed at a facility at which the employer has made a general announcement that such facility will close;

(C) was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters;

(D) is a displaced homemaker defined as an individual who has been providing unpaid services to family members in the home and has been dependent on the income of another family member but, is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of deployment, or a call or order to active duty, or a permanent change of station, or the service-connected death or disability of the member and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

(E) (i) is the spouse of a member of the Armed Forces on active duty, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or

(ii) is the spouse of a member of the Armed Forces on active duty; or

(iii) is a service member exiting the military.

G. Applicable to both Adult and Dislocated Worker Programs/Funding under WIOA:

Training services may be made available to employed, underemployed, unemployed adults or dislocated workers who, among other criteria are:

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency; or

- Unlikely or unable to obtain or retain wages comparable to or higher than wages from previous employment; or
- Ready with the skills and qualifications to successfully participate in the selected programs of training services; or
- Able to select training programs that are directly linked to employment opportunities.

H. Employed Customers Referred by Business for Customized Training Self-sufficiency Standard

WIOA §680.140 Paragraph (b)(6) provides for local areas to adjust the economic self-sufficiency standards for local areas. Levels of self-sufficiency may vary by local area and the local economy; this flexibility allows local areas to tailor their services in a way that works in their local economy. In the spirit of the legislation, CSCF is making a distinction between low-income and self-sufficiency for purposes of serving individuals with WIOA funding.

Self-sufficiency is defined locally as an individual having income less than \$58,000. CSCF is basing this threshold on Heart of United Way's Asset Limited Income Constrained Employed (ALICE) report which is a comprehensive study done by Housing and Urban Development (HUD) who defines the median family income for the Orlando-Kissimmee-Sanford Metropolitan Statistical Area (MSA) as \$58,347 (HUD FY 2015 Income Limits, Median Family Income). In order to have a defined threshold to serve business clients and job seeker customers, we are rounding the data to \$58,000. Strategically this will allow CSCF resources to provide training and skills upgrade services to a broader range of individuals while still meeting the intent of WIOA. This local self-sufficiency level represents what it takes to have basic stability in our area with housing, food, clothing, transportation and basic healthcare.

VI. INQUIRES:

Questions regarding this policy should be directed to the Director of Operations and Youth Services. Any updates to this policy will be communicated through the Chief Operations Officer or his/her designee and noted on page one of the policy.



Attachment D

Procurement Policy



OFFICIAL POLICY DOCUMENT

Department: Finance

Revises:

Policy Name: Procurement Policies and Procedures **Date Effective:** 7/1/15

Last Review Date:

Approved by: _____
President/CEO Date

Approved by: _____
Board Chair Date

I. PURPOSE:

To ensure the purchase of goods and services is conducted in an open manner with competitive pricing, proper management and oversight controls to ensure Finance accountability and efficiency and to prevent waste, fraud and abuse and avoid acquisition of unnecessary or duplicative items.

II. APPLICATION:

This policy applies to all CareerSource Central Florida purchases as well as that of its subrecipients. Subrecipient requirements are stipulated in their contracts.

III. POLICY:

It is CareerSource Central Florida's policy to competitively procure all goods and services. The extent of competition will be consistent with the dollar amount, but in general, procurements will be conducted in an open manner, available to the public for response and all procurement decisions will be documented. In general, except for small purchases, all procurements will be publicly advertised and a minimum of three responses will be required in order to make a purchase. If fewer than three responses are received, and there is sufficient time before the good or service is needed, CareerSource Central Florida will attempt to obtain additional responses. After a public solicitation, if only one bid is received,

it will be evaluated under the rules governing sole source purchases and a cost analysis.

Procurements necessary for the day-to-day operation of CareerSource Central Florida and the one-stop career centers will be approved by the CareerSource Central Florida President/CEO or his/her designee as described herein. The CareerSource Central Florida President/CEO is authorized to approve contracts for goods, services or training, including (among others) on-the-job training, work experience, customized training and employed/incumbent worker training, for amounts of \$150,000.00 or less. Contracts involving CareerSource Central Florida Board members or their companies, however, must be approved by a minimum 2/3 vote of the Board, irrespective of the amount. Contracts for more than \$150,000.00 require approval by a majority of the Board.

These policies and procedures will also apply to all CareerSource Central Florida subrecipients purchasing goods and services with funds awarded by CareerSource Central Florida, except for governmental units subject to their own procurement guidelines or subrecipients that have submitted their procurement guidelines to CareerSource Central Florida for review and have received CareerSource Central Florida approval.

IV. DEFINITIONS

Aggregate: The total cost needed over the course of a program year. Breaking down an aggregate purchase into smaller units, which fall below the threshold for a bid or an approval requirement, is prohibited.

Award: Notice to a bidding contractor of acceptance of the submitted bid, RFP or RFQ.

Bid: A response to a formal invitation to submit a price for a good or a service.

Blanket-Purchase Order (BPO): A blanket purchase order or agreement is a simplified method of filling anticipated recurring needs for supplies or services by establishing charge accounts or credit with qualified vendors.

Credit Card: A CareerSource Central Florida corporate credit card or similar payment device issued to WCF.

Price Comparison: The collection of prices for the same or similar good or service.

Proposal: A response to a solicitation.

Purchase Order (PO): A commercial document issued by a buyer to a seller, indicating types, quantities, and agreed prices for products or services the seller

will provide to the buyer. Sending a PO to a supplier may constitute a legal offer to buy a product or service. A purchase order is a component of internal controls and follows an authorization process that begins with a Purchase Requisition.

