

CareerSource Flagler Volusia

Local Workforce Development Area 11

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

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

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

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

CareerSource Flagler Volusia's (CareerSourceFV) vision is to be the premier organization for employment and training solutions to the businesses and workforce of Volusia and Flagler Counties and our mission is to provide innovative customized employment and training solutions to support economic prosperity in collaboration with economic development, education, chambers of commerce, community-based organizations, local governments and active business partners.

CareerSourceFV's overarching goal is to increase the prosperity of workers and employers.

ORGANIZATIONAL STRUCTURE

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

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

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

Gregory Hansen, Chair
Flagler Board of County Commissioners
Government Services Building
1769 E. Moody Blvd.
Bunnell, Florida 32110
386.313.4093
ghansen@flaglercounty.org

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

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

The nomination policy set forth by the CEOs is outlined in the Interlocal Agreement. CareerSourceFV, acting on behalf of the CEOs in solicits, collects and submits all necessary and qualified nominees to the CEOs for final approval and subsequent appointments.

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

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

CareerSourceFV wants and needs engaged members of the community to be the stewards of our services, as well as our funding. As the process of soliciting new board members is delegated to CareerSourceFV, upon receipt of a resignation or notice that a board member will no longer continue, CareerSourceFV staff contact local business organizations for recommendations and nominations. To decrease the length of time for a vacancy, CareerSourceFV will continue to expand the committees to include more community leaders.

Each Director of the CareerSourceFV's Board will serve personally. Designees may attend meetings, however may not vote, make a motion, or be counted towards a quorum.

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

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

CareerSourceFV's Board and Committee members continue to design sector strategies around our targeted sectors. One strategy we have implemented is to have representation on the BOD for each of our targeted sectors. The intent of these private sector directors, will be to head industry councils and invite their peers to actively participate in conversations around their workforce need.

In June 2017, all members of CareerSourceFV and its providers' staff, including managers, were asked to rank our eight targeted industries by their level of interest. Staff-led sector teams were created with the intent to make all of our staff Subject Matter Experts in at least one industry. Staff explored potential career pathways within their respective fields, as well as certifications and credentials with the most value to local businesses. In December 2017, staff presentations were given by each sector team to share what they had learned and provide labor market statistics. By cross training our staff in this manner, we are better at meeting the needs of both jobseekers and employers within these key industry sectors while safeguarding against the loss of knowledge through staff attrition. CareerSourceFV leadership will continue to provide opportunities for staff development that is sector driven and specific.

Going forward, CareerSourceFV will:

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

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

Commissioners have a voting seat on CareerSourceFV's board. These representatives are also encouraged to actively participate on one or more of CareerSourceFV's committees. Through their board and committee participation, the representatives have participated in the conversations around our planning.

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

(2) Local Workforce Development Board (LWDB)

Election of officers for the CareerSourceFV Board of Directors was held November 2017.

Our officers are:

Mr. Carlos Valderrama, Chair
Manager
Valderrama Partners, LLC
1676 Providence Blvd. - Suite A
Deltona, Florida 32725
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carlos@valderrama.us

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

Our timeline for the board's approval of our plan follows the 30-day public comment period, which ended on 3/19/2018. As we do not have a board meeting scheduled prior to when we need to take the plan before Volusia County Council and Flagler Board of County Commissioners, the CareerSourceFV's Executive Committee will approve, with the full board ratifying their decision, on February 28, 2018.

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

The Workforce Development Board of Flagler and Volusia Counties, Inc. dba CareerSource Flagler Volusia is the local fiscal agent and administrative entity for Local Workforce Development Area #11. This has been authorized through the Interlocal Agreement between Flagler and Volusia County's Elected Officials (attached to this plan). In addition, CareerSource Flagler Volusia follows the Master Agreement with DEO as well as uses proper and ethical internal controls that have been audited, without findings, by DEO and independent auditors.

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

CareerSourceFV employs staff only for the functions of administration, finance, information technology, communications, including outreach and digital design and facility oversight. Between July 2008 and June 2016, CareerSourceFV had been responsible for Center Management, which included front desk personnel and for more than ten (10) years, CareerSourceFV had also directly employed Business Service Representatives. Even

though CareerSourceFV was able to redirect more than two million dollars to direct services during this time period, we have outsourced all operations effective July 1, 2016.

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

(4) One-Stop System

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

CareerSourceFV is responsible for providing employment and training services to the labor force of 295,621 (249,870 in Volusia and 45,751 in Flagler) in our two-county area. We want our services to be accessible to everyone, regardless of their ability to walk through our physical doors. So in addition to our three Career Centers, CareerSourceFV has a network of Mini Career Links (MCLs) through the two counties.

Our three Career Centers are near the heaviest populated areas:

Daytona Career Center
359 Bill France Blvd.
Daytona Beach, FL 32114

Orange City Career Center*
846 Saxon Blvd
Orange City, FL 32763

Palm Coast Center
20 Airport Road, Suite E
Palm Coast, FL 32164

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

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

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

CareerSourceFV will provide access to services and provide ample time for staff to return phone calls, complete paperwork and data entry. Therefore, the Career Centers are open from Monday through Friday 8:00 am to 4:00 pm. This allows an hour a day for staff to complete tasks necessary for compliance and excellence in customer services (including DEO.) As we move

forward, we will implement more online workshops, with digital connection to someone on chat, and in-person labs. As need has been identified by businesses, CareerSourceFV has hosted a variety of job fairs during weekends.

From July 2008 to June 30, 2016, CareerSourceFV provided management for the Career Centers. In 2016, we moved to a more strategic position and issued an Request for Proposals (RFP) for services and One-Stop Operator. Our Career Centers are now operated by two local women-owned contracted providers. As of July 1, 2016, Career Services, Inc. (CSI) is our One-Stop Operator, providing management and oversight as well as job orders, front desk staff and professional networking services. Case Management, Inc. (CMI) provides client services including Supplemental Nutrition Assistance Program, Welfare Transition Program, and Workforce Innovation and Opportunity Act case management services and career planning. CareerSourceFV also contracts with two youth services providers; Eckerd Connects and a joint contract with Flagler County Schools with the George Washington Carver Foundation.

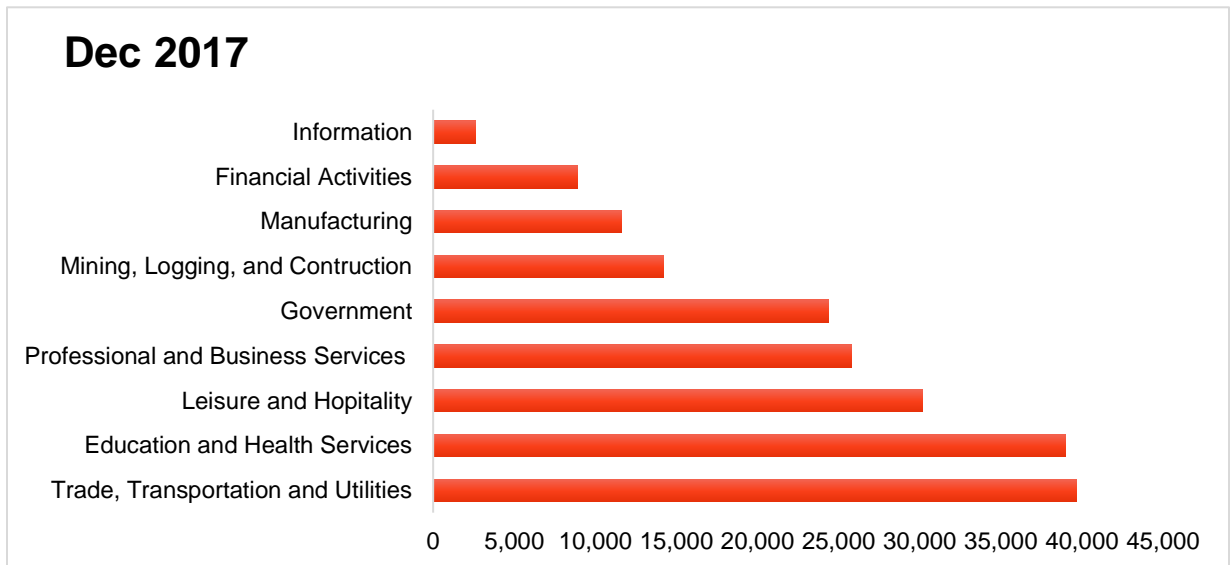
It is vital to our community to provide services under the Opportunity Act comprehensive model. The Orange City Career Center is the comprehensive center for our region with two smaller affiliate centers in Daytona Beach and Palm Coast.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

For the Deltona-Daytona Beach-Ormond Beach MSA, which is made up of Volusia and Flagler Counties, the largest industry is Trade, Transportation and Utilities employing 39,700. Education and Health Services is the second largest industry with total jobs of 39,000 and the second highest gross regional product of \$2,115K. Leisure and Hospitality total jobs were 30,200 reflecting an increase of 1,100 jobs over the past year. Deltona-Daytona Beach-Ormond Beach MSA had the second fastest annual growth rate compared to all the metro areas in the state in Professional and Business, and Construction.

Chart 1: Employment by Industry



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

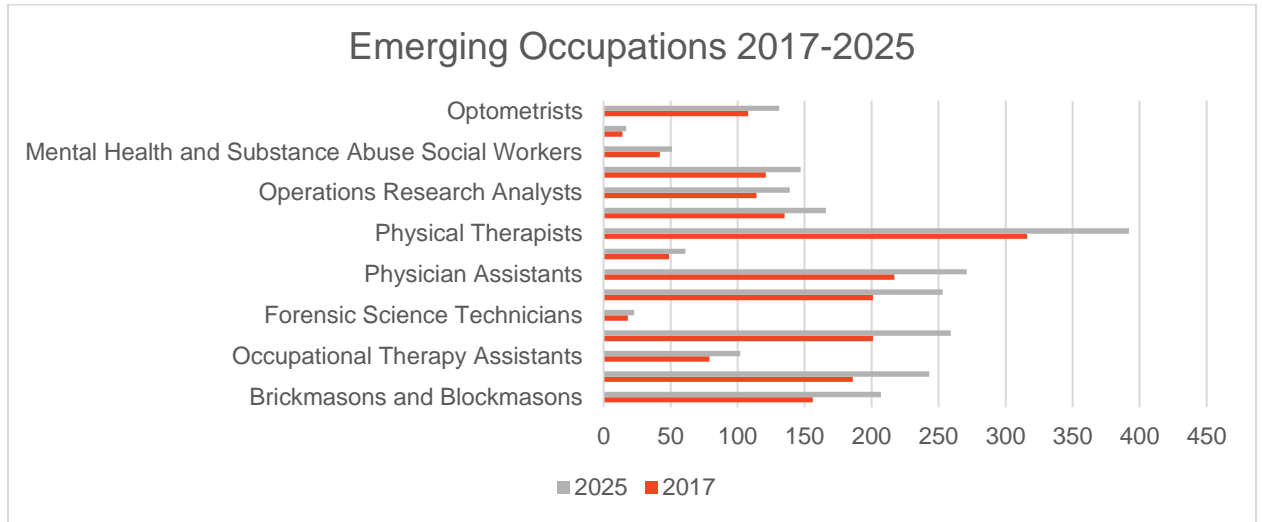
- ✚ On-The-Job Training – This program assists the business by reducing the cost of training new full-time employees.
- ✚ Customized Training – This program assists businesses by funding a portion of the training for existing employees to upgrade skills and retain employment while keeping the business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

The Professional and Business sector shows the highest hiring demand in the occupation of Management of Companies and Enterprises with 260 more jobs. Second in demand is Other Support Services with an increase in jobs of 231. Further analysis shows that Other Supportive Service occupations are 212.82% higher overall in self-employment. Emerging occupations in Healthcare is 53.33% higher than any other occupation in the chart. Professional Services are second at 13.33%.

Chart 2: Emerging Industry



Chart 3: Emerging Occupations



Source: Bureau of Labor Statistics, JobsEQ

CareerSourceFV will use the information gathered by DEO’s Bureau of Labor Market Statistics through their statewide skills gap and vacancy survey to convene sector-based focus groups to continue the dialogue with area businesses on their anticipated future needs.

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

Table 1: Top 20 Occupations with the Highest Number of Postings (Feb 2017 – Feb 2018)

Title	Annual Unique Job Postings	Typical Entry Level Education
Medical Assistant	81	Post Secondary Certificate
Licensed Practical Nurse	121	Post Secondary Certificate
Healthcare Practitioners and Technical	726	Doctoral Degree
First Line Supervisors	353	Some College - No Degree
Computer and Mathematical Occupations	182	Bachelor's Degree
Installer/ Repair Technician	21	High School Diploma - Some College
Road Construction Workers	42	High School Diploma
Building Construction	211	High School Diploma
Food Preparation and Serving	202	No Formal Education
Certified Nursing Assistants	90	Post Secondary Certificate
Phlebotomist	33	Post Secondary Certificate
Maintenance Tech	14	High School Diploma
ParaLegal	28	Associate's Degree
Assembler	68	High School Diploma
Machine Operators	46	High School Diploma - Certificate
Sales and Related	96	No Formal Education
CDL A	11	High School Diploma - Commercial Driver License
Drivers Helpers	116	High School Diploma
Bus Drivers	47	High School Diploma - Commercial Driver License
Social Service Workers	269	Bachelor's Degree

Source: Employ Florida, O*Net Online

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

CareerSource Flagler Volusia’s labor force is 295,863 with a 4.0% unemployment rate. Persons with disabilities are 14,874 which makes up 5.2% of the labor force.

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

Table 2: Education Attainment

Educational Attainment for Civilian Labor Force Aged 25-64 (2016 Estimates)					
Less than high school graduate:	High school graduate (includes equivalency):	Some college, no degree	Associate's degree	Bachelor's degree	Postgraduate degree
277,777	100,613	74,311	34,288	46,795	20,681
9.1%	33.1%	24.4%	11.2%	15.4%	6.8%

Source: JobsEQ

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

One of CareerSourceFV’s BOD committees is the Industry Demand Connection Committee (IDCC). The members of the IDCC include:

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

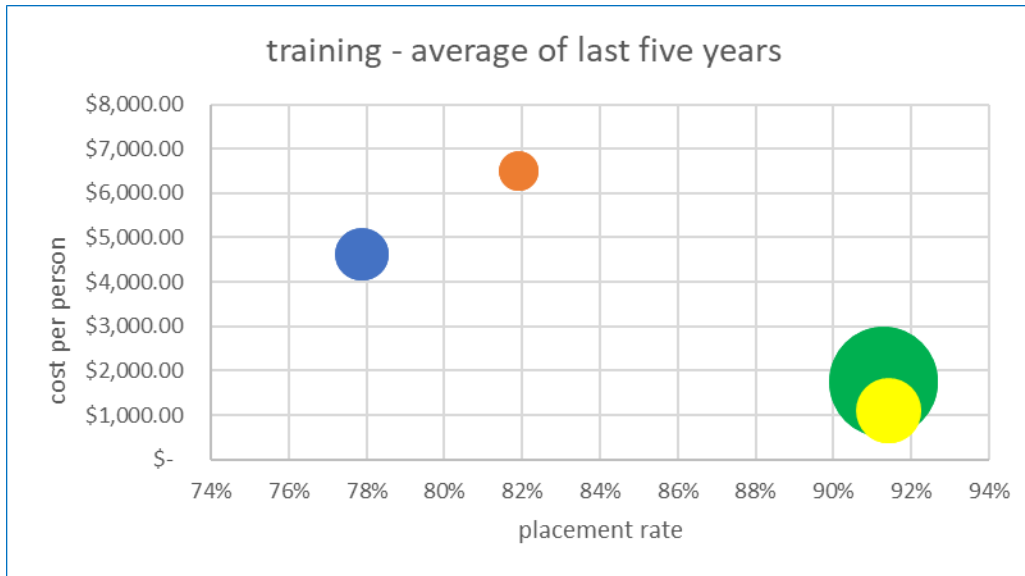
This committee is responsible for analyzing business intelligence – both historical data and real-time anecdotal information received from the regional Business Service Representatives (from the Career Centers). This information, shared with educational entities, helps drive new programs developed for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

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

- Vinyl and fibrous cement siding installation

Because of the relationships formed through the IDCC, CareerSourceFV was able to apply for funding opportunities for these particular training programs.

