



CareerSource

Central Florida

Local Workforce Development Area 12

Tel 407-531-1214

Fax 407-210-7756

390 N. Orange Ave.
Suite 700
Orlando, FL. 32801

careersourcecf.com

nblanco@careersourcecf.com

DRAFT: April 29, 2016

Plan Contact: Nilda Blanco

CONTENTS

ORGANIZATIONAL STRUCTURE	4
ANALYSIS OF NEED AND AVAILABLE RESOURCES	10
CAREERSOURCE CENTRAL FLORIDA VISION AND STRATEGIC GOALS	21
CAREERSOURCE CENTRAL FLORIDA COORDINATION OF SERVICES	32
DESCRIPTION OF CAREERSOURCE CENTRAL FLORIDA ONE-STOP SYSTEM	39
DESCRIPTION OF REGION'S PROGRAM SERVICES	45
REGIONAL PLANNING ANALYSIS	64
CAREERSOURCE CENTRAL FLORIDA PUBLIC COMMENT PROCESS	66
REGIONAL SIGNATURE PAGE	68

CSCF'S VISION FOR LEGISLATION IMPLEMENTATION

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

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

ORGANIZATIONAL STRUCTURE

1. Chief Elected Official(s) (CEO)

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

<p><u>Consortium Chair</u> Mayor Teresa Jacobs 201 S. Rosalind Ave. County Administration Building Orlando, FL 32801-3527</p>	<p>Commissioner Leslie Campione 315 W. Main St. Tavares, FL 32778</p>	<p>Commissioner Brandon Arrington 1 Courthouse Square Suite 4700 Kissimmee, FL 34741-5440</p>	<p>Commissioner Lee Constantine 1101 E. First St. Sanford, FL 32771-1468</p>	<p>Commissioner Garry Breeden 7375 Powell Road Suite 200 Wildwood, FL 34785</p>
--	---	--	--	--

The Workforce Development Board of Central Florida (Board) d/b/a CareerSource Central Florida (CSCF) is a private not-for-profit corporation registered under Section 501(c)(3) of U.S. Internal Revenue Code and serves Region 12 - a five-county area that includes Osceola, Orange, Seminole, Lake and Sumter Counties. A Board of Directors comprised of volunteers, represented by majority private sector business, economic development, education, organized labor, community-based organizations, veterans, and state and local government agencies representing all five counties in the region, governs CSCF. Joint oversight is provided through an agreement between the CareerSource Central Florida Board of Directors and County Commissioners from each of the five counties in Region 12, which make up the region’s Workforce Consortium. The Consortium oversees CareerSource Central Florida.

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

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

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

Please see Attachment A.

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

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

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

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

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

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

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

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

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

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

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

2. Local Workforce Development Board (LWDB)

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

Local Workforce Development Board Chair:

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

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

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

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

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

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

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

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

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

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

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

4. One-Stop System

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

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

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

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

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

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

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



ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

- A. Information on existing and emerging in-demand industry sectors and occupations; and**
- B. The employment needs of employers in those industry sectors and occupations. WIOA §108(b)(1)(A)**

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

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

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

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

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

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

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

- Construction: maintenance and repair workers, plumbers, pipefitters, carpenters, sheet metal workers
- Professional and Business Services: application software developers, web developers, insurance claim adjusters, examiners, loan officers
- Trade, Transportation and Utilities: frontline supervisors of material moving machines

- Education and Health care: registered nurses, cardiovascular technologist and technicians, medical and clinical laboratory technologists, surgical technologist, and medical equipment repairers.
- Leisure & Hospitality: frontline supervisors of personal services
- Advanced Manufacturing: sales representative in manufacturing / technical scientific products, maintenance and repair workers, frontline supervisors of mechanics, industrial machinery mechanics.

Top 20 Occupations with the Highest Growth Rate

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CSCF has identified the following strengths of its current activities:

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

CSCF has identified the following opportunities for improvement:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CSCF Board of Directors' Strategic Goals:

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

CSCF Operational Goals:

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

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

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

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

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

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

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

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

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

performance.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CAREERSOURCE CENTRAL FLORIDA'S COORDINATION OF SERVICES

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

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

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

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

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

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

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

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

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

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



CSCF will also work to coordinate employment and training activities with entities in the region that are recipients of Housing and Urban Development resources to ensure unduplicated service delivery models. The region does not have federal Native American or Second Chance Programs.