Purchase Requisition: An authorization for the Finance Department to purchase or, if required, procure the good or service requested. It originates with the individual or department requesting the good or service and must be approved by the department's director making the request. It should contain a description and quantity of the goods or services to be purchased, the specific reason for the request, and a funding-source justification. The purchase requisition should not be changed by the Finance Department without obtaining documented approval from the originating department.

Request for Proposal (RFP): A publicly solicited request listing the technical requirements and specifications that must be met, along with criteria that will be used to evaluate the proposal. See Section 3C for dollar-threshold requirements.

Request for Qualifications (RFQ): A publicly solicited request to obtain information from potential vendors that meet desired qualifications. See Section 3C for dollar-threshold requirements.

Sole Source: Goods or services procured from one source without competitive procurement.

Solicitation: A publicly advertised RFP or RFQ issued by CareerSource Central Florida.

Specifications: A clear and accurate description of the goods and services to be purchased, including the technical requirements, quantities, and all requirements that must be fulfilled to secure the award.

V. PROCEDURE

CareerSource Central Florida will adhere to procurement standards to ensure fiscal accountability and efficiency and to prevent fraud, waste and abuse. All procurements will have sufficient explanation so that anyone monitoring the file can readily ascertain its purpose, cost and justification.

A. PROCUREMENT of GOODS and SERVICES

1. All purchases of goods and services, other than those described herein, will be initiated with a purchase requisition following an acceptable method of procurement as described in paragraph V.A.3. below. The department initiating the purchase must provide an estimate of the total number of units of a good or a service needed over the course of a program year. Breaking down an aggregate purchase into smaller units that fall below the threshold

for a bid or approval requirement is prohibited. Purchase requisitions must be authorized by the appropriate approving authority.

- a) Purchase requisitions for office supplies will be submitted to the requesting individual's departmental Director for approval and then shall be forwarded to the Executive Coordinator for online ordering. Purchases are made in accordance with an acceptable method of procurement as described in paragraph V.A.3. All approved receiving packing slips are then forwarded to the Finance Department to match and verify with monthly invoices. Purchases of office furniture should follow the same steps noted above and be submitted to the Facilities Manager for purchasing.
- b) Purchase requisitions for copy machines, hardware, software, fax machines and other technology-based items must be submitted to the requesting individual's departmental director for approval and then be forwarded to the Chief Information Officer for purchase in accordance with an acceptable method of procurement as described in paragraph V.A.3.
- c) Purchase requisitions for all other goods or services under \$5,000 will be submitted to the departmental director for approval and, if approved, may be purchased in accordance with an acceptable method of procurement as described in paragraph V.A.3.
- d) Credit card purchases
 - 1) Less than \$1,000 does not require a purchase requisition but must be made and documented in accordance with an acceptable method of procurement as described in paragraph V.A.3.
 - 2) \$1,000 or more (Up to the limit of the staff's credit card) requires a purchase requisition and must be made and documented in accordance with an acceptable method of procurement as described in paragraph V.A.3.
- e) **Exceptions**
 - 1) Credit card purchases made by the President/CEO, vice presidents, or department directors for approved travel or while on travel status do not require a purchase requisition. However, upon return, the business justification for the purchase should be documented and made part of the file.
 - 2) Parking fees and tolls incurred in-county or during out-of-county travel for business meetings do not require a purchase requisition. Additionally, a printout of the toll calculator from the applicable toll authorities' website can be utilized as documentation if receipts are not obtained.

- 3) Purchases for seminars and airfare and other travel-related costs are approved through a Travel Request form.
 - f) Purchases for all other goods or services \$5,000 and above will be submitted to the departmental director for approval and then forwarded to the President/CEO or COO for approval. Purchases for more than \$150,000 require approval by the Board of Directors. Upon applicable approval, the goods or services may be purchased in accordance with an acceptable method of procurement as described in paragraph V.A.3.
 - g) All Purchase Requisitions need to include the funding source(s) to be charged for the good or service, the fund/account number and, if applicable, the state contract number. This also applies to purchases that will be cost allocated within or among funding sources. (This may be obtained from the Finance Department).
 - h) For purchase requests by CareerSource Central Florida One-Stop Centers:
 - 1) The center manager must send purchase requests to the Procurement Specialist in the Finance Department.
 - 2) The Procurement Specialist will ensure the purchase is in accordance with an acceptable method of procurement as described in paragraph V.A.3., complete the purchase requisition, and obtain appropriate signatures in accordance with approval threshold requirements.
 - 3) Once appropriate approvals are obtained for the Purchase Requisition, the Procurement Specialist will act on the pending request by providing the vendor with the CareerSource Central Florida's credit card information or payment method.
 - 4) The Procurement Specialist sends a confirmation to the center manager confirming the order has been placed.
2. Ordering and Receipt of Purchased Goods and Services
- a) An employee other than the employee who requested the good or service must receive the goods and services to verify the proper count, as well as sign and date the packing slip.
 - b) Discrepancies in ordered merchandise (short delivery/returned items) must be recorded on the packing slip and forwarded to the Finance Department for follow-up with the vendor.