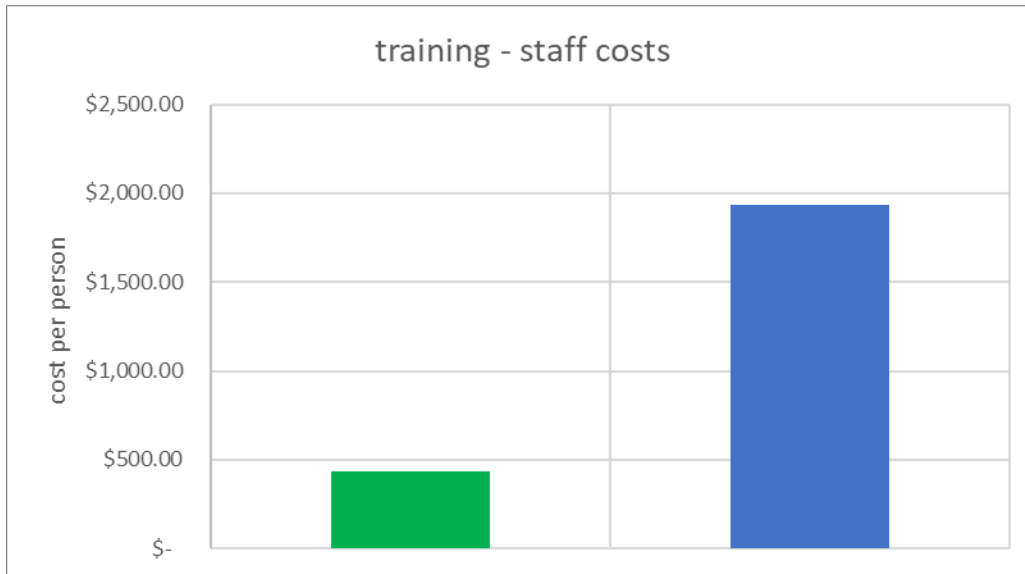
In the spring of 2017, CareerSourceFV did an in-depth analysis of our training activities based upon a five-year trend. What was evident is that short-term training and work-based training had more successful outcomes at a lower cost. See tables below:



The size of each circle represents the number of trainees in each program.

- The blue circle represents classroom training, generally 1 year or longer. While the cost was not the highest, the placement rate was the lowest of our training programs at 78%.
- The orange circle represents paid work experience that was an expensive program with a placement rate of 82%
- The green circle represents On-the-Job Training. Over the previous five years, it was the most cost-effective training program with the highest placement rate, second only to customized training.
- The yellow circle represents customized training

In addition to looking at outcomes and direct training costs, we analyzed the associated staff time.



Staff costs with work-based training, represented with the green bar, is a fraction of the costs of long-term case management for classroom training as represented by the blue bar.

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

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

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

The Opportunity Act authorizes Career Services for adults and dislocated workers. There are two types of Career Services available within CareerSourceFV workforce system: Basic and Individualized Career Services. These services may be provided in any order and with

no required sequence allowing CareerSourceFV's service provider staff the flexibility to target services to the needs of the customer.

Basic Career Services

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

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the CareerSourceFV Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) for claimants likely to exhaust benefits,) and orientation to information and other services available through the Career Centers;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), transferrable skills and supportive service needs;
- Labor exchange services, including job search and placement assistance and, when needed by an individual, career counseling.
- Information on in-demand industry sectors and occupations (as defined in sec. 3(23) of the Opportunity Act);
- Information on nontraditional employment (as defined in sec. 3(37) of the Opportunity Act);
- Referrals to, and coordination of, activities with other programs and services, including those within the CareerSourceFV region and, when appropriate, other workforce development programs within larger regional planning areas;
- Workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Performance information and program cost information on eligible providers of training services by program and type of providers;
- Information about how the local area is performing on accountability measures, as well as any additional performance information relating to the area's workforce system;
- Information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD) ; assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under the Opportunity Act; and
- Information regarding filing claims under UI programs, including meaningful assistance to individuals seeking to file a claim.

Individualized Career Services

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

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

All customers of the Career Centers may avail themselves of the Career Center Assessment Labs which have a variety of tools including, but not limited to:

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

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

Comprehensive assessments of customer needs are essential if sound decisions are to be made by the customers and staff regarding the services needed by the customer. Such

assessments are especially important for lower-skilled or less-experienced potential workers, and for those seeking to enter a new field due to layoff.

CareerSourceFV's contracted provider for Business Services will continue to identify the skill needs of local businesses. The use of strategically planned forums will also assist in identifying skill needs. The Veteran Services Unit consisting of skilled and dedicated LVERs is fully integrated within Business Services and will assist in contacting and engaging Federal contractors and employers that have been identified as veteran-friendly in their hiring practices. Veterans are identified at the point of entry of the Career Centers and assessed for eligibility. Veterans determined to have Significant Barriers to Employment designated by federal guidelines are referred to a DVOP for Individualized Career Services. Any veterans determined to not have a significant barrier, are referred to and served through, the American Job Center (AJC) staff.

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

The CT program provides opportunities for businesses to train existing employees, which allows companies to achieve greater employee retention, maximize productivity and market competitiveness. The employees have an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training. The training strategy is designed to assist individuals in need of services in order to retain their employment and to keep their skills relevant. The training may be provided to a single employee or a group of employees.

The On-the-Job Training (OJT) Program provides local employers with qualified job seekers. The company is required to provide On-the-Job training in a full-time salaried or hourly position. The company is encouraged to retain the employee, if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50% of the employee's full-time salary or hourly rate for a standard OJT period, to be determined by the staff based on salary and standard time for OJT for the position. One of CareerSourceFV sector initiatives is to prioritize identified industries to allow OJT contracts to be "weighted" and funded according to whether the business is in a targeted sector, the size of the business, as well as to the significant barriers to employment of the job seeker.

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

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

CareerSourceFV has a network where all young adults in the Flagler and Volusia region are able to easily access a comprehensive and integrated set of education and training

supports. These supports increase the number of young adults productively engaged in the workforce, thereby increasing self-sufficiency and reducing poverty.

Currently, CareerSourceFV has two providers that work with young adults in Flagler and Volusia. All of Flagler County is served by “Road to Success” which is a program operated between Flagler County Schools and the George Washington Carver Foundation. West and South Volusia County are served through Eckerd Connects.

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

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

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

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

Included in the focus of these programs, CareerSourceFV has determined the priority target populations as:

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

The following elements are central to our youth programs:

- Proven recruitment strategies to effectively outreach, engage, enroll, and retain young adults.
- A continuum of service that allows participants to progress along GED/High School diploma attainment, matriculation into post-secondary education/training and placement into employment within a career path.
- Meaningful partnerships with businesses in high growth industries that support career pathways through internships and work-based learning opportunities for

young adults. Use structured career exploration, while providing maximum opportunities for young adults to learn theoretical and practical skills relevant to their career interests.

- Provide long-term career development services, such as occupational training leading to unsubsidized employment in high demand industries with wage progression.
- Employ the career pathways model, with structured sequences of activities and multiple entry and exit points that provide adequate support services to meet the wide range of barriers of various young adult populations.
- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction.
- Provide intensive customer and support services, including financial literacy education, to help young adults overcome complex barriers and to successfully complete programs, and secure and retain employment.
- Incorporate trauma-informed care approaches into intensive customer service models.
- Demonstrate investment in long-term follow-up with participants upon program completion. This intensive customer service after the young adult has exited the program ensures continued success in post-secondary education, training, or employment.

CareerSourceFV started new contracts July 1, 2016 that are annually renewable, based upon met performance, for up to four years.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

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

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

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

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

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

- **Purpose-Driven:** Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.

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

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

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

The board does work primarily in three committees. Industry-Demand Connection Committee, Career Pathways Committee and Finance Committee, that in addition to providing oversight to the Corporation budget has a focus on income (revenue diversity). All three committees report to CareerSourceFV's Executive Committee and to the BOD.

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

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

In addition to strategic input into the LWDA's decision-making process, WIOA core program teams focused on strategy implementation and performance accountability reporting will continue to focus on areas for improvement and strategy execution. CareerSourceFV will work with these core programs to align resources and realize regional and local goals. These include:

- Consistently using labor market tools such as JobsEQ, Employ Florida, and Florida Research and Economic Information Database Application (FREIDA) to forecast emerging career paths
- Assessing skill requirements for training against employer demand
- Collectively support business engagement efforts across partners

- Convene employer groups with training providers and core partners to implement skills development opportunities that effectively include at-risk populations
- Utilize a business information system (Salesforce) across the core partners that effectively gathers and shares information that informs joint planning and training development initiatives
- Collect and analyze employer satisfaction information that serves to increase efficiency of service to employers
- Establish career pathways in key occupational sectors
- Integrate core partners fully into a service delivery network within the CareerSourceFV system
- Continue serving on the Daytona State College School of Business Advisory Board and other pertinent advisory boards to align training with occupational skills and soft skills reflective of jobseeker and employer needs
- Develop specific communication and outreach strategies that target individuals most at need of services including basic skills-deficient individuals, offenders and those with disabilities
- Establish relationships with potential alternative funding sources to enhance services provided by all the core partners

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

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

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

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

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

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

CareerSourceFV's One-Stop Operator will facilitate training among our local Florida's Department of Vocational Rehabilitation and Division of Blind Services to facilitate referrals of customers with disabilities. Career Center staff will be cross-trained in Vocational Rehabilitation and Division of Blind Services eligibility criteria and processes. This will enable Career Center staff to better recognize customers who may benefit from a referral to either Vocational Rehabilitation or Division of Blind Services.

CareerSourceFV has updated their TTY and TDD equipment to better accommodate our customers who are visually impaired or hard-of-hearing. All three Career Center facilities will be evaluated at least annually to ensure they are compliant with the credentialing standards in DEO Guidance Paper FG 02-032.

"Work Ready" service recipients in CareerSourceFV's Career Centers will be co-enrolled in Wagner-Peyser and the Opportunity Act, as appropriate. There is an emphasis in all CareerSourceFV's service provider contracts starting in July 2016 on serving these targeted populations. The provider of case management services will employ at least one disability navigator who will work closely with the Division of Vocational Rehabilitation.

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

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

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

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

How do we translate our Vision and Mission into action?

What are the Strategic Objectives of CareerSourceFV?

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

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

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

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

The strategic goals originally formulated were updated in January 2017 at our annual BOD planning meeting. These goals acted as guidance for work conducted throughout 2017 and was reviewed in January of 2018. At the planning meeting in January of 2018, the committees of the BOD prioritized their activities for 2018. Status reports on activities will be provided to the CareerSourceFV's BOD and committees throughout the year.

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

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

While our MSA's unemployment rate is 3.8 (December 2017), the lowest since 2006, there will be continued emphasis on assisting businesses to retain their workforce and upgrade the skills of the under-skilled population of the area. Achieving CareerSourceFV's broad vision involves the well-planned and concerted effort of all the workforce system partners guided by clear and consistent information gathered from knowledgeable business leaders in the growth sectors of the local economy.

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

Listed below are the negotiated levels of performance for the federal measures for 2017-2018:

Measures	PY 2017-2018 Approved Levels
Adults:	
Employed 2nd Qtr After Exit	89.00%
Employed 4th Qtr After Exit	85.00%

Median Wage 2nd Quarter After Exit	\$7,850.00
Dislocated Workers:	
Employed 2nd Qtr After Exit	83.00%
Employed 4th Qtr After Exit	79.00%
Median Wage 2nd Quarter After Exit	\$6,850.00
Youth:	
Employed 2nd Qtr After Exit	76.00%
Employed 4th Qtr After Exit	69.00%
Wagner-Peyser:	
Employed 2nd Qtr After Exit	64.00%
Employed 4th Qtr After Exit	64.00%
Median Wage 2nd Quarter After Exit	\$4,850.00

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

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

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

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

- Internal customer satisfaction
- Creation of career pathways
- Staff certification and training

CareerSourceFV will use Florida’s Performance Funding Model’s seven metrics as a dashboard. The seven metrics are:

- Placement Rate
- Time to Earnings
- Cost Per Employed at Exit

- Average Earnings
- Earnings Per Dollar Spent
- Business Engagement
- Customer Satisfaction – Business

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

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

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

Of Florida’s 7.5 million households, 14.5% earn below the federal poverty level and another 29.5% are ALICE, which equals 44% of total households. In Volusia County, our ALICE & poverty households equal 42% and in Flagler County that percentage is 45.

Regardless of background or current status, (i.e. Temporary Cash Assistance recipient or previously high-level income dislocated worker or employed worker) CareerSourceFV assists all individuals to gain the same level self-sufficiency in order to achieve lasting change for the families in the LWDA.

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

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

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

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

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

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

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

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

COORDINATION OF SERVICES

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

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

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

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

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

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

CareerSourceFV procured a provider for a One-Stop operator and a provider of career services, including case management and business services within our three Career Centers as well as the Young Adult programs; contracts under this procurement started on July 1, 2016. Recognizing that job seekers bring different needs and skill sets, CareerSourceFV sought and selected providers that takes these individualized needs into account and addresses the three challenges stated above.

Career services are designed to assist participants in obtaining appropriate and sufficient long-term employment within all available programs. These include Adult and

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

- Healthcare
- Construction
- Manufacturing
- Business and Professional Services, with a focus on Information Technology
- Logistics and Distribution
- Retail
- Leisure and Hospitality
- Entrepreneurship

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

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

In Flagler County, CareerSourceFV has been able to open and maintain an assessment lab on the campus of Flagler Technical Institute

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

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

CareerSourceFV, in collaboration with the local economic development organizations, has identified eight (super) sectors important to the economy to generate wealth, have employment growth potential, or where the region has a competitive advantage: Healthcare, Construction, Manufacturing, Business and Professional Services, Logistics and Distribution, Information Technology, Retail and Leisure and Hospitality. CareerSourceFV continues to design, implement and maintain strategies around these supersectors.

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

The leaders of our local EDOs serve on CareerSourceFV's BOD and its committees.

These members include: Flagler County's Department of Economic Opportunity, Volusia County Division of Economic Development; the public/private entity TEAM Volusia EDC, and the 100% private entity, the CEO Business Alliance. The President/CEO of CareerSourceFV is a member of the BOD for TEAM Volusia EDC and Flagler County's Department of Economic Opportunity's Community Advisory Group. CareerSourceFV also provides regularly scheduled presentations to the Counties' governing bodies. Representatives from CareerSourceFV also participate on the Volusia County practitioner group that is comprised of all the municipalities of the county, education, SBDC, and other organizations with an interest in the growth of our economy.

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

CareerSourceFV is actively involved in a variety of local entrepreneurial programs. Our role in all of these programs is entirely supportive. We assist with promotion, recruitment, facilitation, hosting, presenting, etc. We do whatever is needed to ensure the success. Examples of the current initiatives include: Innovate Daytona and Accelerate, two local organizations that provide Trep Training and coordinate events, such as Startup Weekend, Elevate Daytona, 1 Million Cups, and various community presentations.

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

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

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

In Flagler County, meetings are frequently hosted by Flagler County Schools' administration with area businesses and CareerSourceFV so that we both can hear firsthand the needs of businesses. Both county schools use CareerSourceFV's Career Pathways Committee as their approving body for additions to the Florida Career and Professional Education (CAPE) list. The Florida Career and Professional Education Act was created to provide a statewide planning partnership between business and education communities, to expand and retain high-value industry, and sustain a vibrant state economy.