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

To support CSCF's focus to increase collaboration with business, an Economic Development Liaison position was created to work collaboratively with the Metro Orlando EDC, Sumter County EDC, chamber organizations, local/county economic development offices to better align workforce investment activities and strategically support the needs of new and expanding

businesses. CSCF actively participates in several advisory / work teams to align workforce services such as recruitment, hiring, and training efforts. Additionally, The Liaison supports CSCF's ability to serve as a convener of other resources provided by other community and education partners.

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

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

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

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

has begun similar conversations with Seminole State College, and plans to engage the University of Central Florida in a similar approach. CSCF is also able to obtain insights from education partners who are part of the Board's membership.

CSCF has analyzed its training matrix over the last six months and has identified opportunities to enhance services and improve program alignment with targeted industries to develop talent that meets the needs of business, and increase the number of training completers to direct job orders. In an effort to enhance and improve program alignment, CSCF will work with financial aid resources to ensure collaboration with Pell Grant. CSCF will partner with education partners to collect necessary information to publish program performance that includes enrollments, program completers, employment placements, employment placements that are training related, and program costs.

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

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

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

Force through the Central Florida Partnership, as transportation issues is one of its key regional priorities.

CareerSource Central Florida currently allocates resources to provide program participants with gas cards and bus passes to travel to work and training opportunities. These supports are limited and require additional collaboration with other community partners such as Goodwill Industries, and county and municipal transportation supports (seniors, veterans, individuals with disabilities, low-income). Referrals to other community providers for support services is a consistent strategy utilized by CSCF as it does not have the necessary resources to remove all transportation barriers of our region.

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

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

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

Business services has been re-engineered with a more intentional focus to deliver customized

solutions, training, and qualified talent to business. This new model addresses the need for broader customized solutions being offered to each businesses' needs. At times, the customized solution may fall outside of workforce development and will require referrals to other, more targeted community partners. CSCF has also worked to realign its priority to deliver recruitment and hiring services to business. A recruitment team, led by a Business Consultant, works cooperatively to assist business in locating top talent for open positions. Services include candidate recruitment, candidate pre-screening, hiring events, and job promotion in various mediums. This strategy continues to be enhanced by aligning processes and staff functions across all programs to support the focus on identifying qualified talent to fill the needs of business.

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

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

Currently CSCF has a dedicated staff member to support initiatives and coordination with adult education and family literacy activities in the region. The Education Liaison will identify activities, processes for referral and documentation of performance, and information sharing among staff to support coordination with the adult education and family literacy system. The Education Liaison will work with partners to establish MOUs / MOCs that will be reviewed annually. As part of the collaborative agreement, the partners will identify opportunities to cross-train partner staff on the services offered and entrance requirements for programs. CSCF is piloting a number of

initiatives with adult education partners that combine adult education programs, such as GED, with career and technical education with the goal of helping individuals earn their high school diploma while also earning technical skills and credentials. CSCF will evaluate the pilots to better understand coordination issues.

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

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

DESCRIPTION OF CAREERSOURCE CENTRAL FLORIDA ONE-STOP SYSTEM

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

A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and

implementation efforts. If any required partner is not involved, explain the reason.

- B. Identify any non-required partners included in the local one-stop delivery system.**
- C. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs. WIOA §108(b)(6)(D).**

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

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

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

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

community partners that compliment and support CSCF's mission to put Central Floridian's back to work and support businesses' competitive advantage.

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

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

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

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

Specifically:

- The signs for parking spaces at the one-stop career centers are mounted at appropriate heights and contained requisite language.
- The accessible restrooms at all one-stop career centers contain extended grab bars, pipe covers, placards for identification, and full-length mirrors.
- All doorways are clear of obstruction and meet the width requirements.
- All signs are at the appropriate height and have raised characters.
- All workstations are accessible and accommodate wheelchairs if necessary.