- c) The Finance Department will compare the goods and services received (description, unit price, quantity) to the purchase requisition using the packing slip.
 - d) Copies of the purchase requisitions, purchase orders, and packing slips must be compared by the Finance Department to ensure that duplicate invoices are not paid.
 - e) Vendor statements will be analyzed monthly to ensure that all credits have been recorded by CareerSource Central Florida and the vendor.
3. Goods and/or services necessary for the conduct of the agency's business and to implement and operate programs will be procured using one of the following acceptable methods of procurement:
- a) **NONCOMPETITIVE PROPOSAL/SOLE SOURCE** — May be used when the award of the contract under competitive negotiation or small purchase procedures is not feasible.
 - i. In general, purchases will be awarded under noncompetitive negotiations only when it is appropriate, necessary and in the best interests of CareerSource Central Florida.
 - ii. Circumstances under which a contract may be awarded by noncompetitive negotiations are limited to the following: (1) the goods or services to be procured are available only from a single source; (2) organizational exigency or emergency where the urgency for the purchase will not permit the additional time needed for competitive solicitation; or (3) after solicitation of various sources, CareerSource Central Florida determines competition is inadequate.
 - iii. A failure to properly plan for procurement is not an emergency under these rules.
 - iv. In the event of an exigency or emergency, a competitive procurement must be initiated within two years after the purchase or procurement. In other instances where sole-source procurement was used for a purchase, an attempt to solicit the goods or services through competitive procurement must be initiated within three years after the procurement.
 - v. Sole-source procurements in excess of \$150,000 require a cost or price analysis.
 - vi. Sole Source/Emergency Procurement Authorization Exhibit details required information.

- b) **SMALL PURCHASES** – “Small Purchases” relate to procurement of goods and services for which the aggregate cost is \$150,000 or less. Small purchases do not require a formal request for proposals or bids. If required under applicable law, procurements under the small purchase threshold will be bid as so required.
 - i. Purchases of up to \$3,000 (micro-purchases) may be awarded without soliciting competitive quotations if CareerSource considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers. A purchase requisition is required for micro-purchases.
 - ii. Purchases of \$3,000.01 to \$24,999.99 require at least two written quotes, and the written quotes will be attached to the purchase requisition or included in the procurement file for the purchase as appropriate. If the lowest-price item is not purchased, a written justification will be included in procurement file.
 - iii. Purchases of \$25,000 to \$150,000 require at least three written quotes, which will be documented and attached to the purchase requisition or included in the procurement file for the purchase as appropriate. If the lowest-price item is not purchased, a written justification will be included in the procurement file.
- c) **BIDS AND FORMAL REQUESTS FOR PROPOSALS** — Purchases over \$150,000 will be publicly advertised and a formal solicitation will be issued. The decision to issue a solicitation, along with the material elements of the solicitation, will be presented to the Board of Directors for approval. In such instances, the Board makes the final procurement decision. See CareerSource Central Florida’s Contracting Policy for specific requirements related to RFPs or other solicitations.
- d) Purchases made based upon prices established by a state contract administered by the State of Florida, Department of Management Services, will not require further procurement actions. When making a purchase based upon a price established by a state contract, the contract number, year and title will be noted on the documents maintained for the CareerSource Central Florida procurement file.
- e) Purchases made based upon a procurement made by another unit of local government, or a public entity established by law, such as (among others): early learning coalitions, other regional workforce boards or the State of Florida, will not require further procurement actions because these bodies are subject to the same or similar procurement requirements as CareerSource Central Florida. When making a purchase based upon such

a procurement, a copy of the procurement should be attached to the purchase requisition or the procurement file for that item as appropriate. If the item was a sole-source procurement, CareerSource Central Florida may not rely on the procurement unless it meets the Noncompetitive Sole Source requirements described above. CareerSource Central Florida may use this method provided the body has followed the same or similar procurement guidelines as CareerSource Central Florida and can provide appropriate backup documentation.

- f) CareerSource Central Florida staff initiating purchases will seek out any available discounts and credits.
- g) CareerSource Central Florida encourages the utilization of small businesses, minority-owned firms, labor surplus area firms, and women's business enterprises whenever possible.
- h) When possible, CareerSource Central Florida may enter into state and local intergovernmental agreements where appropriate for procurement or use of common or shared goods and services and may use Federal excess and surplus property in lieu of purchasing new equipment and property.
- i) All procurement contracts and other transactions between CareerSource Central Florida and units of state and local governments using WIA funds must be conducted only on a cost reimbursement basis. No provision for profit is allowed. Any excess of revenue over costs incurred for services provided by a governmental or non-profit entity must be included in program income.
- j) CareerSource Central Florida will negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. Costs or prices based on estimated costs for contracts are negotiated using the Federal cost principles.
- k) The cost plus a percentage of cost or percentage of construction costs methods of contracting shall not be used.
- l) For fixed amount subawards up to the Simplified Acquisition Threshold (\$150,000), prior approval from DEO will be obtained. Payments will be based on meeting specific requirements of the Federal award and accountability is based on performance and results. The award amount will be negotiated using the cost principles as the guide. The Board will use cost, historical cost, or unit pricing data to establish the fixed amount award with assurance the sub-recipient will realize no increment above actual cost. If the award is terminated before the completion of the project, the award amount will be adjusted. The sub-recipient will certify in writing

to the Board at the end of the award that the project or activity was completed or the level of effort was expended. Prior written approval is required by the sub-recipient for changes in project leader or scope of effort.

- m) Awards will not be made to a debarred or suspended party. This is required to be verified for all sub-recipient contracts and for vendor contracts greater than or equal to \$25,000, or procurements of Federally-required audit services in any amount.

B. ITEMS REQUIRING STATE APPROVAL PRIOR TO PURCHASE

The Finance Department will submit annually a request to the State of Florida to purchase items requiring prior grantor approval in accordance with 2 CFR 200 on the appropriate form pursuant to CareerSource Florida's Administrative Policy Number 87 (*Prior Approval Administrative Policy for Regional Workforce Boards*). For the remaining items that require prior approval and which are not on the annual form, CareerSource Central Florida will complete and submit to DEO the "Prior Approval Request Form" prior to incurring expenditures. The request for approval must be followed by an appropriate procurement.