CareerSourceFV works closely with post-secondary education providers to ensure that there is a coordination and alignment of strategies in serving job seekers and businesses. These area educational entities, including Daytona State College, Bethune-Cookman University, Keiser University and the Independent Florida Colleges, work with CareerSourceFV to provide the job skills training necessary for gaining and maintaining employment. Moving forward as CareerSourceFV looks to work with local businesses to identify trainings needed to help workers move upward on career pathways, partnerships with local educational entities will be utilized to provide needed trainings.

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

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

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

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

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

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

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

FIT is made up of a team that answers the phones, greets customers at the front desk of our Centers and provides a one-on-one introduction to our services. Each customer

receives an orientation of available services, including all partner services and any other pertinent resources, including available support services to ensure the successful return to employment. This practice ensures that each customer coming through our doors immediately has a human connection and a resource on which they can rely when they need additional direction.

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

- Participants determined to be eligible under the Opportunity Act's Title I core programs are characterized as having barriers to employment. Title I Adult and Dislocated Worker funds allow local areas to provide support services while Title I Youth's dictate support services as a mandatory program element. Referrals and/or assistance with transportation, housing, child care and dependent care are found at all Career Centers and can also often be leveraged from TANF and SNAP Employment and Training programs. CareerSourceFV will also coordinate with partnering agencies, human services entities, and community-based organizations to ensure a robust variety of services.
- CareerSourceFV partners with local providers to increase resources for extended services for individuals with the most significant disabilities.

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

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

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

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

CareerSourceFV has taken an approach to high service delivery to our customers by incorporating all program staff, including DEO staff, into a combined system within each Career Center. CareerSourceFV's One-Stop Operator will continue to share and refine many functions that in the past have been "siloed by program." By sharing multiple program

outcomes, managers have been able to develop and implement an individualized customer service delivery model. CareerSourceFV will continue to meet and facilitate communication among all partners housed within the Career Centers. This information will continue to be shared with frontline staff to ensure desired results are achieved.

Frontline staff are also encouraged to communicate best practices, policy changes or suggestions for improvement to their managers or with the President/CEO in quarterly listening sessions and through our biannual staff survey. This wrap-around approach fosters an environment for continuous improvement and continues to keep DEO involved in the service delivery as defined by the Opportunity Act.

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

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

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

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

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

Embracing the idea of coordinating activities with education and training providers within Flagler and Volusia counties, including providers of adult education and literacy activities, providers of career and technical education, Division of Blind Services (DBS) and the local Division of Vocational Rehabilitation (VR), CareerSourceFV began regularly scheduled meetings with all partners.

All partners recognized that cross-training of staff will make the delivery of services to customers run more smoothly and will prevent the duplication of services. Historically, CareerSourceFV staff has worked with DBS to educate their staff on using the Employ Florida, the statewide on-line system, with their customers. This cross training will continue on an as-needed basis and will also include DBS educating CareerSourceFV staff on their services, including completing their on-line application and training our staff on how to best work with a job seeker who may be facing a transitional period, i.e., transitioning from sighted to non-sighted.

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

CareerSourceFV is co-located, part-time, at Daytona State College's Career Services offices to provide cross-training to staff and to assist in employment/career services directly to students. CareerSourceFV is onsite at Flagler Technical Institute with an assessment lab.

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

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

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

Serving those in poverty and those individuals who rely on governmental subsidies is not an issue specific to CareerSourceFV, it's a community issue that needs to be solved with strong resolve among multiple partners. The leadership team and the BOD of CareerSourceFV believes that to best serve those in the ALICE or poverty target

population, you need to know the population and all multiple issues around poverty. To this end, the leadership team of CareerSourceFV is involved in the following:

- Commission on Homelessness, CareerSourceFV has representation on the board and chairs the Economic Stability Committee. One of the primary purposes of this committee, is to educate providers of homelessness services on the services available through CareerSourceFV, Goodwill, Division of VR, Volusia County Human Services, including their CSBG programs, and Community Partnership for Children.
- Community Alliance, CareerSourceFV has representation on the statutorily-created body that convenes community stakeholders.
- United Way of Volusia and Flagler Counties, leadership of CareerSourceFV serves not only as a board member and member of the executive committee, but as a member of the Community Impact Cabinet that is ensuring our community is investing in financial stability.
- We are active members for One-Voice for Volusia, the Human Services Advisory Board of Volusia County Human Services, Flagler Cares, Access Flagler, Community Partnership for Children, and others.

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

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

Our online workshops have increased accessibility for our WTP and SNAP customers.

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

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

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

Strengthening our network is key and requires resources, including time for careful planning. While CareerSourceFV does not have signed MOUs at this time, we anticipate as we move

forward, that we will implement strong MOUs that truly reflect a cooperative and collaborative network of service delivery.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

Through our regularly scheduled partner meetings, CareerSourceFV 2018-2020 plan modification was discussed and shared among the partners via the website during our public comment period. However, much of what is on these pages is a result of our (CareerSourceFV and all of our partners) diligence on forming a workforce system for our community.

CareerSourceFV holds MOUs with the following partners:

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

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

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

As directed by the email from Warren Davis, CareerSource Florida, on January 31, 2018, CareerSourceFV's MOUs and IFAs will be submitted to DEO for documentation of compliance with plan requirements.

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

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

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

PURPOSE:

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

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

POLICY:

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

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

ACCOMMODATION REQUESTS:

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

COMPLAINTS:

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

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

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

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

WEB ACCESSIBILITY:

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

IMPLEMENTATION:

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

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

CareerSourceFV published a request for Proposals in the Spring of 2016. The request included providers for the Career Center Operator and Career Services must incorporate the concept of human center design into their proposal.

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

The contracted providers of One-Stop Operator and Career Services creatively and effectively manage the customer flow and provide a successful customer experience. Identifying the level of customer satisfaction is key to providing workforce services. Customer satisfaction is a deliverable in CareerSourceFV's provider contracts.

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

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

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

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

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

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

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

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

These workshops are accessible to anyone who has Internet access, either at home or in Mini Career Links (MCLs). Customers can use assessment labs in any of CareerSourceFV's Centers to access these trainings. It is the intent of CareerSourceFV to continue to look at maintaining efficient and innovative ways to serve as many customers as possible throughout Flagler and Volusia Counties regardless of where they live.

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

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

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

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

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

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

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

IDignity:

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

Volunteer Income Tax Assistance (VITA):

The Volunteer Income Tax Assistance (VITA) initiative is an IRS program that helps families and working individuals making less than \$54,000 receive free tax preparation. The program was designed to allow taxpayers to receive the full amount of their tax return without losing any of it to commercial fees or rapid refund loans.

United Way of Volusia and Flagler Counties' Campaign for Working Families has established several physical VITA sites across the Volusia and Flagler County area where taxpayers can come and take advantage of free tax preparation assistance given by trained volunteers. Individuals and families earning less than \$58,000 per year qualify for the same free tax preparation assistance online. CareerSourceFV has been a leader with the Campaign for Working Families since its inception in 2004.

Foster Care and Department of Juvenile Justice:

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

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

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

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

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

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

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

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

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

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

CareerSourceFV had operated the Career Centers from July 2008 to June 2016. While it was proven to be cost effective to maintain the operating of the Career Centers, it is believed by CareerSourceFV's leadership team and BOD that the intent of the Opportunity Act is for the local workforce development board to be more strategic in nature and to contract for all direct services. Through an RFP process in Spring 2016, CareerSourceFV added a Career Center Operator.

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

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

- i. RFP List emailed of upcoming solicitation – January 19, 2016, The RFP List is comprised of organizations or individuals who have demonstrated an interest in the RFP process or have requested to be included on the bidder's list.
- ii. Written and Legal Notices Posted – January 31, 2016
- iii. RFP Release – February 1, 2016
- iv. RFP Inquiries due – February 10, 2016
- v. Receipt of Proposals – March 15, 2016
- vi. Disbursements to Committees – March 29, 2016
- vii. Cost/Price Analysis prior to April 12, 2016
- viii. Services Committee and Board Review – April 12, 2016
- ix. Board approval – May 27, 2016
- x. Contract start – July 1, 2016

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

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

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

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

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

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

DESCRIPTION OF PROGRAM SERVICES

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

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

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- National Dislocated Workers Grants, previously known as National Emergency Grants (NEG)
- Wagner-Peyser State Grants
- Trade Adjustment Assistance (TAA)

- Supplemental Nutrition Assistance Program (SNAP)
- Welfare Transition Program (WTP)
- Community-Based Job Funding Grants
- H-1B Technical Skills Training Grants

The Opportunity Act provides an opportunity to realize a workforce development system that we have always envisioned. The Opportunity Act promotes program coordination and alignment of key employment, education, and training programs at the Federal, State and local levels. To this end, all core programs will be represented physically in the Career Centers. CareerSourceFV is working in collaboration with our partners in Adult Basic Education, Vocational Rehabilitation, CTE, SECEP, Community Services Block Grant, and the Division of Blind Services to provide an effective workforce system to our job seekers and businesses.

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

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

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

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

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

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

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

- Name and address of the administrative entity
- Name, address and phone number of persons(s) to contact regarding the solicitation.
- General description of the sub-grant program, including identification of the applicable Federal and State laws and regulations with which the selected contractor must comply, including the Workforce Innovation and Opportunity Act, USDOL Regulations 20 CFR Parts 626-631; and any appropriate CareerSource Florida or Department of Economic Opportunity issuances.
- The population to be served and minimum service levels to specific target groups

- An estimate of the number/range of individuals to be served and expected performance results in each activity
- A detailed description of the training and/or services to be provided
- The period of performance
- Applicable monitoring and reporting requirements, including, but not limited to, data entry, performance and financial reporting.
- Other services or requirements (e.g., responsibility for eligibility determination, CareerSourceFV policy on support payment, audit requirements and work statement requirements) that will affect proper budgeting by the bidder.
- Line item budget of proposed costs, including any profit to be realized and/or funds to be contributed
- Documentation to be supplied by the bidder to establish its programmatic and financial capability to perform the work.
- Requirements for preparation and submission of the proposal, due date and time, content and format, number of copies and location/person where the bid should be submitted.
- Process and procedures by which proposals will be evaluated for competitiveness, including identification of specific criteria which will be used.
- Description of the procedures for responding to bidder inquiries and a schedule for the receipt of proposals, approximate dates for review and award.
- Conditions under which the completed contract may be modified and extended for additional years, if applicable.
- Grievance procedures for contesting the procurement process.
- Affirmative action assurance that the bidder will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act, the Non-traditional Employment for Women Act of 1991; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all the applicable requirements imposed by or pursuant to regulations implementing those laws.

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

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

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

procurement. The bidders shall be responsible for all costs involved in the development of the proposal.

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

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

In concert with CareerSourceFV and its Committees, the CareerSourceFV staff will conduct technical evaluations and review of the proposals received. Using the evaluation criteria contained in the RFP, the local CareerSourceFV staff will review all proposals that meet the submission requirements and will submit summary reports of all proposals received to the CareerSourceFV committee along with recommendations for contractors it deems best able to operate the program efficiently and effectively, with price and other factors considered. At its discretion the CareerSourceFV committees may conduct additional reviews or direct CareerSourceFV staff to obtain additional information.

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

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

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

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

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

- Implement the Opportunity Act with other core programs, including the design of the One-Stop Career Center System and the integrated performance accountability system
- Efficiently provide services
- Implement universal design principles into the workforce development system's facilities and operations
- Establish partnerships with community rehabilitation service providers and businesses.

- Review services, programs and partnerships of core Opportunity Act programs to reduce duplication of efforts, as well as gaps between programs
- Work collaboratively to ensure that disability specialists are cross trained with core partner processes
- Partner to communicate, strategize and execute agreed upon methods of meeting the needs of individuals with disabilities
- Identify opportunities to expand services/programs to meet ongoing needs of individuals with disabilities

CareerSourceFV procures for the provision of all career services, including business services, center management and youth services. An emphasis is placed on serving those with barriers to employment in CareerSourceFV's contracts.

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

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

Sector strategies aim to make fundamental changes in the labor market of the target industry and region such that economic outcomes are improved for both sector program participants and businesses in the industry. CareerSourceFV has embarked on an initiative at the behest of its BOD, to quantify and identify Flagler and Volusia Counties' industry sectors that are most poised for growth/expansion, require additional assistance to facilitate the creation of jobs, and are in line with our regional Economic Development partners' targeted sectors for the purposes of expediting jobs growth within the area.

CareerSourceFV's sector strategies are designed to be highly responsive to current and future industry demands when compared to traditional job-matching and training services because each sector has been identified through an intensive data-driven process which is detailed below:

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

CareerSourceFV will engage sectors by addressing the needs of employers by focusing intensively on the workforce needs of a specific industry/sector over a sustained period, often concentrating on a specific occupation or set of occupations within that industry. CareerSourceFV will address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs. CareerSourceFV will bolster regional economic competitiveness by engaging economic

development experts in workforce issues and aligning education, economic, and workforce development planning.

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

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

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

Align education and training: Recent data has highlighted a mismatch between employer demands and job applicants’ skills, suggesting that workforce training needs to be more closely aligned with the skills and competencies required for employment. A recent “Talent Gap” survey showed that businesses were reporting difficulty finding workers with the right skills to fill job openings. Building a sustainable labor force, one that can meet the needs of current and future employers, begins by forming and strengthening relationships among a broad range of regional partners, including workforce and education professionals, economic development organizations, and the private sector. The ability of an LWDA to demonstrate the availability of skilled workers has become an increasingly essential component of a successful economic development strategy. As job markets continue to tighten and skill sets evolve more rapidly, improving the alignment between workforce initiatives and industry needs is a priority for CareerSourceFV. First and foremost, aligning workforce development with the needs of employers would help ensure residents have the skills needed to gain and keep employment, potentially impacting the unemployment rate. Connecting employers with qualified workers would help reduce hiring and turnover related costs, making their presence in the region more sustainable. CareerSourceFV will build on existing relationships and increase opportunities for collaboration.

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

linked education and training programs that lead to a clearly defined credential, allowing students and incumbent workers to advance within a given occupation or industry.

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

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

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

CareerSourceFV selected its sector focus in 2015 based upon the growth rate of the industries in the Deltona-Daytona Beach-Ormond Beach MSA.

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

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

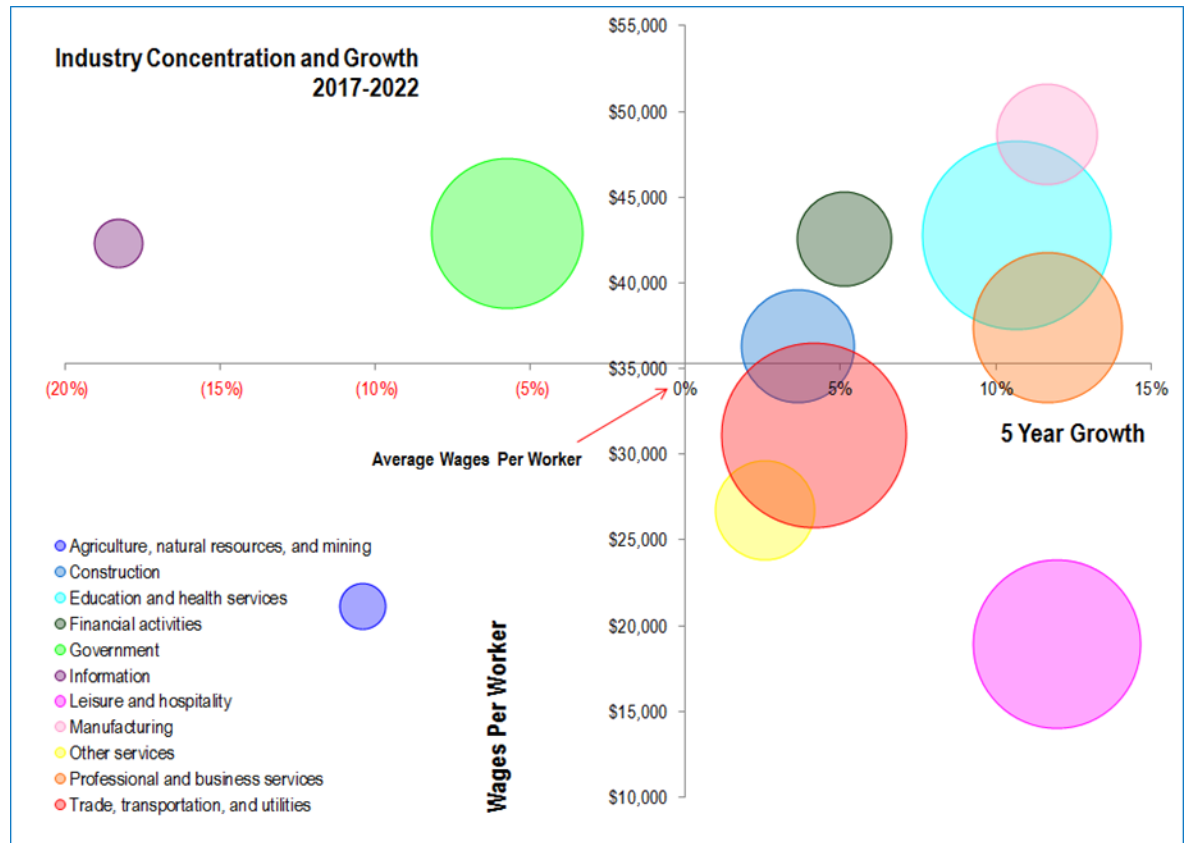
In addition to these sectors that are aligned with our counties' sector industries, the BOD of CareerSourceFV selected:

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

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

JobsEQ is the source of data.