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

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

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

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

CSCF will use Employ Florida Marketplace (EFM), the One Stop Tracking System (OSST), the Florida Workforce Integrated Performance Reporting System (FWIPRS), to collect and manage participant activities and data. CSCF continues to research all features available in EFM to support operational strategies, and as such is piloting the new VOS Greeter functionality in the system, and the integrated use of Salesforce. Additionally CSCF will continue to seek technology solutions for all of the organization's efforts to increase efficiency and improve cycle time in processes. Regular, consistent training on the state managed systems, along with revised data collection protocols, will be implemented to increase staff's effectiveness in using these tools.

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

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

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

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

CSCF will work to meet the certification requirements issued by the state and will also continue

its work to implement a management process that aligns the organization's operations and support units to deliver strategies in a way that focuses on the customer and yields performance excellence. Over the next four years, CSCF will continue its journey with the Florida Sterling Council who offers several Baldrige-based assessments for organizations who are committed to implementing a management model the supports improving its leadership/management systems. The Baldrige Criteria are a framework for performance management that addresses all key areas of an organization and is compatible with other performance improvement initiatives, such as ISO 9000, Lean, and Six Sigma. Baldrige Criteria provide a valuable framework for measuring performance and planning in an uncertain environment. The Baldrige Criteria help organizations achieve and sustain the highest national levels of:

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

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

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

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

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

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

activities for program completers.

Q 2. Subgrants and contracts: Please provide a description of the competitive process to be used to award subgrants and contracts in the local area for WIOA-funded activities. WIOA §108(b)(16)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Better coordinate workforce development programs and economic development;

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

considerations to the Board's Career Services Review Committee.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

with the state's policy to establish a statewide list approved by the Governor.

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

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

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

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

services.

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

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

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

Youth Program Policy Definitions

CSCF has chosen to define “a youth who is unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual’s family, or in society” as follows: A youth who meets one of the below criteria:

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

assessment.

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

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

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

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

REGIONAL PLANNING ANALYSIS

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

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

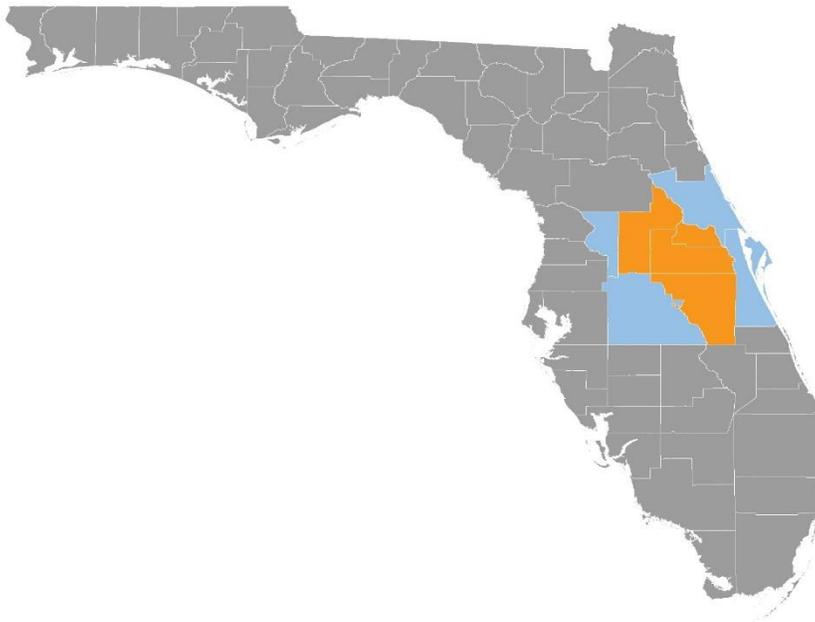
- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area**
- (2) Specific milestones and timelines for consultation with:**
 - A. Other local workforce development boards;**
 - B. Local elected officials;**
 - C. Economic development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

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

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

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

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



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

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

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

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

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

PUBLIC COMMENT PROCESS

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

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

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

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

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

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

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

SIGNATURE PAGE

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

- Sumter
- Lake
- Orange
- Osceola
- Seminole

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

Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Eric Jackson

Teresa Jacobs

Name

Name

Chair, CSCF Board of Directors

Orange County Mayor
Chair, Consortium

Date

Date