C. COST PRICE ANALYSIS

1. A cost or price analysis must be performed in connection with every procurement in excess of the Simplified Acquisition Threshold. Cost and price analyses will help ensure that:
 - a) Public funds are spent economically and the cost is reasonable.
 - b) The funds expended are appropriate in relation to the need for the service.
 - c) Vendors provided the best services at the most favorable prices.
2. An annual price analysis to document reasonableness may be conducted for goods and services ordered on an ongoing basis. In lieu of a price comparison for each purchase, an annual price analysis will be prepared for goods and services purchased on a regular basis to operate the organization. An annual estimate will be made of the value of the items to be ordered, and the proper procurement in accordance with section V.A.3. will be completed based upon the aggregate amount estimated to be necessary.
3. Where appropriate, an analysis is made of lease and purchase alternatives to determine which would be the most economical and practical procurement. See CareerSource Central Florida's Accounting Policies and Procedures for details on lease and purchase analysis.

D. ETHICAL CONSIDERATIONS IN PROCUREMENT

- 1) CareerSource Central Florida has adopted a code of conduct related to the conduct of procurements, which is contained in CareerSource Central Florida's Contracting Policies and Procedures. CareerSource Central Florida Board of Directors and staff must comply with state and federal rules and regulations governing the conflict of interest and appearance of conflict of interest in the procurement process.
 - a) Regardless of the type of procurement, if CareerSource Central Florida desires to enter into a contract with an organization or individual represented on the Board of Directors, the contract must be approved by a two-thirds vote of the Board members present, a quorum having been established, and the Board member who could benefit financially from the transaction must declare a conflict and abstain from voting on the contract. Board members must disclose any such conflicts in accordance with the requirements of the Florida law and complete appropriate conflict-of-interest forms.
 - b) Board members and the CEO/President will complete financial disclosure forms required by the state of public officers on an annual basis
 - c) The following are prohibited in connection with any solicitation:
 - i. Acceptance or payment of gratuities, kickbacks.
 - ii. Providing confidential procurement information not made available to the general public.
 - iii. Improper communications between CareerSource Central Florida and any proposer (or its agents or representatives)
 - iv. Collusion or noncompetitive pricing practices between proposers.

E. AUTHORIZATION TO APPROVE PROCUREMENT ACTIONS, TERMINATE CONTRACTS AND TO SIGN CONTRACTS

The CareerSource Central Florida President/CEO, or the COO when the President/CEO is unavailable, is authorized to terminate contracts, sign contracts, approve sole-source procurements and take such other actions as necessary or appropriate to ensure uninterrupted business operations.

F. EMERGENCY PROCUREMENT ACTION

In an emergency, the President/CEO may make exceptions to these Procurement Policies and Procedures provided that (i) an explanation of the emergency and the specific exceptions made are fully documented in the procurement file within three business days after the purchase or procurement, (ii) the President/CEO notifies the Board chairperson of the emergency declaration and exceptions within three business days after the purchase or procurement, (iii) no exceptions may be made in contravention of applicable law, and (iv) no exceptions may be made for any purchase or procurement requiring approval by the Executive Committee of the Board or by the Board of Directors.

G. RECORDKEEPING

The Procurement Specialist will maintain a history of the procurement. Records will include mailing lists, the rationale for the method of procurement, the selection process, responses, solicitations, contract type, communications including rejection notices, the basis for the agreement price and the selection or rejection of the award and any other pertinent information. Documents may be attached to the purchase requisition or the procurement file as appropriate. All records shall be maintained for a period of seven years following final payment and closure of all pending matters (or longer, if required by applicable law).

VI. NON-EMERGENCY EXCEPTIONS

Non-emergency exceptions to this policy must be approved in writing by the President/CEO and Board chairperson provided that (i) an explanation of the specific exceptions must be fully documented in the procurement file within three business days after written approval regarding the exceptions, (ii) no exceptions may be made in contravention of applicable law, and (iii) no exceptions may be made for any purchase or procurement requiring approval by the Executive Committee of the Board or by the Board of Directors.

VII. EXHIBITS

Purchase Requisition
Purchase Order (sample)
Conflict of Interest
Prior Approval Request Form – Other Individual Items
Sole Source / Emergency Procurement Authorization
Table of Authorities

CAREERSOURCE CENTRAL FLORIDA

Form A: Purchase Request for Micro Purchases

Purchases of up to \$3,000 (micro-purchases) may be awarded without soliciting competitive quotations if CSCF considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers. If what was said previously is applicable this Formstack Form is required. If your purchase exceeds \$3,000, please refer to Form B "Purchase Request for Small Purchases".

<https://cscfit.formstack.com/forms/forma>

Form B: Purchase Request for Small Purchases

Purchases greater than \$3,000 up-to \$150,000 are considered small-purchases, and may be awarded using Form B, "Purchase Request for Small Purchase." If what was said previously is applicable this Formstack Form is required. The below table provides the requirements for using this form given the applicable purchase threshold.