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



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

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

CareerSourceFV's sectors were selected by our BOD and our Business Services Committee. At the table were the economic development organizations, public and private, from Flagler and Volusia Counties. In addition, the executive committees of CareerSource Brevard and CareerSource Central Florida with CareerSourceFV have had facilitated joint meetings to discuss the how the three regions can jointly serve our businesses and workforce.

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

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

With the receipt of the survey results from DEO in February 2018, CareerSourceFV will host industry focus groups to

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

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

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

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

CareerSourceFV will continue to increase the number of individuals trained by businesses that access OJT and CT training assistance by use of outreach through chambers of commerce, participation in local business forums, chamber and business association newsletter blurbs, presentations to business groups, coordination with local economic development partners and direct visits.

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

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

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

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

What we had:

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

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

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

Consistent with CareerSource Florida's goal of using data to drive decisions, CareerSourceFV will enhance its analysis of training placement results, graduation rates and LMI information to focus more sharply on sector approaches that produce both short and long-term employment outcomes, including better information on which training providers produce the best trained graduates and maximize the investment of efforts and dollars spent.

The Opportunity Act allows for more focus and emphasis on combining focused skills training with work-based learning that enables individuals to not only receive hands-on experience, but that also allows them to earn while they learn.

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

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

CareerSourceFV will coordinate outreach to the businesses and promote the services available to them. Through outreach materials and targeted on-site visits, businesses will be apprised of the availability of OJT and Customized Training options. Business Service Representatives will enter the results of their interactions with the businesses into the CRM (Salesforce) and be able to provide a “snapshot” of business needs. The Business Services representatives have been trained specifically on how to assess businesses’ current and future needs. The information gathered is provided to the CareerSourceFV Industry Demand Connection Committee.

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

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

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

(8) Priority for Services: Describe local policies and procedures are established to prioritize recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for individualized career and training services in the adult program.

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

The priority of service is as follows:

1. 1st Priority—Covered persons (veterans and eligible spouses) who are:
 - Low income (as defined by WIOA Sec. 3(36), or
 - Recipients of public assistance, or

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

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

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

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

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

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

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

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

Consistent with the Opportunity Act's emphasis on business engagement and input on training program design, CareerSourceFV ensures that businesses are involved with our

education partners in the development of short-term training programs that focus on currently needed skill sets and that can result in post-training hiring commitments. CareerSourceFV will continue to use contracts for delivery of On-the-Job Training (OJT) Customized Training (CT) and Work-Based learning.

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

CareerSourceFV may explore the use of contract training to be able to provide quick or “just-in-time” training in situations where a business needs trained people quickly and no current curriculum exists among our approved training providers.

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

CareerSourceFV fully endorses the concept of customer choice. Each of us makes the best decision for us, based upon our past experiences and information available. Customer choice involves arming the customer with enough information to make a training choice based, not on some vague idea of what they think they want to do, but on what they are best suited for, where their aptitudes lie, what occupations are sought after in the LWDA, and what transferrable skills they already possess which would, with minimal training, result in a quick rise to self-sufficiency and a satisfying career path.

CareerSourceFV will provide customers with data which will allow them to make educated decisions while they explore possible career directions of most interest to them. CareerSourceFV will ensure customer choice by encouraging customers to build on their transferable skills and invest in their future by providing them with local labor market information about higher-paying employment opportunities, showing them current job openings and guiding them to the training resources that will prepare them for better jobs.

CareerSourceFV has a number of assessment tools that help the customers determine their strengths and what careers would suit them best. This information, paired with current information about what local businesses need, will enable the customer to make an educated choice as they consider their career options.

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

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

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

The customer will select a program of training that is directly linked to employment, and chosen from CareerSourceFV’s Training Matrix. Our leadership team reviews the Training Matrix at least annually to ensure that programs on the matrix continue to be relevant in the LWDA and that there are not too many students in training for too few jobs available. The

ITA financial cap will be evaluated as necessary and will take into account available funding and the cost of programs on the Training Matrix.

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

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

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

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

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

CareerSourceFV has pursued a variety of microenterprise and entrepreneurial program ideas. Most recently, in our request for vendor proposals for the upcoming fiscal year, we included an invitation for entrepreneurial and microenterprise training proposals. We did not receive any proposals.

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

- **Makerspace (Hackerspace):** CareerSourceFV has collaborated with area chambers of commerce, educational entities and EDOs on creating an innovative community through support of Makers. This can include anything from a physical place where local aspiring entrepreneurs and tinkerers can develop prototypes of their idea to *Maker Faires*, where makers not only sell their product, they also demonstrate how they make their product.
- **Support initiatives:** CareerSourceFV is actively involved in a variety of local entrepreneurial programs. Our role in all of these programs is entirely supportive. We assist with promotion, recruitment, facilitation, hosting, presenting, etc. We do whatever is needed to ensure the success. Examples of the current initiatives include: Innovate Daytona and Accelerate, two local organizations that provide Trep Training and coordinate events, such as Startup Weekend, Elevate Daytona, 1 Million Cups, and various community presentations.

- Nail it Then Scale it: This program teaches market validation techniques, as well as a systematic approach to recognize and measure opportunities. Participants learn the value of market testing, and most importantly, failing fast and inexpensively.
- Startup Quest: This is a training program that connects teams of qualified participants with successful CEOs and entrepreneurs to learn the steps needed to transform an invention or discovery into a product for the marketplace. While we are no longer involved in this program, we could potentially bring it back. It is our understanding that now that we have fulfilled our duties for the DOL study, we would be able to operate the program with more flexibility.
- The Rainforest Initiative: This is a group of like-minded individuals currently working together to change the entrepreneurial culture in the region. Among other initiatives, the group is currently working toward bringing world-renowned “Rainforest Consultants” to assess the local environment and offer a blueprint for improvement.
- Trep Alliance: At present, the Trep Alliance is merely a concept. It originated from conversations with the Central Florida Virtual Entrepreneur Center. The idea would be to create an organization that acts as a clearinghouse of all entrepreneurial activity in the region.
- Trep Factory: This is a program that gives selected entrepreneurs the experience of running a company for one year with highly skilled management supervision and training, and then awarding a grant from the business profits to launch a startup in Volusia County beyond the year of training.
- Entrepreneurial skills assessments: This initiative involves the implementation of tests to measure a person’s disposition to be an entrepreneur. The idea is to identify these individuals and steer them to other entrepreneurial training programs. To be valuable to the customer, this initiative must exist in combination with actual entrepreneurial training opportunities.
- Youth Entrepreneurship Program: This program could be a mixture of any program/initiative mentioned above, but specifically developed for youth. One of the most viable programs for youth training is Nail it Then Scale it.

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

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

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

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

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

CareerSourceFV has met with area businesses to explore the need or desire for registered apprenticeship programs in the area. The businesses did not respond initially with great support for the concept. Rather instead, they are focused on stackable credentials. CareerSourceFV will continue these types of discussions and explore ways to meet the hiring needs of local businesses either through apprenticeships or credentials. CareerSourceFV will assess the workforce landscape to identify how apprenticeship may be used as an effective strategy by exploring the answers to questions like these:

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

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

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

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

The CT program provides opportunities for businesses to train existing employees, which allow companies to achieve greater employee retention, maximize productivity and market competitiveness. The training strategy is designed to assist individuals in need of services in order to retain their employment and to keep their skills relevant. The training may be provided to a single employee or a group of employees.

The OJT Program (On-the-Job Training) provides local employers with qualified job seekers. The company is required to provide on-the-job training in a full-time salaried or hourly

position. The company is encouraged to retain the employee, if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50% of the employee's full-time salary or hourly rate for a standard OJT period, to be determined by the staff based on salary and standard time for OJT for the position. One of CareerSourceFV sector initiatives is to prioritize identified industries to allow OJT contracts to be "weighted" and funded according to whether the business is in a targeted sector, the size of the business, and in favor of jobseekers with significant barriers to employment.

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

(15) Service Provider Continuous Improvement: Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, so they meet the needs of local employers, workers and job-seekers (WIOA §108(b)(6)(A)).

Every system, program or project has a provision for continuous improvement. Continuous improvement leads to more efficiency, less cost, customer and employee satisfaction, and increased productivity.

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

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

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

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

The existing youth providers' contracts incorporate the fourteen Opportunity Act program elements. Individual Service Strategies will be required to include a combination of basic

skills upgrade/GED preparation; work experience related to career goals; occupational skills training in areas for which there is career advancement potential; and job placement assistance, in addition to opportunities such as leadership training, financial literacy skills, and connection with mentors. CareerSourceFV monitoring includes a review of their (provider) responsibilities.

CareerSourceFV defines “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in their family, or in society” as: A youth who has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or basic skills deficient.

“Requires additional assistance” is defined as all youth, including youth with a disability, who meet the criteria in either section below:

1. In-School Youth AND

- Has poor attendance patterns in an educational program during the last 12 calendar months; or
- Has been expelled from school within the last 12 calendar months; or
- Has been suspended from school at least within the last 12 calendar months; or
- Has below average grades; or
- Has previously been placed in out-of-home care (foster care, group home or kinship care) for more than six months between the ages of 14-21; or
- Has a currently incarcerated parents/guardian

2. Out-of-School Youth AND

- Has dropped out of a post-secondary educational program during the past 12 calendar months; or
- Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or
- Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16-21; or
- Currently has incarcerated parent(s)/guardian.

PUBLIC COMMENT PROCESS

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

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

CareerSourceFV's plan was shared with our required partners in early February 2018 and was posted on our website from February 16 through March 19, 2018. A copy was made available in hard copy at our administrative office.

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

CareerSourceFV plan update was posted on our website from February 16 through March 19, 2018 with an on-line form for comment submission. A copy was made available in hard copy at our administrative office and comments were accepted in hard copy. The link to the online plan was shared with partners, LEO, CareerSourceFV's board and committee members with the invitation to review the draft plan and submit comments.

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

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

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

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

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

No comments were received during the comment period.

CareerSource Florida
PO Box 13179
Tallahassee, Florida 32317

The 2018-2020 Plan represents the efforts of CareerSource Flagler Volusia to implement the Workforce Innovation and Opportunity Act. We will operate in accordance with the plan and applicable federal and state laws, rules and regulations.

On February 28, 2018, the CareerSource Flagler Volusia Executive Committee approved the 2018-2020 Plan updates.



Carlos Valderrama, Chair
CareerSource Flagler Volusia

At the Board of County Commissioners Meeting held on March 19, 2018, the 2018-2020 Plan updates, (<http://www.careersourcefv.com/careersource-flagler-volusia-plan-modifications-2018-2020>) were approved by the designated local elected officials of Flagler County.

Flagler Board of County Commissioners
County of Flagler, Florida




Gregory Hansen, Chair

CareerSource Florida
PO Box 13179
Tallahassee, Florida 32317

The 2018-2020 Plan represents the efforts of CareerSource Flagler Volusia to implement the Workforce Innovation and Opportunity Act. We will operate in accordance with the plan and applicable federal and state laws, rules and regulations.

On February 28, 2018, the CareerSource Flagler Volusia Executive Committee approved the 2018-2020 Plan updates.



Carlos Valderrama, Chair
CareerSource Flagler Volusia

At the Volusia County Council Meeting held on March 20, 2018, the 2018-2020 Plan updates, (<http://www.careersourcefv.com/careersource-flagler-volusia-plan-modifications-2018-2020>) were approved by the designated local elected officials of Volusia County.

Attest:

County Council
County of Volusia, Florida



James T. Dinneen
County Manager



Ed Kelley, County Chair
Volusia County Council





Community Assistance Division

MEMORANDUM OF UNDERSTANDING

Human Services

and

CareerSourceFV

Purpose: This Memorandum of Understanding is a cooperative agreement between Volusia County Community Assistance - Human Services ("VCCAHS"), the entity that administers the Community Services Block Grant in Volusia County, and CareerSourceFV (Workforce Innovation and Opportunity Act). The purpose of this agreement is to describe how the two entities will use their resources for collaboration of services and infrastructure sharing to better serve low-income and vulnerable populations of Volusia County and increase the probability of such populations becoming self-sufficient.

VCCAHS agrees to:

1. Provide, at minimum, an annual training to appropriate CareerSourceFV staff, which will inform them of eligibility requirements pertaining to the Community Services Block Grant as well as other public assistance programs VCCAHS offers.
2. Accept referrals from CareerSourceFV's GED Preparation Program to determine if they meet Community Services Block Grant eligibility requirements. VCCAHS shall determine eligibility in its sole discretion.
3. If VCCAHS determines a referral from CareerSourceFV's GED Preparation Program is eligible under Community Services Block Grant requirements, it will pay a one-time GED testing fee to the appropriate testing site on behalf of the client so they may take the test.
 - a. VCCAHS agrees to pay a minimum of five (5) client's testing fees; subject to availability of sufficient Community Services Block Grant funds.
 - b. VCCAHS agrees to pay the full amount of the 2017 rate of \$128.00 for first-time test takers.
 - c. If a client has taken the GED test before and the fees were not paid by VCCAHS, VCCAHS will pay the standard \$32 per module for any section(s) which the client did not pass in previous attempts.
 - d. All payments for GED testing fees will be paid directly to the testing site vendor and must be approved by the VCCAHS Manager.
 - e. If the cost of the test increases, the two parties shall meet prior to implementation or payment of the increased fee(s) to determine the feasibility of continuing the

agreement. This MOU may be discontinued at no penalty to VCCAHS if VCCAHS determines, in its sole discretion, that additional funding is not available to continue the program.

4. Provide referrals to clients who have indicated that they are interested in obtaining their GED.

CareerSourceFV agrees to:

1. Provide, at minimum, an annual training to appropriate VCCAHS staff informing such staff of eligibility requirements needed to receive services from CareerSourceFV.
2. Require relevant staff associated with the agency's GED Preparation Program to attend training and learn Community Services Block Grant eligibility criteria and other VCCAHS's programs.
3. Refer clients in a timely manner to VCCAHS to allow appropriate time for VCCAHS to determine eligibility and, if eligible, process payment request from the testing vendor prior to administration of the test. Such referrals shall be provided at least thirty (30) days prior to the date of examination or longer if necessitated by the circumstances.
4. Provide documentation of its clients completing appropriate preparation courses or other relevant training to include in its clients' Community Services Block Grant file. Documentation must be provided along with written referrals.
5. Provide documentation of client taking the GED test and his/her test results for inclusion in the client's Community Services Block Grant file. If GED test results are not available, a staff member of CareerSourceFV must provide, on agency letterhead, confirmation that the client took the test and state his/her results.