<https://cscfit.formstack.com/forms/formb>

WORKFORCE CENTRAL FLORIDA

707 Mendham Blvd., Suite 250
Orlando, FL 32825
(407) 531-1222 Ext
Finance Department



12-EN-4773

REQUISITION

Vendor :GOVCONNECTION GOVCONNECTION, INC BOX 81018 WOBURN, MA 01813-1018	Ship-to-Address 707 Mendham Blvd., Suite 250 Orlando, FL 32825 (407) 531-1222 Ext Finance Department
Document Information Document Date 10/04/2012 Required Date 10/14/2012 Prepared By SEAN WORRELL Workflow ID PO - CEO Status Submitted to Accounting Description Renewal for Mendham Barracuda Webfilter Covers 10-7-2012 to 10-7-2013	Certification 3 Documents Quotes Required Benefit Need Renewal Terms 30 day terms

Comments : This PO is to renew WCF's current Barracuda's support for its Webfilter 410 appliances. These appliances provide safe web browsing for the Mendham and Osceola County Offices. This support agreement covers the units due to hardware failure and allows WCF to receive the latest updates from Barracuda. The selection of this vendor has been made based on price. The attachment contains Quotes Conflict of Interest form Debarment list clearance

Qty	Unit Type	Account Information	Item Number	Item Description	Unit Price	Total
1	EA	7365 003 12 0620 950 000000 90	N/A	Renewal for Mendham Barracuda Webfilter Covers 10-7-2012 to 10-7-2013	3,822.00	3,822.00

Total : \$3,822.00**Approval Information**

PAMELA NABORS	Document Approved	10/04/2012 1:01 PM
SEAN WORRELL	Submitted for Approval	10/04/2012 9:26 AM
KAMEEL ABDURRA	Document Approved	10/04/2012 9:02 AM
SEAN WORRELL	Submitted for Approval	10/04/2012 8:43 AM
SEAN WORRELL	Submitted for Approval	10/04/2012 8:42 AM

This Purchase Order Authorizes the purchase of the items or services in the quantities and the amounts specified above by the purchaser identified above on the presentation of proper identification at time of purchase.

The Purchase Order # must appear on billing invoices, packages.

Billing of the purchase must be submitted to the address shown above.

Workforce Central Florida is exempt from payment of State sales tax under Exemption # 85-8012538360C-9



Conflict of Interest Statement

Solicitation: _____

I acknowledge that I have been appointed to conduct reviews of proposals/bids received under the solicitation cited above. I have been briefed about my responsibilities relating to conflict of interest.

I attest that I do not have any conflict of interest with any proposers/bidders that have responded to this procurement. In addition, I know of no conflict of interest due to financial gain of any of my immediate family members. If during the course of reviewing the proposals/bids received in response to this solicitation, I become aware of an actual or possible conflict of interest, I will notify my immediate supervisor and the person managing this procurement and seek his/her advice on withdrawing from the review.

Finally, if anyone outside the official review chain seeks information about the procurement, I will not supply any information but will refer him/her to the person managing this procurement action.

Name

Signature

Title

Date

Department of Economic Opportunity (DEO)
Prior Approval Request Form – Other Individual Items

For the Equipment and other capital expenditure cost item, this prior approval request form must be used for any expenditure that meets the lesser of the capitalization threshold established by the requestor or \$5,000. It is also used for all other prior approval requests not authorized by the annual prior approval available for a specific period.

Request Date:

TO: DEO Grants Management Section

Requesting Entity:

Local Capitalization Threshold: \$

Prior Approval for: Cost Item(s) Administrative Requirement

Is this a request for retro-active approval? Yes No
If yes, enter action date:

Applicable OMB Circulars: Common Rule/OMB A-87 OMB A-110/A-122

DEO Use Only:

Approved Declined

Disposition Date:

Narrative Summary: ***[Provide sufficient description and other information here for the specific prior approval requested to allow the Department to determine whether the request is necessary and reasonable for the program. For example, if you are requesting new equipment you would need to demonstrate the necessity of the addition, describe how you currently operate without the equipment, and explain how the addition of the equipment will enhance your productivity or reduce costs, an explanation of your cost/price analysis, etc.]***

Cost Summary: ***[Where applicable, provide estimated cost amount here. Include line item detail of expenditure(s), if needed. If more room is needed, please attach additional information to this request form. \$***

Proposed Funding Source: ***[Where applicable, provide estimated funding source/grant program here. Generally you should specify that the purchase will be charged to programs in accordance with your approved cost allocation plan.]***

Additional Information:

[Include any additional information, research or other comments you feel necessary for DEO to complete an analysis of this approval request. For example, if purchasing new equipment, please explain if any existing equipment will be traded or disposed and if any proceeds from sale of existing equipment will be utilized in the purchase.]

Certification Statement:

PLEASE NOTE THAT TRANSMISSION OF THIS REQUEST FORM TO DEO INDICATES YOUR ACKNOWLEDGEMENT OF APPLICABLE PURCHASING POLICIES AND/OR PROCUREMENT STANDARDS FROM THE OMB CIRCULARS OR OTHER PROGRAM GUIDELINES. TRANSMISSION OF THIS REQUEST FORM TO DEO ALSO INDICATES COMPLIANCE WITH THE ABOVE-MENTIONED STANDARDS.

NAME/TITLE OF PERSON COMPLETING FORM:

DATE SIGNED:

ADDITIONAL INFORMATION ATTACHED: YES ☐ NO ☐

DEO's granting of prior approval is given based on the limited facts presented as justification for the proposed expenditure. In the event that the actual expenditure is not in accordance with the facts presented or OMB requirements, the expenditure can still be questioned or disallowed. Factors affecting this include, but are not limited to:

- Inadequate documentation;
- Failure to follow internal, state, or federal policies;
- Expenditure is not necessary and reasonable or
- Failure to comply with applicable federal law or regulations.

Invoice Packet Cover Sheet

Tracking Number:	
Date Packet Provided:	
Contract or Purchase Order Provided:	
AWI Review Complete:	

General instructions:

- Complete the above table by providing the requested information.
- Include a copy of the contract, including the scope of work, budget forms, determination checklist, and any contract amendments. If a copy has been provided with a previous invoice packet, do not provide an additional copy.
- Attach all supporting documentation for the invoice, including submitted deliverables, receipts, etc.

Payment Due Date	
Procurement Source	
Vendor/Provider Name	
Vendor/Provider Invoice Number	
Funding Source	
Amount	
Justification	
Purpose of Payment	

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SOLE SOURCE / EMERGENCY PROCUREMENT AUTHORIZATION

Name and address of vendor / contractor to be used for sole source or emergency procurement:

Description of supplies and/or services required:

Justification for sole source or emergency procurement: *(For sole source procurement, clearly document both that the award/purchase is infeasible under small purchase procedures, sealed bid or competitive proposal and the vendor/contractor is the only source available for this type of services and/or supplies. Describe the actions taken to find another source. For emergency procurement, identify the physical emergency that threatens the safety or well-being of the agency or participants.)*

Prepared by:

Approved by:

Signature

Signature

Typed Name & Title

Typed Name & Title

Date

Date

TABLE OF AUTHORITIES

The Board reviews, approves, and establishes the authority levels for property and procurement processes and procedures. The authority levels are as follows:

Position	Check Signers*	Purchase Requisition/ Order	Issue RFP/RF Q	Approve Selection of Contractor	Sign Contract & Amendment
President/CEO	Authorized	\$150,000	\$15-00,000	\$150,000	Authorized
COO**	Authorized	\$150,000	\$150,000	\$150,000	Authorized
VP of Finance/Accounting	None	\$5,000	None	None	None
Department Directors	Authorized	\$5,000	None	None	None
Board Chair	Authorized	N/A	N/A	N/A	Inform
Board	None	N/A	N/A	Over \$150,000	Inform

* Checks of \$10,000 or more require two original signatures. For checks of \$100,000 or more, one of the original signatures must be by the Board Chair. A signature from the Board Chair is not required for recurring monthly employee benefits disbursements, participant individual training accounts (ITA), and participant work experience expenditures.

** Approval authorities are based on “as designee” by the President/CEO.

Note: Approval authorities are up to the amounts listed in the table (i.e., amounts less than).



Attachment E

Strategic Plan Overview Public Forum



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Strategic Plan Public Forum



CareerSource Central Florida Team
April 29, 2016

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Introduction

The purpose of today's forum is to present the major themes of CareerSource Central Florida's (CSCF) Strategic Plan Draft.

Under the Workforce Innovation and Opportunity Act (WIOA), local workforce boards are required to develop a four-year plan that outlines strategies to implement the new intent of the law.

The law demands that the workforce system be more intentional and industry-focused to better support businesses and career seekers.

— CareerSource Central Florida Team



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Presenters:

Eric Jackson, Chair – CareerSource Central Florida Board of Directors
 Pamela Nabors, CSCF President & CEO
 Mimi Coenen, CSCF Chief Operating Officer
 Nilda Blanco, CSCF Director - Quality Assurance / Continuous Improvement
 Bradley Collor, CSCF Director - Career Services & Youth Services
 Robert Quinlan, CSCF Director - Business & Professional Services


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Workforce Innovation & Opportunities Act (WIOA)


Congress Wants Real Change...

- **Intentional Partnerships:** Particularly for workforce training programs
- **"Stepping Stones":** Career pathways with jobs and credentials
- **Not just jobs:** Good jobs, good wages, with growth potential (careers)
- **Focus** on those with challenges to employment
- **True employer engagement** (and work-based training)
- **Clear, user friendly reports and program comparisons** are necessary to foster informed consumer choices

How Has the Law Changed?	
Topic	New in WIOA
One Stop System and Career Centers	<ul style="list-style-type: none"> • Four "Core" Partners: 1. Adult, Dislocated Worker, Youth; 2) Adult Education & Literacy; 3) Wagner-Peyser; 4) Vocational Rehabilitation
WIOA Career Services	<ul style="list-style-type: none"> • WIA Core + WIA Intensive + New WIOA <ul style="list-style-type: none"> • New WIOA • Business services • Referrals to other programs • Assistance with UI filing • Financial Literacy • English Language acquisition • Workforce preparation activities
Customer Assessment	<ul style="list-style-type: none"> • WIOA requires literacy, numeracy, English language proficiency and abilities to include skills gaps.


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Organizational Structure




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Mission: *CareerSource Central Florida is dedicated to putting Central Florida residents to work, and finding and developing talent to help keep Central Florida businesses competitive.*

Vision: *Make Central Florida the best destination for talent.*



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Regional Footprint

CareerSource Central Florida is the business-led policy and investment board for workforce development in the region.

CSCF designs and invests in strategies to address regional workforce needs.

We utilize talented career development professionals who work directly with regional employers to help them find, develop, and retain qualified employees, and career seekers to develop their skills.

Who Are We?