This MOU will become effective the date the last party enters into the agreement and will expire September 30, 2019. Either party may request a revision to this agreement as a result of policy changes or cancel the agreement with a 30-day written notice to the other party. The point of contact for VCCAHS will be the Case Worker Supervisor who oversees the Family Self-Sufficiency Program. The point of contact for CareerSourceFV will be the One-Stop Manager.

BY: 

(Signature)

Dona DeMarsh Butler

(Printed Name)

Director of Community Services

(Position/Title)

12/18/17

(Date)

BY: 

(Signature)

Robin King

(Printed Name)

President and CEO

(Position/Title)

11/27/2017

(Date)

Infrastructure Funding Agreement and Memorandum of Understanding

By and between Workforce Development Board of Flagler and Volusia Counties, Inc., d.b.a.
CareerSource Flagler Volusia

and

The National Caucus and Center on Black Aged, Inc.

I. PARTIES

This Infrastructure Funding Agreement and Memorandum of Understanding (Agreement) is made pursuant to the Workforce Innovation and Opportunity Act of 2014, and is entered into by National Caucus & Center on Black Aging, Inc. (Partner) and CareerSource Flagler Volusia (CareerSourceFV).

The contact information for Partner is as follows:

Name/Title: Pauline Mills, State Program Coordinator
Telephone: 850.623.3046
Email: pmills@myncba.com

The contact information for CareerSourceFV is as follows:

Name/Title: Robin R. King, President/CEO
Telephone: 386.323.7077
Email: robinking@careersourcefv.com

II. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 (Act) is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer delivery system. The One-Stop System assures coordination between the activities authorized in and linked to the Act.

The Act requires Local Workforce Development Boards (LWDB) to develop and finalize Infrastructure Funding Agreements (IFA) with all required partners that carry out their programs in the local area.

The purpose of this Agreement is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One-Stop customer delivery system and to establish access to Partner's services through the local comprehensive Career Center located in Orange City.

The Parties to this Agreement agree that joint funding and accessibility are necessary pieces of the foundation for an integrated service delivery system.

III. ROLES AND RESPONSIBILITIES

CareerSourceFV, the LWDB, ensures the workforce-related needs of businesses, workers, and job seekers in the region are met, to the maximum extent possible with available resources.

The CareerSourceFV Board of Directors will at a minimum:

- ❖ In partnership with the Local Chief Elected Officials (CEO) and other applicable Partners within the region, develop and submit a LWDB plan that includes a description of the activities that shall be undertaken by CareerSourceFV and its Partners, and that aligns its strategic vision, goals, objectives, workforce-related policies to the regional plan and economy.
- ❖ In partnership with the Local CEO and other applicable Partners within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies.
- ❖ In cooperation with the Local CEO, design and approve the CareerSourceFV Career Center structure. This includes, but is not limited to:
 - Adequate, sufficient, and accessible One-Stop center location and facilities,
 - Sufficient numbers and types of providers of career and training services,
 - A holistic system of supporting services,
 - One comprehensive One-Stop Center, and
 - A competitively procured One-Stop Operator.
- ❖ Determine the role and day-to-day duties of the One-Stop operator and other contracted providers.
- ❖ Approval annual budget allocations for the operation of the CareerSourceFV Career Centers.
- ❖ Work with the One-Stop operator recruit operational Partners and negotiate MOUs with new Partners
- ❖ Leverage additional funding for the CareerSourceFV Career Centers to operate and expand One-Stop customer activities and resources, and
- ❖ Review and evaluate performance of the CareerSourceFV, One-Stop operator and other contracted providers.

The CareerSourceFV Board Staff will at a minimum:

- ❖ Assist the Local CEO and CareerSourceFV's board of directors with the development and submission of a single regional plan,
- ❖ Support CareerSourceFV's board of directors with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above,
- ❖ Provide operational and grant-specific guidance to the One-Stop operator and other contracted providers,
- ❖ Investigate and resolve elevated customer complaints and grievance issues,
- ❖ Prepare reports and recommendations to CareerSourceFV's board of directors and committees, and
- ❖ Oversee negotiations and maintenance of MOUs with the One-Stop Partners.

The One-Stop Operator will at a minimum:

- ❖ **Manage daily operations, including, but not limited to:**
 - **Managing and coordinating Partner and contracted provider responsibilities, as defined in this Agreement,**
 - **Managing hours of operations**
 - **Coordinating daily work schedules and work flow based upon operational needs, and**
 - **Coordinating staff vacations/unscheduled absences with the Center Manager to ensure service coverage by center staff.**

- ❖ **Assist CareerSourceFV in establishing and maintaining the CareerSourceFV Career Center network structure. This includes, but is not limited to:**
 - **Ensuring that State requirements for center certification are met and maintained,**
 - **Ensuring that career services as defined by the Act sec. 134 (c)(2) and approved by the CareerSourceFV board of directors are available and accessible,**
 - **Ensuring that CareerSourceFV's policies are implemented and adhered to,**
 - **Reinforcing strategic objectives of CareerSourceFV's board of directors to Partners, and**
 - **Ensuring staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.**

- ❖ **Integrate systems and coordinate services for the Center and its Partners, by placing priority on customer service.**

- ❖ **Integrated workforce service delivery, as defined by the Act, means organizing and implementing services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.**

- ❖ **Functional alignment including having One-Stop center staff who perform similar tasks serve on relevant functional teams, e.g. Customer Flow or Business Services.**

- ❖ **Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the propose, scope and requirements of each program.**

- ❖ **The services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another and there is a smooth customer flow to access the array of services available in the Career Center.**

- ❖ **Oversee and coordinate partner, program and CareerSourceFV's network performance. This includes, but is not limited to:**
 - **Providing and/or contributing to reports of center activities as requested by CareerSourceFV,**
 - **Providing input to the respective manager on the work performance of staff under their purview,**

- Notifying CareerSourceFV immediately of any staff leaving, disciplinary needs or changes in employee status,
 - Identifying and facilitating the timely resolution of complaints, problems and other issues,
 - Collaborating with CareerSourceFV on efforts designed to ensure the meeting of program performance measures
 - Ensuring open communication with the contracted providers and Partners in order to facilitate efficient and effective center operations, and
 - Evaluating customer satisfaction data and propose service strategy changes to CareerSourceFV based on findings.
- ❖ Manage fiscal responsibilities and records for the Center. This includes assisting CareerSourceFV with cost allocations and the maintenance and reconciliation of One-Stop center operation budgets.

Partner

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

- ❖ Effective communication, information sharing, and collaboration with the One-Stop operator and CareerSourceFV,
- ❖ Joint planning, policy development and system design processes,
- ❖ Commitment to the joint mission, vision, goals, strategies and performance measures,
- ❖ Leveraging of resources, including other public agency and non-profit organization services.
- ❖ Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- ❖ Participation in regularly scheduled Partner meetings to exchange information in support of the able and encourage program and staff integration.

IV. REFERRALS

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers and businesses. In order to facilitate such a system, Partners agree to:

- ❖ Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partner programs represented in the CareerSourceFV network.
- ❖ Development materials summarizing their program requirements and making them available for partners and customers,

- ❖ Develop and use common intake, eligibility determination, assessment, and registration forms where feasible,
- ❖ Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- ❖ Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- ❖ Commit to robust and ongoing communication required for an effective referral process, and
- ❖ Commit to actively follow up on the results of referrals and assuring that partner resources are being leveraged at an optimal level.

V. ACCESSIBILITY

Accessibility to the services provided by CareerSourceFV's network and all Partner agencies is essential to meeting the requirements of the CareerSourceFV's network. Job seekers and businesses must be able to access all information relevant to them via visits to CareerSourceFV's comprehensive center as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

VI. OUTREACH

CareerSourceFV and its Partners will develop and implement a strategic outreach plan that may include, but it not limited to:

- ❖ Specific steps to be taken by each partner,
- ❖ An outreach plan to the region's human resources professionals,
- ❖ An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- ❖ Sector strategies and career pathways
- ❖ Connections to registered apprenticeships
- ❖ A plan for messaging to internal audiences
- ❖ Regular use of social media
- ❖ Clear objectives and expected outcomes, and
- ❖ Leveraging of any statewide outreach materials relevant to the region.

VII. BUDGET

The goal of the operating budget is to develop a funding mechanism that:

- ❖ Establishes and maintains CareerSourceFV's workforce delivery system at a level that meets the needs of the job seekers and businesses in the region,

- ❖ Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
- ❖ Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
- ❖ Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs, and
- ❖ Ensures that costs are appropriately shared by determining contributions based on the proportionate use of CareerSourceFV's One-Stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

All costs included in this Agreement, allocated according to the Partner's proportionate use and relative benefits received, and will be reconciled on a regular, no less than annual, basis. The One-Stop operating budget is transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiated in good faith and sought to establish outcomes that are reasonable and fair.

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One-Stop Centers.

Below is the overall operating budget for CareerSourceFV's Career Centers:

Description	Budget
Background Screening	4,500
Equipment	5,000
Equipment/Other Rental	16,000
Facility Improvements	24,000
Office Supplies	12,500
Other Supplies	20,000
Postage & Freight	6,480
Rent-Daytona Beach	157,500
Rent-Flagler	68,000
Rent-Orange City	137,000
Repairs & Maintenance	60,737
Staff Development	25,000
Staff Travel	20,000
Telephone	15,000
Utilities	45,000
Total Budget	616,717
FTE	58
Cost per FTE	10,633.05

VIII. COST ALLOCATION METHODOLOGY

All required One-Stop career center Partners have agreed to provide access to their programs in the comprehensive center and contribute infrastructure costs to the CareerSourceFV network. These Partners are lined virtually through online services access to program staff member via cross-trained Career Center staff and other, physically co-located partner staff, who can provide information and referrals. NCCBA, as a required partner, will contribute to the cost of infrastructure and certain additional services.

CareerSourceFV selected the cost allocation bases to determine overall Partner contributions. This was done in an effort:

- a) To remedy the imbalance on non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the Career Center and relative benefit received.

As outlined in this Agreement, the costs of the infrastructure of CareerSourceFV's workforce delivery network will be funded in accordance with the requirements of Workforce Innovation and Opportunity Act of 2014; federal cost principles; and all other applicable legal requirements.

IX. PARTNER CONTRIBUTION

Below are the partner contribution costs:

1 FTE	Flat Fee 10,633
Partial FTE	Will be prorated based on the 10,633 For example, 1 day per week = 20% or 2,126.60
% of Registrants	Will be a percentage of the flat fee based on the 10,633 For example, 20% of estimated job seekers served fits partner's target group = 2,123.60

Based upon trends in the previous two program years, it is estimated in program year 17-18 that CareerSourceFV will serve 19,941.

Based upon trends in the previous two program years, it is estimated in program year 17-18 that the Partner's target population of job seekers aged 55 and older, will equal 20% of the total registrants served.

$20\% \times \$10,633 = \$2,127.00$

In addition, the Partner will be provided space in CareerSourceFV's Comprehensive Center at a value of \$5,300 per year (20 hours a week).

In place of paying a portion of the infrastructure costs, the Partner will provide at least 2 part-time Senior Community Service Employment Program training participants at a value of no less than \$7,427.00.

All CareerSourceFV Partners recognize that infrastructure costs are applicable to all required partners, whether they are physically located in the Career Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

TERM

The Term of this Agreement shall commence on November 1, 2017, through November 30, 2018 and will automatically renew annually for successive one-year terms, unless otherwise terminated by either party. The parties agree to review this Agreement no less than once every three-year period to ensure appropriate funding and delivery of services. This Agreement may be terminated for convenience at any time by either party upon thirty (30) days written notice.

X. AMENDMENTS AND MODIFICATIONS

Neither this Agreement nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

XI. MERGER

This Agreement constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all other prior understandings, agreements and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

XII. THIRD PARTY BENEFICIARY

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the Parties intend to directly or substantially benefit a third party by Agreement. The Parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against any of the Parties based upon this Agreement.

XIII. GOVERNANCE

The accountability and responsibility for the Career Center system's organizational activity and accomplishments will be with CareerSourceFV. Pursuant to the Act, CareerSourceFV shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with CareerSourceFV's Grievance/Complaint and Hearing/Appeal Procedures.

The Governor of the State of Florida has final resolution authority.

SIGNATURES

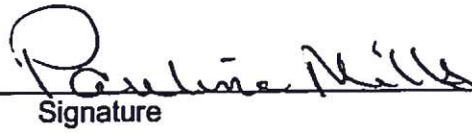
This Agreement is subject to and incorporates the following:

- a) Attachment I
 - i) General terms and conditions

IN WITNESS WHEREOF, the parties hereto have executed the Agreement as of the date set forth below.

CareerSource Flagler Volusia

The National Caucus and Center for Black Aging,
Inc.



Signature

Signature

Robin R. King
Name

Pauline Mills
Name

President/CEO
Title

State Program Coordinator
Title

11/14/2017
Date

Date

Infrastructure Funding Agreement and Memorandum of Understanding

By and between Workforce Development Board of Flagler and Volusia Counties, Inc., d.b.a.
CareerSource Flagler Volusia

and

Daytona State College

I. PARTIES

This Infrastructure Funding Agreement and Memorandum of Understanding (Agreement) is made pursuant to the Workforce Innovation and Opportunity Act of 2014, and is entered into by Daytona State College (Contractor) and CareerSource Flagler Volusia (CareerSourceFV).

The contact information for Contractor is as follows:

Name/Title: Dr. Thomas LoBasso, President
Telephone: 386.504.4408
Email: lobasst@daytonastate.edu

The contact information for CareerSourceFV is as follows:

Name/Title: Robin R. King, President/CEO
Telephone: 386.323.7077
Email: robinking@careersourcefv.com

II. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 (Act) is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer delivery system. The One-Stop System assures coordination between the activities authorized in and linked to the Act.

The Act requires Local Workforce Development Boards (LWDB) to develop and finalize Infrastructure Funding Agreements (IFA) with all required Contractors that carry out their programs in the local area.

The purpose of this Agreement is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One-Stop customer delivery system and to establish access to Contractor's services through the local comprehensive Career Center located in Orange City.

The Parties to this Agreement agree that joint funding and accessibility are necessary pieces of the foundation for an integrated service delivery system.

III. ROLES AND RESPONSIBILITIES

CareerSourceFV, the LWDB, ensures the workforce-related needs of businesses, workers, and job seekers in the region are met, to the maximum extent possible with available resources.

The CareerSourceFV Board of Directors will at a minimum:

- ❖ In agreement with the Local Chief Elected Officials (CEO) and other applicable Contractors within the region, develop and submit a LWDB plan that includes a description of the activities that shall be undertaken by CareerSourceFV and its Contractors, and that aligns its strategic vision, goals, objectives, workforce-related policies to the regional plan and economy.
- ❖ In agreement with the Local CEO and other applicable Contractors within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies.
- ❖ In cooperation with the Local CEO, design and approve the CareerSourceFV Career Center structure. This includes, but is not limited to:
 - Adequate, sufficient, and accessible One-Stop center location and facilities,
 - Sufficient numbers and types of providers of career and training services,
 - A holistic system of supporting services,
 - One comprehensive One-Stop Center, and
 - A competitively procured One-Stop Operator.
- ❖ Determine the role and day-to-day duties of the One-Stop operator and other contracted providers.
- ❖ Approval annual budget allocations for the operation of the CareerSourceFV Career Centers.
- ❖ Work with the One-Stop operator recruit operational Contractors and negotiate MOUs with new Contractors
- ❖ Leverage additional funding for the CareerSourceFV Career Centers to operate and expand One-Stop customer activities and resources, and
- ❖ Review and evaluate performance of the CareerSourceFV, One-Stop operator and other contracted providers.

The CareerSourceFV Board Staff will at a minimum:

- ❖ Assist the Local CEO and CareerSourceFV's board of directors with the development and submission of a single regional plan,
- ❖ Support CareerSourceFV's board of directors with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above,
- ❖ Provide operational and grant-specific guidance to the One-Stop operator and other contracted providers,
- ❖ Investigate and resolve elevated customer complaints and grievance issues,
- ❖ Prepare reports and recommendations to CareerSourceFV's board of directors and committees, and
- ❖ Oversee negotiations and maintenance of MOUs with the One-Stop Contractors.

The One-Stop Operator will at a minimum:

- ❖ Manage daily operations, including, but not limited to:
 - Managing and coordinating Contractor and contracted provider responsibilities, as defined in this Agreement,
 - Managing hours of operations
 - Coordinating daily work schedules and work flow based upon operational needs, and
 - Coordinating staff vacations/unscheduled absences with the Center Manager to ensure service coverage by center staff.
- ❖ Assist CareerSourceFV in establishing and maintaining the CareerSourceFV Career Center network structure. This includes, but is not limited to:
 - Ensuring that State requirements for center certification are met and maintained,
 - Ensuring that career services as defined by the Act sec. 134 (c)(2) and approved by the CareerSourceFV board of directors are available and accessible,
 - Ensuring that CareerSourceFV's policies are implemented and adhered to,
 - Reinforcing strategic objectives of CareerSourceFV's board of directors to Contractors, and
 - Ensuring staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.
- ❖ Integrate systems and coordinate services for the Center and its Contractors, by placing priority on customer service.
- ❖ Integrated workforce service delivery, as defined by the Act, means organizing and implementing services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.
- ❖ Functional alignment including having One-Stop center staff who perform similar tasks serve on relevant functional teams, e.g. Customer Flow or Business Services.
- ❖ Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the propose, scope and requirements of each program.
- ❖ The services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another and there is a smooth customer flow to access the array of services available in the Career Center.
- ❖ Oversee and coordinate Contractor, program and CareerSourceFV's network performance. This includes, but is not limited to:
 - Providing and/or contributing to reports of center activities as requested by CareerSourceFV,
 - Providing input to the respective manager on the work performance of staff under their purview,

- Notifying CareerSourceFV immediately of any staff leaving, disciplinary needs or changes in employee status,
 - Identifying and facilitating the timely resolution of complaints, problems and other issues,
 - Collaborating with CareerSourceFV on efforts designed to ensure the meeting of program performance measures
 - Ensuring open communication with the contracted providers and Contractors in order to facilitate efficient and effective center operations, and
 - Evaluating customer satisfaction data and propose service strategy changes to CareerSourceFV based on findings.
- ❖ Manage fiscal responsibilities and records for the Center. This includes assisting CareerSourceFV with cost allocations and the maintenance and reconciliation of One-Stop center operation budgets.

Contractor

The Contractor commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Contractor will further promote system integration to the maximum extent feasible through:

- ❖ Effective communication, information sharing, and collaboration with the One-Stop operator and CareerSourceFV,
- ❖ Joint planning, policy development and system design processes,
- ❖ Commitment to the joint mission, vision, goals, strategies and performance measures,
- ❖ Leveraging of resources, including other public agency and non-profit organization services.
- ❖ Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- ❖ Participation in regularly scheduled Contractor meetings to exchange information in support of the able and encourage program and staff integration.

IV. REFERRALS

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers and businesses. In order to facilitate such a system, Contractors agree to:

- ❖ Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Contractor programs represented in the CareerSourceFV network.
- ❖ Development materials summarizing their program requirements and making them available for Contractors and customers,

- ❖ Develop and use common intake, eligibility determination, assessment, and registration forms where feasible,
- ❖ Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Contractor programs,
- ❖ Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- ❖ Commit to robust and ongoing communication required for an effective referral process, and
- ❖ Commit to actively follow up on the results of referrals and assuring that Contractor resources are being leveraged at an optimal level.

V. ACCESSIBILITY

Accessibility to the services provided by CareerSourceFV's network and all Contractor agencies is essential to meeting the requirements of the CareerSourceFV's network. Job seekers and businesses must be able to access all information relevant to them via visits to CareerSourceFV's comprehensive center as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

VI. OUTREACH

CareerSourceFV and its Contractors will develop and implement a strategic outreach plan that may include, but it not limited to:

- ❖ Specific steps to be taken by each Contractor,
- ❖ An outreach plan to the region's human resources professionals,
- ❖ An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- ❖ Sector strategies and career pathways
- ❖ Connections to registered apprenticeships
- ❖ A plan for messaging to internal audiences
- ❖ Regular use of social media
- ❖ Clear objectives and expected outcomes, and
- ❖ Leveraging of any statewide outreach materials relevant to the region.

VII. BUDGET

The goal of the operating budget is to develop a funding mechanism that:

- ❖ Establishes and maintains CareerSourceFV's workforce delivery system at a level that meets the needs of the job seekers and businesses in the region,

- ❖ Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Contractors (thereby improving each program's effectiveness),
- ❖ Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
- ❖ Reduces overhead costs for any one Contractor by streamlining and sharing financial, procurement, and facility costs, and
- ❖ Ensures that costs are appropriately shared by determining contributions based on the proportionate use of CareerSourceFV's One-Stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

All costs included in this Agreement, allocated according to the Contractor's proportionate use and relative benefits received, and will be reconciled on a regular, no less than annual, basis. The One-Stop operating budget is transparent and negotiated among Contractors on an equitable basis to ensure costs are shared appropriately. All Contractors negotiated in good faith and sought to establish outcomes that are reasonable and fair.

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One-Stop Centers.

Below is the overall operating budget for CareerSourceFV's Career Centers:

Description	Budget
Background Screening	4,500
Equipment	5,000
Equipment/Other Rental	16,000
Facility Improvements	24,000
Office Supplies	12,500
Other Supplies	20,000
Postage & Freight	6,480
Rent-Daytona Beach	157,500
Rent-Flagler	68,000
Rent-Orange City	137,000
Repairs & Maintenance	60,737
Staff Development	25,000
Staff Travel	20,000
Telephone	15,000
Utilities	45,000
Total Budget	<u>616,717</u>
FTE	58
Cost per FTE	10,633.05

VIII. COST ALLOCATION METHODOLOGY

All required One-Stop career center Contractors have agreed to provide access to their programs in the comprehensive center and contribute infrastructure costs to the CareerSourceFV network. These Contractors are lined virtually through online services access to program staff member via cross-trained Career Center staff and other, physically co-located Contractor staff, who can provide information and referrals. The (NAME OF CONTRACTOR), as a required Contractor, must contribute to the cost of infrastructure and certain additional services.

CareerSourceFV selected the cost allocation bases to determine overall Contractor contributions. This was done in an effort:

- a) To remedy the imbalance on non-physically represented Contractors, and
- b) To comply with the requirement of Contractors' contributions having to be in proportion to the Contractors' use of the Career Center and relative benefit received.

As outlined in this Agreement, the costs of the infrastructure of CareerSourceFV's workforce delivery network will be funded in accordance with the requirements of Workforce Innovation and Opportunity Act of 2014; federal cost principles; and all other applicable legal requirements.

IX. CONTRACTOR CONTRIBUTION

Below is the Contractor contribution costs:

1 FTE	Flat Fee 10,633
Partial FTE	Will be prorated based on the 10,633 For example, 1 day per week = 20% or 2,126.60
% of Registrants	Will be a percentage of the flat fee based on the 10,633 For example, 20% of estimated job seekers served fits Contractor's target group = 2,123.60

Based upon trends in the previous two program years, it is estimated in program year 17-18 that CareerSourceFV will serve 19,941.

Based upon trends in the previous two program years, it is estimated in program year 17-18 that the Contractor's target population of job seekers with less than a high school diploma, will equal 8.3% of the total registrants served and those with a high school diploma or with some Contractor will equal 53.7% of the total registrants served.

$8.3\% \times 10,633 = 882.54$ for Adult Education

To cover these costs, the Contractor will provide ABE, GED and ESOL classes at CareerSource Flagler Volusia's comprehensive Center. DSC will waive tuition and provide books for eligible students.

$53.7\% \times 10,633 = 5,706.73$ for Career and Technical Education.

To cover these costs, the Contractor will provide space at its classes at New Smyrna Beach Campus to CareerSourceFV staff who will provide case management services to students participating in career and technical education courses.

All CareerSourceFV Contractors recognize that infrastructure costs are applicable to all required Contractors, whether they are physically located in the Career Center or not. Each Contractor's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Contractor programs' authorizing laws and regulations and the Uniform Guidance.

X. TERM

The Term of this Agreement shall commence on December 31, 2017, through November 30, 2018 and will automatically renew annually for successive one-year terms, unless otherwise terminated by either party. The parties agree to review this Agreement no less than once every three-year period to ensure appropriate funding and delivery of services. This Agreement may be terminated for convenience at any time by either party upon thirty (30) days written notice.

XI. AMENDMENTS AND MODIFICATIONS

Neither this Agreement nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

XII. MERGER

This Agreement constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all other prior understandings, agreements and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

XIII. THIRD PARTY BENEFICIARY

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the Parties intend to directly or substantially benefit a third party by Agreement. The Parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against any of the Parties based upon this Agreement.

XIV. GOVERNANCE

XV. The accountability and responsibility for the Career Center system's organizational activity and accomplishments will be with CareerSourceFV. Pursuant to the Act, CareerSourceFV shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with CareerSourceFV's Grievance/Complaint and Hearing/Appeal Procedures.

The Governor of the State of Florida has final resolution authority.

SIGNATURES

This Agreement is subject to and incorporates the following:

- a) Attachment I
 - i) General terms and conditions

IN WITNESS WHEREOF, the parties hereto have executed the Agreement as of the date set forth below.

Approved by:

CareerSource Flagler Volusia



Signature

Robin R. King

Name

President/CEO

Title

Date

1/29/2018

Approved by Contractor

Daytona State College



Signature

Dr. Thomas LoBasso

Name

President

Title

Date

1/26/18

CONTRACTOR TERMS AND CONDITIONS

I General Description of Workforce Delivery System

Title I of WIOA assigns responsibilities at the local, State and Federal level to ensure the creation and maintenance of a Workforce delivery system that enhances the range and quality of workforce development services that are accessible to individuals seeking assistance.

In general, the Workforce System is a structure under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams (herein referred to as "Contractors") collaborate to create a coordinated delivery of service that will enhance access to program services and improve long-term employment outcomes for individuals receiving assistance.

The Workforce System in Volusia and Flagler Counties provides access to numerous workforce investment and educational and other human resource services, activities and programs. Rather than requiring individuals and businesses to seek workforce development information and services at several different locations, CareerSource Flagler Volusia (CareerSourceFV) and its Contractors will strive to simplify and expand access to services for job seekers and employers.

As providers in the Workforce System, all Contractors will be required to provide services through this system.

II Role and Responsibilities of Contractors

The Contractors to this agreement will work closely together to ensure that all CareerSourceFV Career Centers are high-performing work places with staff who will ensure quality of service.

I All Contractors to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352)
- Section 504 of the Rehabilitation Act of 1973, as amended,
- The Americans with Disabilities Act of 1990 (Public Law 101-336)
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression, and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part99),
- Confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603),
- All amendments to each, and
- All requirements imposed by the regulations issued pursuant to these acts.

III Seamless Workforce System

I Contractors will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the One-Stop Operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures,
- The design and use of common intake, assessment, referral, and case management processes,
- The use of common and/or linked data management systems and data sharing methods as appropriate,
- Leveraging of resources, including other public agency and non-profit organization services,
- Participating in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in regularly scheduled Contractor meetings to exchange information in support of the above and encourage program and staff integration.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

II Additionally, all Contractors shall:

- Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Contractor Services section above,
- Agree that the provisions contained herein are made of subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Contractors relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and
- Agree that all equipment and furniture purchased by any Contractor for purposes described herein shall remain the property of the purchaser after the termination of this agreement.
- Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
- Those law, regulations, and policies are enforced properly,
- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
- Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
- All MOU terms and conditions are fulfilled.

IV *Monitoring*

CareerSourceFV, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

- Federal awards are used for authorized purposes in compliance with law, regulations,

and State policies,

- Those laws, regulations, and policies are enforced properly,
- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
- Appropriate procedures and internal controls are maintained, and recorded retention policies are followed and,
- All MOU terms and conditions are fulfilled.

All Contractors to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

V Non-Discrimination and Equal Opportunity

All Contractors to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability or a qualified individual with a disability.

The Contractors specifically agree that they will comply with section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to, 29 CFR Part 37 and 38.

VI Indemnification

All Contractors to the MOU recognize the Agreement consists of various levels of government, not-for-profit, and for-profit entities. Each Contractor to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Contractor assumes any responsibility for any other Contractor, State, or non-State, for the consequences of any act or omission of any third Contractor. The Contractors acknowledge CareerSourceFV and the One-Stop Operator have no responsibility and/or liability for any actions of the Career Center employees, agents, and/or assignees. Likewise, the Contractors have no responsibility and/or liability for any actions of CareerSourceFV or the One-Stop Operator.

VII Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

VIII Clear Air Act and Environmental Protection

All Contractors will adhere to the all applicable standards, orders or requirements issued under Sections 300 and 508 of the Clear Air Act, Executive Order 11738, the Federal Water Pollution Control Act and Environmental Protection Agency regulations.

IX Drug and Alcohol-Free Workplace

All Contractors to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq. and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

X Complaints and Grievances

All Contractors will adhere to the Complaint and Grievance Procedures outlined in CareerSourceFV's policies.

XI Certification Regarding Lobbying

All Contractors shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Contractors shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XII Debarment and Suspension

All Contractors shall comply with the debarment and suspension requirements (E.O. 12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XIII Priority of Service

All Contractors certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Contractors will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XIV Buy American Provision

Each Contractor that receives funds made available under title I or II of WIOA or under the Wagner-Peyser Act (29 U.S.C. Section 49, et. seq) certified that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the "Buy American Act".) and referenced in WIOA Section 502 and 20 CFR 683.200(f).

XV Salary Compensation and Bonus Limitation

Each Contractor certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGL 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, TEGL 17-15, Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Activities Program Allotments for Program Year (PY) 2016; Final PY 2016 Allotments

for the Wagner-Peyser Act Employment Services (ES) Program Allotments; and Workforce Information Grants to States Allotments for PY 2016, Public Laws 114-113 (Division H, title I, Section 105) and 114-223, and WIOA section 194(15)(A), restricting the use of federal grant funds for compensation and bonuses of an individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II.

XVI Non-Assignment

Except as otherwise indicated herein, no Contractor may, during the term of this MOU or any renewals or extensions of this MOU, assign or subcontract all or any part of the MOU without prior written consent of all other Contractors.

XVII Governing Law

This MOU will be construed, interpreted, and enforced according to the laws of the State of Any State. All Contractors shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

XVIII Methods of Internal Referral

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services, and program need, to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, jobseekers, and employers. In order to facilitate such a system, Contractors agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Contractor's programs represented in the local American Job Center network,
- Develop materials summarizing their program requirements and making them available for Contractors and customers, provide a paragraph regarding a description of services with website link to organization/entity to be placed on CSP website for ease and consistency of referrals.
- Develop and utilize common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Contractor programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to actively follow up on the results of referrals and assuring that Contractor resources are being leveraged at an optimal level.

XIX Data Sharing

Contractors agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

Contractors further agree that the collection, use, and disclosure of customers' personally

identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Contractors acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

III All data, including customer PII, collected, used, and disclosed by Contractors will be subject to the following:

- Customer PII will be properly secured in accordance with CareerSourceFV's policies and procedures regarding the safeguarding of PII.
- The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- Customer data may be shared with other programs, for those programs' purposes, within the American Job Center network only after the informed written consent of the individual has been obtained, where required.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.

All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All Career Center and Contractor staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

XX *Ownership of Property*

Any items or documents produced or purchased under the terms of this MOU shall remain the property of CareerSourceFV unless otherwise specified in writing. This shall include data, copyrighted and patented materials first produced or delivered under this agreement.

XXI *Records Retention and Maintenance*

All recipients of federal financial assistance under the WIOA shall provide access to all documents, papers, letters, or other materials, prepared or received by the recipient regarding the subject matter of the agreement, to the Program Review Unit, Office of Workforce Program Development and Guidance, and to the Office for Civil Rights upon request. Staff from the Program Review Unit and the Office for Civil Rights shall have the right to review and copy all such material for use in determining compliance with the nondiscrimination and equal opportunity provisions of the WIOA.