1 of 24 Regional Workforce Boards

2nd Largest in Florida

Oversee all Public Workforce Initiatives

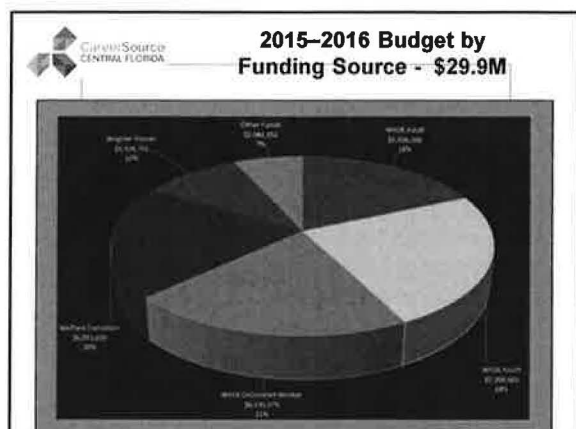
- US Department of Labor Workforce Programs
- Veterans Employment Services
- Talent Development Initiatives

Oversee One Stop Career Centers

- 6 CareerSource Central Florida Full Service Career Centers
- 1 Satellite Center
- 2 Mobile Career Centers

Primary Funding Sources

- Workforce Innovation & Opportunity Act
- Wagner Peyser
- SNAP
- TANF Program
- TRADE Adjustment Act





Workforce Demographics

- Population – 2.4 million people live in the five county area
- Average annual wage is \$42,369
 - Equates to \$20.36 per hour
 - This is about \$1 less per hour than Florida's average wage
- Unemployment is below 5%

Despite low unemployment, these specialized populations will need skills training to help them better compete in the market:

- Veterans
- Millennial workforce
- Individuals with disabilities
- Low-income families and individuals
- Basic skills-deficient adults
- Migrant / Immigrant communities

Growing Industries in Central Florida

- According to state and local forecasting reports, these sectors will have the highest job growth:
 - Construction
 - Education & Health Services
 - Hospitality & Leisure
 - Manufacturing (Advanced)
 - Professional & Business Services
 - Trade, Transportation & Utilities
- CSCF will strategically align its resources to support careers in these industries.

Skills Needed for Today's Workplace

Based on industry research and locally-held focus groups with regional employers, these are the areas where employees were found to be the most deficient:

- Appropriate industry technical skills
- Understanding company values and culture
- Work readiness skills
- Communication skills
- Effective business writing skills
- General business etiquette


Strengths & Opportunities

Strengths –

- Ever-expanding network of public and private partnerships
- Diverse training options
- Career Services Centers
- Partnerships with secondary and post-secondary education providers
- Community-based providers (including youth service providers)
- Faith-based organizations


Opportunities –

- Increased collaboration with all partners that results in more businesses finding the talent they need
- Alignment of education and training opportunities tailored to the needs of businesses
- Increased opportunities to serve specialized populations and bridge their skills to employment
- A resource where all stakeholders can better understand how talent is developed in the region



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Vision and Strategic Goals



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Board's Strategic Goals

1. CareerSource Central Florida will become business focused in all efforts.
2. CareerSource Central Florida will identify ways to measure progress and Return On Investment (ROI).
3. CareerSource Central Florida will become the backbone organization for workforce development in Central Florida.




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CareerSource Central Florida Board Strategies	Raise the profile of CareerSource Central Florida by increasing business for education and workforce.	Create a business-driven system supported by all providers that is measurable, focused, and coordinated.	Plan for ongoing board-level planning discussion to ensure a balance of board member responsibility to oversight and thought, and define what it will mean for the Board to be a "decisional" organization.
	Implement an education and outreach plan to increase business awareness on workforce development issues and talent development opportunities.	Support and champion the need for a comprehensive workforce system in Central Florida. Conduct a regional inventory of workforce programs and services to identify potential partners and areas of duplication. Research and inventory current programs and outcomes tied to high growth industries.	Structure Board agendas and meetings to address oversight and include time for board members to gain insight on industry needs / trends, economic factors, and talent supply needs.
	Validate assumptions about business needs through formal and informal processes, and analyze results to deliver market- defined services.	Convene a retreat of key regional non- profit organizations' Board Chairs and staff to discuss and create a shared vision and approach to the system.	Conduct an annual retreat to review and discuss the Board's goals, strategies, and organizational performance.
	Seek opportunities to advocate for the workforce system as a valuable resource that can support and enhance business growth.	Reshape current career centers to link to high growth industries through targeted strategies that connect business to needed talent.	
		Create youth engagement centers that provide comprehensive services and support youth connection to high growth industries.	

New Mandates in WIOA

- Encourage improved response to labor market needs
- Board performance outcomes connected to training investments & economic return
- Promotes workforce board as collaborator, convenor, and partner
- Flexibility to do what is best for the region
- Innovation that supports change & continuous improvement
- Workforce board at the center of community systems
- Align workforce resources and solutions based upon business and stakeholder conversations
- Serve as activist boards – creating greater impact


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Coordination of Services






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CareerSource Central Florida is one of four core partners charged with strategically aligning services and resources to reduce duplication.

New Required Partners:

- ✓ Vocational Rehabilitation
- ✓ Division of Blind Services
- ✓ Adult Education & Family Literacy Programs


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CareerSource Central Florida and Workforce Programs

- Intentionally coordinate WIOA services, universal job seeker services, services to disabled veterans, migrant seasonal farmworker services and business services
- Opportunity to integrate programs to support career seeker needs
- Offer more services by utilizing multiple programs
- Enhance connections to employment opportunities
- Focus on common performance measures

CareerSource Central Florida and Education Partners

- Partner & collaborate to meet literacy and employment placement requirements
- Great opportunity to partner strategically with regional business
- Share knowledge of career pathways and develop outreach strategies
- Collaborate with educational partners to develop in-demand training that includes stackable credentials
- Create a local strategy for sharing of infrastructure costs
- Re-engineer youth programming to focus on out-of-school population

CareerSource Central Florida and Vocational Rehabilitation and Division of Blind Services