XXII *Confidentiality*

All Contractors expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as

but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Contractor shall respect and abide by the confidentiality policies and legal requirements of all of the other Contractors.

Each Contractor will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Contractor will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Contractor expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Contractors for the Contractors' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

XXIII Career Center Staffing

All staff assigned to work in the Career Center, including youth programs, shall be mutually acceptable to CareerSourceFV and the Contractor represented. All dress code and etiquette provisions of the CareerSourceFV Operational Manual shall be observed.

XXIV Background Checks

Each Contractor is responsible for conducting criminal background checks on all of their assigned staff that will work within the Career Centers as a means of promoting a safe work environment. All Contractors are responsible for completing a criminal background check for all employees in accordance with the provisions of section 604(b)(2)(A) of the Fair Credit Reporting Act (FCRA) (Title II, Subtitle D Chapter I, Public Law 104-208). Background check reports are due to CareerSourceFV within ten (10) days of hire.

XXV Compliance with Acts relating to Work and Safety

The Contractor shall comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. 276a to 276a7), the Copeland Act 940 U.S.C. 276c and 18 U.S.C. 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333), regarding labor standards for federally assisted construction agreements.

XXVI Insurance

All Contractors will maintain workers' compensation insurance as required by law, which shall inure to the benefit of all the Contractor's personnel performing services under this MOU.

All Contractors must provide a certificate of insurance for comprehensive general public liability insurance with combined single limit coverage of at least \$1,000,000 or submit a certification that they are self-insured.

The insurance required by this Section shall be maintained at all times during the course of the MOU for the entire period hereof, and CareerSourceFV must be given written notice by registered mail at least thirty (30) days in advance of any adverse modification or termination of any insurance.

XXVII Applicability of Federal, State and Local Laws

Notwithstanding any term or condition of the Contract to the contrary, it is understood by all parties hereto that nothing in this Contract will relieve any of the parties from adherence to applicable Federal, State and local laws and regulations.

XXVIII Hold Harmless

Both parties further agree to hold and save the other party, its officers, agents and employees harmless from liability of any nature or kind, including costs and expenses for, or on account of, any or all suits for damages sustained by any persons or property resulting in whole or in part from the negligent performance or omission of any employee, agent or representative of the Sub-Recipient/Contractor. This includes court costs and attorney's fees incurred by CareerSourceFV. In addition, either party shall hold harmless the other party with respect to any damages for bodily injury, illness or other losses.

INTERLOCAL AGREEMENT BETWEEN THE COUNTY OF VOLUSIA, FLAGLER COUNTY, AND THE WORKFORCE DEVELOPMENT BOARD OF FLAGLER AND VOLUSIA COUNTIES, INC., D/B/A CAREERSOURCE FLAGLER VOLUSIA REGARDING THE LOCAL WORKFORCE DEVELOPMENT AREA

THIS AGREEMENT, entered into by and between the following parties: Flagler County, and the County of Volusia, political subdivisions of the State of Florida, hereinafter referred to as the "COUNTIES," and the Workforce Development Board of Flagler and Volusia Counties, Inc., d/b/a CareerSource Flagler Volusia, hereinafter referred to as ("CareerSourceFV"), a Florida nonprofit corporation, in its capacity as the Local Workforce Development Area (LWDA) created and existing under Chapter 445, Florida Statutes.

WHEREAS, the Workforce Investment Act of 1998, Public Law 105-220 ("WIA") authorized expenditures of federal funds for workforce development programs in areas of the state designated by the Governor as a Local Workforce Development Area;

WHEREAS, "The Workforce Innovation Act of 2000" ("Workforce Innovation Act"), as last amended by chapter 2016-216, Laws of Florida, codified at Chapter 445, Florida Statutes (2016), further delineates the roles and responsibilities of all parties in the expenditure of federal funds for workforce development programs in such designated areas;

WHEREAS, the Workforce Innovation and Opportunity Act of 2014 ("WIOA"), Public Law 113-128 supersedes the Workforce Investment Act of 1998 and grandfathers-in the current workforce areas designated by the Governor of the State of Florida based on meeting performance requirements;

WHEREAS, the COUNTIES have been designated by the Governor of the State of Florida as a Local Workforce Area;

WHEREAS, the Workforce Innovation Act and WIOA require the chief local elected officials of each designated Local Workforce Development Area to establish a local workforce development board;

WHEREAS, section 445.007(1), Florida Statutes (2016), provides that the membership of local workforce development boards to be consistent with the Workforce Innovation and Opportunity Act of 2014, Pub. L. No. 113-128, Title I, s. 107(b);

WHEREAS, CareerSourceFV has requested and received certification as the Local Workforce Development Area Workforce Development Board by CareerSource Florida, the State of Florida Workforce Development Board;

WHEREAS, the Department of Economic Opportunity (DEO), under the direction of CareerSource Florida, shall review and certify that CareerSourceFV complies with state and federal law;

WHEREAS, the COUNTIES previously entered into an Interlocal Agreement in 2012 defining their respective duties and responsibilities ("2012 Interlocal Agreement");

WHEREAS, CareerSourceFV is required to submit its strategic plan and annual budget, as approved by the COUNTIES and/or their designee, to CareerSource Florida for review and approval; and then to the Department of Economic Opportunity for review and approval; and

WHEREAS, the COUNTIES and CareerSourceFV desire to amend and clarify the terms of the 2012 Interlocal Agreement to define the scope of their relationship and their respective duties and

responsibilities for the administration and operation of workforce programs within the Local Workforce Development Area under the WIOA law, as provided herein.

NOW THEREFORE, in consideration of the above and the mutual covenants herein, the parties hereto agree as follows:

I. Purpose.

The purpose of this Agreement is to establish and maintain a partnership to carry out the requirements of the Workforce Innovation and Opportunity Act of 2014 (Public Law 113-128), the Workforce Innovation Act of 2000 (Chapter 445, Florida Statutes (2000) as amended by Chapters 2012-29, 2013-36 and 2016-216, Laws of Florida, federal and state regulations, and any future federal and state workforce initiatives, and laws (hereinafter the "Acts").

II. Development of the Four-Year Local Services Plan: (Section 108(a)).

Pursuant to WIOA and in accordance with the requirements established by the Governor of the State of Florida, CareerSourceFV shall develop the Four Year Local Plan, as required, and shall present said plans to the COUNTIES for review and approval. Upon approval and execution of the plans by the COUNTIES when required by the Acts, acting through the respective Board of County Commissioners or County Council, or their designees, the plans will be submitted to the proper funding authorities by CareerSourceFV.

III. Duties and Responsibilities of CareerSourceFV.

The COUNTIES hereby designate CareerSourceFV as the local sub-grant recipient and local fiscal agent for all Workforce Innovation and Opportunity Act funds and other workforce development programs operating within the Local Workforce Development Area (the "Program"). In that capacity, CareerSourceFV shall act as its own administrative entity, and be responsible for all Program activities as required by the Acts, including and/or subject to the following:

- A. CareerSourceFV shall employ personnel to carry out the effective and efficient operation of the Program, as defined in the Workforce Local Plan, and to provide necessary technical assistance to any sub-grantee's providing services under the guidance of the Board and acting in partnership with the COUNTIES as provided herein.
- B. CareerSourceFV Board shall select a Chief Executive Officer of sufficient competence and experience to organize and train such staff as necessary to conduct the functions and operations of the fiscal and administrative entity as provided herein.
- C. CareerSourceFV, through the actions of said personnel, as authorized, approved or directed by the CareerSourceFV Board of Directors, shall:
 - 1. Prepare planning documents required by applicable state and federal law and, after any required approval by the COUNTIES, submit them to the appropriate funding authorities for approval;
 - 2. Prepare and submit for approval by the COUNTIES, an annual budget for the proper expenditure of all funds allocated to CareerSourceFV;

3. Direct the receipt and expenditure of funds in accordance with the Acts, this Agreement, approved local plans and budget, and/or all applicable Federal, State or Local Laws;
4. Execute contracts, sub-grants and other agreements necessary to carry out the programs authorized by CareerSource Florida and DEO, including making the designation of the One Stop Operator, selecting and designating youth service providers, identifying eligible providers of adult and dislocated worker intensive and training services, and maintaining a list of those providers with performance and cost information;
5. Reach agreement with the Governor and CareerSource Florida on local performance measures;
6. Provide policy guidance and program procedures for program management, planning, operation, evaluation and other necessary functions;
7. Evaluate program performance and determine whether there is a need to reallocate program resources and to modify the grant agreement with the State of Florida Department of Economic Opportunity;
8. Establish and maintain such committees as determined by the CareerSourceFV Board of Directors;
9. Establish and maintain in force agreements with each of the required local One Stop Partner agencies;
10. As the fiscal agent, collect, account for, invest and expend Program income generated by Program activities pursuant to the Acts and State of Florida requirements and approved CareerSourceFV bylaws, procurement policies, finance and accounting policies;
11. Conduct oversight with respect to activities, programs and expenditures under WIOA and such other federal programs that assign responsibility for oversight over programs, activities and expenditures. Oversight shall include monitoring related to administrative costs, avoiding duplicated services, providing career counseling, working with economic development, providing equal access, and ensuring compliance and accountability to meet performance outcomes;
12. Enforce all agreements and take action against any sub-recipient or vendor for abuse in the programs in order to protect the funds and the integrity of the program, subject to final approval or ratification by the CareerSourceFV Board of Directors;
13. Coordinate workforce investment activities with economic development strategies locally and develop strong employer linkages;
14. Promote private sector involvement in the statewide workforce investment system through effective brokering, connecting and coaching activities through

intermediaries in the local area or through other organizations to assist employers in meeting hiring needs;

15. Develop and administer a system to hear and resolve all grievances or complaints filed by participants, subcontractors or other interested parties as required by the Acts, Regulations or State Laws, subject to approval by the respective Board of County Commissioners and County Council when approving the Workforce Services Plan;
 16. Develop fiscal controls, accounting, audit and debt collection procedures to assure the proper disbursement of, and accounting for, funds received under WIOA, with at least fifty percent (50%) of the Title I funds for Adults and Dislocated Workers that are passed through to CareerSourceFV and allocated to and expended on Individual Training Accounts unless a waiver is granted for a lower percentage by CareerSource Florida;
 17. Make available to the COUNTIES and the general public through its website, www.careersourcefv.com, the audit conducted in accordance with OMB Super Circular 900 200 annually;
 18. Perform any other functions as necessary or appropriate to meet its responsibility for the operation of the Program; and
 19. If applicable, maintain insurance coverage as may be required to protect the COUNTIES during the performance of this agreement.
- D. CareerSourceFV shall have authority to seek, compete for and secure other sources of funding consistent with and in accordance with its purpose and for such other purposes as CareerSourceFV Board may deem appropriate and necessary.
- E. CareerSourceFV shall perform or cause to have performed internal audits and monitoring of all funds as required by the Acts and in accordance with the provisions of paragraph IV.D.9. herein; shall satisfactorily resolve any questions or problems arising from said audits and monitoring; and present audit and monitoring findings directly to the Audit Committee and COUNTIES.
- F. CareerSourceFV shall adopt such procedures to ensure compliance with applicable conflict of interest and public meetings laws. Members of the CareerSourceFV Board of Directors shall ensure there is no conflict of interest in the voting actions of the CareerSourceFV Board or its members with respect to all activities by complying with all disclosure, conflict of interest statutes, and other regulations and guidelines, as well as complying with all public meeting requirements, notifications and restrictions as prescribed by law.
- G. In order to exercise its independent Program oversight, CareerSourceFV shall not serve as the one stop operator and/or a direct service provider of certain components or all components of workforce services unless deemed necessary by the CareerSourceFV Board of Directors.
- H. CareerSourceFV shall promote and solicit participation by the business community in the program in order to maximize services to eligible residents of the area.

- I. CareerSourceFV shall collect or have collected appropriate labor market information to determine business and industry needs for specific job categories in the COUNTIES.
- J. CareerSourceFV shall approve, in conjunction with the respective Board of County Commissioners and County Council, all plans as may be required under the Wagner Peyser (employment services) Act.
- K. CareerSourceFV shall exert every reasonable and necessary effort to resolve disagreements between CareerSourceFV and the COUNTIES.
- L. CareerSourceFV shall comply with all the filing and other requirements mandated by the Florida not-for-profit corporation statutes, and applicable IRS regulations and filings.
- M. CareerSourceFV shall complete and submit all assurances and certifications as required by the funding sources.

IV. Chief Elected Officials.

- A. County of Volusia. For the County of Volusia, the term “chief elected official,” as used and defined in the WIOA, the Workforce Innovation Act, and this Agreement, shall mean and refer to the Volusia County Council, unless otherwise so designated by such council.
- B. Flagler County. For Flagler County, the term “chief elected official,” as used and defined in the WIOA, the Workforce Innovation Act, and this Agreement, shall mean and refer to the Flagler County Board of Commissioners, unless otherwise so designated by such board.
- C. Chief Elected Officials. The term “chief elected officials,” when used in the plural, shall collectively mean and refer to the governing boards of the counties of Volusia and Flagler as identified in paragraphs IV.(A) and (B) *supra*.
- D. Duties and Authority. The parties to this Agreement authorize the chief elected official to jointly exercise all decision-making powers necessary to fulfill the role of the chief elected official as contemplated in the WIOA, the Workforce innovation Act, and any rules and/or regulations pertaining thereto. Such authority shall include the authority to:
 - 1. Appoint and reappoint representatives to the CareerSourceFV Board of Directors pursuant to section 107(b) of the WIOA, and section 445.007, Florida Statutes (2016). Pursuant to section 445.007(2)(b), Florida Statutes, the Governor of the State of Florida may remove an appointed member for cause for the acts more fully set forth in section 445.007(2)(b), and elsewhere in chapter 445, Florida Statutes (2016);
 - 2. Enter into an agreement or agreements with CareerSourceFV, or whichever other authority may lawfully constitute the local workforce development board for Local Workforce Development Area, to determine the selection of a grant recipient responsible for administering the local plan described in section 108(a) of the WIOA, (29 USC section 3123(a)) and determine a process for the development of such local plan as described in section 108(d) of the WIOA (29 USC section 3123(d));

3. Designate an entity to serve as a local grant recipient for such funds or as a local fiscal agent as specified in section 107(d)(12)(B)(i)(II) of the WIOA (29 USC section 3122(d)(12)(B)(i)(II));
4. Together with CareerSourceFV, review and approve all local plans developed pursuant to section 108 of the WIOA (29 USC section 3123) and jointly submit such plans to the Governor of the state of Florida;
5. Maintain communication with CareerSourceFV necessary to carry out the objectives of this agreement;
6. Consult from time to time and on a continuing basis with CareerSourceFV or as either of the parties requests;
7. Exercise approval authority, which will not be unreasonably withheld, over the budget adopted by CareerSourceFV for final submittal and approval to CareerSource Florida and then the Department of Economic Opportunity;
8. Provide such Program oversight to ensure the effective and efficient delivery of all services as provided for in accordance with this Agreement, CareerSourceFV's approved plans, and as defined in the WIOA;
9. Exercise approval authority and review of the annual audit as conducted over CareerSourceFV for final submittal to the proper funding authorities by CareerSourceFV;
10. Review, make recommendations, and approve, in its reasonable discretion, all plans as may be required under the WIOA;
11. Take prompt corrective action as it determines appropriate in its reasonable discretion when necessary to comply with the Acts, or to assure that performance standards are met;
12. Ensure, through CareerSourceFV Board meetings and CareerSourceFV staff presentations, as well as approval of CareerSourceFV policies, reports and other agreements, that CareerSourceFV has and maintains adequate administration, controls and management for funds and programs handled by CareerSourceFV including, but not limited to, such activities as receipts and disbursement of funds, monitoring, evaluation and contracting;
13. Perform any other duties and take any action as may be necessary and appropriate for the accomplishment of those duties and responsibilities assigned to or required of the chief elected official pursuant to the WIOA, the Workforce Innovation Act, and any duly adopted laws or regulations pertaining thereto;
14. Perform any other duties or take any action as may be necessary and appropriate to carry out the intent of the WIOA, the Workforce Innovation Act, and this Agreement to the extent that such actions and performance are consistent with this Agreement and those laws pertaining thereto;

15. Exert every necessary and reasonable effort to resolve disagreements between CareerSourceFV and the COUNTIES; and
 16. Establish by-laws consistent with State policy for local workforce development board membership pursuant to 20 C.F.R. 679.310.
- E. Nominations and Appointment. Members of the CareerSourceFV Board shall be nominated by those agencies as may be mandated pursuant to the WIOA and Chapter 445, Florida Statutes; otherwise, CareerSourceFV administrative staff shall make or collect any such nominations as may be necessary. CareerSourceFV staff shall be responsible for acting on behalf of the chief elected officials in soliciting, collecting, and submitting all necessary, appropriate, and qualified nominees to the chief elected officials for final approval and subsequent appointment. Upon successfully soliciting and identifying all necessary nominees, CareerSourceFV staff shall present the names of any such nominees to the chief elected officials at their respective public meetings, where the chief elected officials may reject or approve such nominees for appointment to the CareerSourceFV board. Nominees must be approved by both the Volusia County Council and the Flagler County Commission to be appointed to the CareerSourceFV board, and approval from both governing boards shall result in such appointment. If a nominee is rejected by one or both of the boards, the nominee shall be withdrawn, and CareerSourceFV staff shall, in a timely manner, solicit and select another qualified nominee to be presented to both boards at their respective meetings for approval. Nothing herein shall preclude the CareerSourceFV staff or anyone else tasked with collecting and soliciting nominees from simultaneously soliciting more than one nominee for a single CareerSourceFV board membership to be proffered to the chief elected officials as a backup nominee in the event that a primary nominee is rejected. Regardless of the foregoing, the chief elected officials of the counties of Volusia and Flagler reserve the right to forego utilizing the services of the CareerSourceFV staff in soliciting, selecting, and presenting nominees for approval and appointment, and may, via their respective designees, directly solicit CareerSourceFV board nominations from appropriate agencies for presentation to the chief elected officials for approval and appointment, or, if appropriate, directly nominate, approve, and jointly appoint members to the CareerSourceFV board.
1. Minimum Representation. At a minimum, the CareerSourceFV Board shall contain at least five (5) members who are residents of Flagler County and who are also active in their representative field(s) within Flagler County and at least fifteen (15) members who are residents of Volusia County and who are also active in their representative field(s) within Volusia County.
 2. Vacancies. Any vacancy in the membership of the CareerSourceFV board shall be filled in the same manner as provided in IV.E. *supra*.
 3. Members of Governing Bodies on the CareerSourceFV Board. CareerSourceFV staff and the chief elected officials shall nominate and include at least one member of the governing board of each chief elected official to the CareerSourceFV Board as a member representing a mandated class, which class each such member is duly qualified to represent.
- F. Termination. The chief elected officials may, through their respective designees, investigate and bring forth for consideration any matters or incidents that may warrant termination of a

CareerSourceFV board member's term of office. Board members may be removed from the CareerSourceFV board upon the agreement of both chief elected officials for one or more of the following reasons:

1. Termination for Lack of Attendance. All members of the CareerSourceFV board are subject to having their membership terminated for failure to attend three (3) or more board meetings within a twelve (12) month period.
 2. Termination for Cause. All members of the CareerSourceFV board are subject to having their membership terminated for cause. Cause includes, but is not limited to, engaging in fraud or other criminal acts, incapacity, unfitness, neglect of duty, official incompetence and irresponsibility, misfeasance, malfeasance, nonfeasance, or lack of performance.
 3. Review and Final Determination. Where a member is subject to termination for any of the reasons stated above, it shall be the responsibility of the Executive Committee of CareerSourceFV to review each individual case and determine whether a member should be removed or whether extenuating circumstances warrant the member's retention.
 4. Authority of Chief Elected Officials. Regardless of the foregoing, any member may be removed from the CareerSourceFV board at any time, regardless of reason or cause, upon the agreement of the chief elected officials.
- G. Joint Exercise of Authority. All decisions or actions that may be required of the chief elected official pursuant to the WIOA, the Workforce Innovation Act, or other applicable laws or regulations shall be undertaken jointly by the chief elected officials or their respective designees, except as may otherwise be set forth in this Agreement.
1. Approval of Both Chief Elected Officials Required. Except as may otherwise be specifically required herein, initiatives, actions, or direction requiring approval of the chief elected officials may be initiated at the staff, council, or commission level, and may be approved or otherwise implemented only upon the express approval, whether by resolution, agreement, or other proclamation, of both chief elected officials, as defined under this Agreement, at their respective special or regular meetings.
 2. Joint Meetings. If either of the chief elected officials believe that a directive, decision, initiative, or other action to be taken pursuant to the chief elected official's authority or duties under the WIOA and/or the Workforce Innovation Act, including any duly adopted rules and/or regulations pursuant thereto, may require joint discussion and consideration, one or both of the chief elected officials may, by duly adopted resolution, call a special joint meeting of both chief elected officials (*i.e.*, the Volusia County Council and Flagler County Commission) to be conducted at a mutually agreeable time and place with appropriate notice provided in accordance with Chapters 125 and 286, Florida Statutes. If a joint meeting is called, the chief elected officials shall meet together at the appointed time and place to discuss the directive, decision, initiative, or other action to be implemented and hear such public and/or staff input as may be relevant to such matters, with it being understood that the failure to reach an agreement as to such directive, decision, initiative, or other action

may result in the imposition of sanctions and/or penalties pursuant to the WIOA, the Workforce Innovation Act, and/or any rules or regulations duly adopted or promulgated pursuant thereto. The joint meeting shall be conducted pursuant to Robert's Rules of Order. Upon the conclusion of the joint meeting, the chief elected officials shall, via their respective members, discuss the action to be taken, and upon proper motion, the chair of each elected official shall direct the membership of his/her respective governing board to vote on the action to be taken at a noticed meeting of the board. If both chief elected officials approve the motion by the vote of their respective members, then such motion shall be binding on the parties, and CareerSourceFV staff and/or such persons as the chief elected officials may designate shall proceed with the implementation of such action. However, if the chief elected officials fail to agree as to the action to be taken, then an impasse shall be declared. The chief elected officials participating in a joint meeting pursuant to this subsection shall have authority only with respect to those matters and concerns over which the chief elected official has authority pursuant to the WIOA and/or the Workforce Innovation Act, and/or any regulations and/or rules duly enacted or adopted pursuant thereto, and shall not otherwise have the authority to bind or commit the Volusia County Council or Flagler County Commission to any other matters, directives, initiatives, settlements, agreements, or concerns. The chief elected officials may propose as many motions or items for consideration at a joint meeting as may be necessary to reach or otherwise encourage consensus between the chief elected officials concerning the action to be taken pursuant to the WIOA, the Workforce Innovation Act, and/or any rules or regulations duly adopted pursuant thereto; however, the joint meeting may be adjourned and concluded at any time by one or both chief elected officials.

V. Financial Responsibility for the Program.

As provided in the WIOA, the Board of County Commissioners and County Council of the respective counties, as the Chief Elected Officials (CEOs), are not relieved of the liability for the misuse of grant funds by the designation of CareerSourceFV as sub-grantee and fiscal agent as provided herein, as authorized by WIOA, and CareerSourceFV agrees to the following, in order to provide assurances to and protection for the Chief Elected Officials as to sound fiscal management of the Program in compliance with the Acts:

- A. Indemnification. Unless determined to be contrary to applicable law, CareerSourceFV shall indemnify, pay the cost of defense, including attorneys' fees, and hold harmless the respective Board of County Commissioners and County Council, their agents, and employees; or by, or in consequence of any act or omission, neglect or misconduct in the performance of this Agreement; or on account of any act or omission, neglect or misconduct of CareerSourceFV, its agents or employees; or by, or on account of, any claim or amounts recovered under the "Workers' Compensation Law" or of any other laws, by-laws, ordinance, order or decree, except only such injury or damage as shall have been occasioned by the sole negligence of the respective Board of County Commissioners or County Council.
- B. Disallowed Cost Liability. In the event CareerSourceFV is found responsible for any disallowed costs, through whatever means, CareerSourceFV and the COUNTIES will mutually work to resolve all such disallowed costs. In the event that repayment of funds is demanded by the funding source,

CareerSourceFV will have first responsibility for repayment, through its insurance, bonds, and grant or non-grant funds such as unrestricted funds as allowed by the Acts. If CareerSourceFV's insurance, bonds, grant or non-grant funds are insufficient for the demanded repayment, then any repayment obligation shall be determined as provided by the Acts.

- C. Additional Financial Assurances. During the term hereof, in addition to any other remedies provided by law, the Acts, or in this Agreement, in the event the respective Board of County Commissioners or County Council reasonably determines that additional financial or performance assurances are necessary to protect the interests of the respective Board of County Commissioners and County Council, as the Chief Elected Officials, after written notice to CareerSourceFV, the COUNTIES may: (i) require CareerSourceFV to withhold payments from its designated one stop operator(s) or service providers; (ii) require that all contracts, and payments thereon, provide for the retainage of a portion of payments due; (iii) make any appearances in any proceedings or conduct any reviews or examinations the respective Board of County Commissioners or County Council reasonably deems necessary; or (iv) post such security, as the respective Board of County Commissioners or County Council reasonably deems necessary, for the performance of any obligations as provided in the Acts or this Agreement.

VI. Term and Termination.

- A. Term. The term of this Agreement shall commence on the Effective Date or the filing of this Interlocal Agreement as provided in paragraph XI. herein, whichever occurs last, and continues through September 30, 2020, unless otherwise terminated as provided herein.

Thereafter, this Agreement shall automatically renew for additional one year terms commencing on October 1 and ending on September 30, unless any party provides written notice of its intent not to renew on or before June 1 of any extension period.

- B. Termination for Convenience. Either Party may terminate this Agreement, without cause, by giving one hundred fifty (150) days prior written notice of the termination hereof pursuant to this provision.
- C. Termination on Default.

- 1. Each of the following shall constitute an Event of Default:

- (a) The failure or refusal by any of the three (3) parties to substantially fulfill any of its obligations in accordance with this Agreement, provided, however, that no such default shall constitute an Event of Default unless and until a non-defaulting party has given prior written notice specifying that a default or defaults exist which will, unless corrected, constitute a material breach of this Agreement, and the defaulting party has either corrected such default or has not cured the defaults, as determined by the non-defaulting parties within thirty (30) days from the date of such notice;
- (b) The written admission by CareerSourceFV that it is bankrupt, or the filing by a voluntary petition as such under the Federal Bankruptcy Act, or the consent by CareerSourceFV to the appointment by a court of a receiver or trustee or the making by CareerSourceFV of any arrangement with or for the benefit of its creditors

involving an assignment to a trustee, receiver or similar fiduciary regardless of how designated, of all or a substantial portion of Contractor's property or business, or the dissolution or revocation of CareerSourceFV's corporate charter.

2. Upon the occurrence of an Event of Default, the non-defaulting party (ies) shall have the right to immediately terminate this Agreement upon written notice to the party (ies) in default.

D. Termination of Funding. In the event that sufficient budgeted state formula funds are not available for a new fiscal period, the respective Board of County Commissioners or County Council shall notify CareerSourceFV of such occurrence and the Agreement shall terminate on the last day of the current fiscal period without penalty or expense to the respective Board of County Commissioners or County Council.

VII. Notice.

Except as otherwise provided in this Agreement, any notice required or permitted to be given hereunder shall be delivered personally or sent by mail with postage pre-paid to the following addresses or to such other places as may be designated by the parties hereto from time to time.

For CAREERSOURCE FLAGLER VOLUSIA:

CareerSource Flagler Volusia
Robin King, Registered Agent
Speedway Business Plaza
329 Bill France Blvd
Daytona Beach, FL. 32114

For FLAGLER COUNTY:

County Chair
Flagler Board of County Commissioners
1769 E. Moody Blvd.
Bunnell, Florida 32110

For COUNTY OF VOLUSIA:

County Chair
Volusia County Council
123 W. Indiana Avenue
DeLand, Florida 32720

VIII. Modification.

This Agreement may be modified by the mutual consent of the parties thereto, in any lawful manner and consistent with the Acts, Regulations or any rule promulgated thereto.

IX. Resolution of Disagreements.

- A. To facilitate the timely and effective resolution of any controversy or dispute that may arise under this Agreement, the Flagler Board of County Commissioners, the Volusia County Council, and the Chairperson of CareerSourceFV and each county's Administrators shall undertake negotiations to

resolve the matter. To the extent the controversy or dispute cannot, after good faith effort, be resolved either party may refer the matter to non-binding mediation. The dispute will be mediated by a mediator chosen jointly by CareerSourceFV and COUNTIES within thirty (30) days after written notice demanding non-binding mediation by either party. Neither party may unreasonably withhold consent to the selection of a mediator, nor will CareerSourceFV along with the COUNTIES share the cost of the mediation equally. The parties may also, by mutual agreement, replace mediation with some other form of non-binding alternate dispute resolution ("ADR") procedure. The payment of costs incurred to address the mediation will be determined based on the area of service (e.g., population, usage of services, etc.).

- B. In the event that any claim, dispute or demand cannot be resolved between the parties through negotiation or mediation as provided herein within 60 days after the date of the initial demand for non-binding mediation, then either party may pursue any remedies as provided by Law.

X. Severability.

In the event any terms or provisions of this Agreement or the application to any of the parties hereto, person or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, or the application of such terms or provision to the parties hereto, persons or circumstances other than those as to which it held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

XI. Filing of Agreement.

This Agreement may be executed in counterparts and an original set of signatures shall be filed with each county's Clerk of the Circuit Court.

XII. Termination of 2012 Interlocal Agreement.

This Agreement supersedes all prior agreements between the parties, and all prior agreements, including the 2012 Interlocal Agreement between the COUNTIES are hereby terminated.

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IN WITNESS WHEREOF, the parties to this Interlocal Agreement between County of Volusia, Flagler County, and the Workforce Development Board of Flagler And Volusia Counties, Inc., d/b/a CareerSource Flagler Volusia Regarding the Local Workforce Development Area, have caused the same to be signed by their duly authorized representatives on the dates indicated below.

THIS AGREEMENT IS ENTERED INTO ON BEHALF OF:

ATTEST:

COUNTY OF VOLUSIA

By: 
Name: James T. Dinneen
Title: County Manager
Dated: 6/15/2017

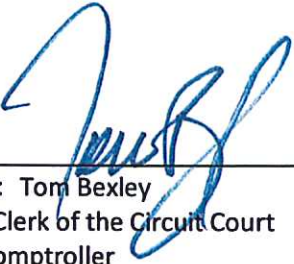
By: 
Name: Ed Kelley
Title: County Chair
Dated: 6/15/2017



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ATTEST:

**FLAGLER COUNTY BOARD OF
COUNTY COMMISSIONERS**

By: 
Name: Tom Bexley
Title: Clerk of the Circuit Court
and Comptroller

By: 
Name: Nate McLaughlin
Title: Chair

Dated: 6-19-17

Dated: 6-19-17

For the use and reliance of Flagler County only.

As authorized for execution by the Flagler
County Board of County Commissioners at its
JUNE 19, 2017 regular meeting.

Approved as to form and legal sufficiency:


Al Hadeed, County Attorney

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ATTEST:

WORKFORCE DEVELOPMENT BOARD OF
FLAGLER AND VOLUSIA COUNTIES, INC., D/B/A
CAREERSOURCE FLAGLER VOLUSIA

By: 
Name: Robin King
Title: Registered Agent
Dated: 5/26/2017

By: 
Name: D. Kent Sharples
Title: Chair
Dated: 5/26/2017

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