- Partner & collaborate to meet employment placement requirements
- Collaborate to improve outreach and education to employers on hiring individuals with disabilities
- Collaborate to increase effectiveness of Ticket to Work programs funded by the Social Security Administration
- Support best workplace practices for individuals with disabilities
- Coordinate training opportunities
- Collaborate to educate staff about core programs
- Create a local strategy for sharing infrastructure costs

CareerSource Central Florida and Economic Development

- Coordinate efforts through CSCF's designated Economic Development Liaison
- Coordination with Metro EDC, local and county economic development offices, chambers, and industry groups
- Share economic and industry data
- Coordination of labor market information
- Participate in joint efforts to recruit and retain businesses

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**Business IS
Our Business**

CareerSource Central Florida Operational Goals	1. Increase the awareness of the value CareerSource Central Florida provides to the region's employers.	2. Increase the number of job orders filled with qualified talent.	3. Increase training opportunities in high-growth industries to help develop skilled talent that meets the needs and expectations of business.	4. Increase the number of CSCF served youth who gain industry-relevant skills and/or enter employment, military, apprenticeship, or post-secondary training/education.
	<p>Strategic communication plan to highlight CSCF value to business.</p> <p>Develop and implement forums for business outreach and education.</p> <p>Develop formal and informal survey methods to capture employer satisfaction with CSCF services.</p> <p>Metrics to consider:</p> <ul style="list-style-type: none"> • # of businesses using CSCF services (increase) • # of business sponsors/partnerships with CSCF • # of business participating in CSCF outreach/education forums • Increased awareness of CSCF brand among businesses (UCF study comparison) • # of repeat business customers 	<p>Develop system-wide standards for talent referrals to job orders.</p> <p>Increase the number of direct job placements.</p> <p>Deliver standardized soft-skills training as part of talent preparation.</p> <p>Metrics to consider:</p> <ul style="list-style-type: none"> • # of job orders filled (increase) • Timeliness in filling job orders (filled between 1-30/30-60/60-90) • Average wages on job orders filled by CSCF • # of repeat business job orders (year over year) 	<p>Restructure training opportunities to align with HGI.</p> <p>Partner with business to develop work-based training opportunities that support business' needs and HGI.</p> <p>Increase the number of training completers referred to direct job orders.</p> <p>Metrics to consider:</p> <ul style="list-style-type: none"> • % of CSCF training resources spent in HGI • # of training completers/employees • # of training completers placed in job orders • # of completers placed in HGI 	<p>Restructure CSCF youth program to align with HGI career pathways.</p> <p>Create program options that support CSCF youth toward earning a high school or industry credential.</p> <p>Develop work-based training with business partners in HGI.</p> <p>Metrics to consider:</p> <ul style="list-style-type: none"> • # youth earning industry or educational credential • # youth earning high school diploma/GED/equivalent • # youth entering training in HGI • # youth entered into Military, Employment, Apprenticeship (long term) Post-secondary education

Business Engagement Model

1. CULTURAL RESPONSIVENESS
2. BRAND MANAGEMENT
3. BUSINESS ENGAGEMENT TEAM DEVELOPMENT
4. ORGANIZATIONAL RESPONSIVENESS
5. CONTINUOUS PROCESS
6. FUNDING DIVERSIFICATION

Business Services

- Reengineered with intentional mission/focus
- Broader, customized solutions to meet client needs
- Philosophical shift to business being the primary customer
- Increased presence in the market
- Business plan to incorporate diversified funding stream
- Use of industry partnerships and organizations
- Link to economic development
- Hosting industry specific focus groups for insight into talent needs and trends

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Talent Development

Vision for Service Delivery

Demand-driven: Services are provided to connect the "right" talent to the needs of business, and training options are available to prepare those individuals requiring skills building or upgrade to enter a targeted industry.

Intentional: Services are tailored based on the needs of the business or individual customer, and are supported with a concierge approach that meet the expected outcome for the customer and the system.

Coordinated: Services are coordinated with core and community partners to develop holistic, effective solutions that meet and exceed expectations.

Services Include:

- Hiring Events for Businesses
- Candidate Recruitment
- Dedicated Services for Veterans
- Skills Assessment
- Job Matching Services
- Career Development Workshops
- Access to Technology
- Work-Based Learning – work experiences / internships, on-the-job training, customized training, training for existing workers, access to apprenticeships
- Training – individual vouchers to attend training, training for specialized groups
- Individualized Career Consulting Services
- Labor Market Information on Career Pathways
- Connections to Community Resources

Youth & Young Adults - Ages 16-24

CareerSource Central Florida's goal is to prepare youth and young adults for successful careers, through continued education and work-based learning in targeted industries.

- New age group expanded to 16-24
- 75% of all Youth Funding focused on out-of-school youth
- Researching promising practices including re-engagement centers that offer comprehensive education training and youth development services
- Diverse work experience opportunities, with a focus on high-growth industries
- Expanded career exploration activities



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Regional Planning & Partnership




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Partnerships

Need to create regional initiatives that meet both the needs of borderless businesses and a mobile workforce of 2 million that lives within 60 minutes of the Orlando MSA

We've done this through collaborations with Brevard, Volusia, Flagler, and Polk counties:

- Regional Business Summit
- Shared Board Meetings
- Grant Partnerships



Contact us

**If you'd like to collaborate with us,
we want your feedback.**

How can we partner with you?
How can we be of more value to you?

Visit
careersourcecentralflorida.com/about-us/draft-unified-plan/
And provide your critical input by clicking on the appropriate link.

Or Email us at:
CSCFStrategy@careersourcecf.com





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Q & A



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