



**AGENDA REPORT**  
**April 10, 2018**

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**SUBJECT:**

Request for Approval, Re: CareerSource Brevard- 2018 Two Year Update to the 4 Year Local Plan

**DEPT/OFFICE:**

County Manager

**REQUESTED ACTION:**

The Brevard County Board of County Commissioners is requested to review and approve the attached Two Year Update to the 4-year Local Plan developed by CareerSource Brevard for submission, review and acceptance by the Florida Department of Economic Opportunity (DEO) and CareerSource Florida (CSF). It is further requested that the Chair of the Brevard County Board of County Commissioners, serving as the chief elected official, be authorized to sign this document acknowledging the plan approval for submission to the State of Florida.

**SUMMARY EXPLANATION and BACKGROUND:**

The bipartisan passage of the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), required local workforce development entities to "improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of businesses and enhance the productivity and competitiveness of the Nation." The State of Florida Department of Economic Opportunity (DEO) and CareerSource Florida, Inc. (CSF) have issued instructions which require all Local Workforce Boards in Florida, including CareerSource Brevard (CSB), to submit a two year update to the four year plan (July 1, 2016 – June 30, 2020) by March 29, 2018. WIOA requires each local workforce development board (LWDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan and a two year update to the state. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan which includes public comment, stakeholder involvement and the opportunity to review and comment on the plan via electronic means.

This plan update is based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including but not limited to those with disabilities, and employers. This plan includes identification of the education and skill needs of the workforce and employment needs of the local area and includes an analysis of the strengths and weaknesses of services to address these identified needs. The

assessment includes the best available information or evidence of effectiveness and performance as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. This plan provides a complete view of the system-wide needs for Brevard County.

Since the law emphasizes the importance of collaboration and transparency in the development and submission of the plan, this document was developed through an inclusive approach of gathering system stakeholder feedback including: partners, providers, participants and local businesses. Specifically, local elected officials, local workforce development board members, core program partners and mandatory one-stop partners are all an integral part of the planning process. The plan must address how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan should align with the business and market-driven principles of the CareerSource Florida network.

CareerSource Brevard is a single county local workforce board encompassing the geographic boundaries of Brevard County. The local area includes only the Brevard County Board of County Commissioners and is the unit of general local government in accordance with WIOA sec. 107(c)(1)(B). The Chief Elected Official (CEO) agreement specifies the roles and responsibilities of CareerSource Brevard and the Brevard County Board of County Commissioners as the CEO. Serving in the capacity as chief elected official, the Chair of the Brevard County Board of County Commissioners is required to sign this plan acknowledging approval to the State of Florida. Because of the limited time provided by DEO for the plan update, the document was approved by the CSB Board of Directors on 03/28/18 and submitted to DEO by the due date of 03/29/18 contingent upon the final approval by the Board of County Commissioners.

**CLERK TO THE BOARD INSTRUCTIONS:**

Please have the Chair sign three (3) original copies of the signature approval page.  
Return to Don Lusk, 297 Barnes Blvd., Rockledge, FL 32955  
Thank you

**ATTACHMENTS:**

**Description**

- ▣ **Summary of Revisions**
- ▣ **LWDB 13 2018 Update 4 Year Plan**



Tammy Rowe, Clerk to the Board, 400 South Street • P.O. Box 999, Titusville, Florida 32781-0999

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Tammy.Rowe@brevardclerk.us

April 11, 2018

**M E M O R A N D U M**

**TO:** Frank Abbate, County Manager

**RE:** Item II.D.6., Career Source Brevard-2018 Two-Year Update to the 4-Year Local Plan

The Board of County Commissioners, in regular session on April 10, 2018, reviewed and approved the attached Two-Year Update to the 4-Year Local Plan developed by CareerSource Brevard for submission, review, and acceptance by the Florida Department of Economic Opportunity (DEO) and CareerSource Florida (CSF); and executed the document acknowledging the plan approval for submission to the State of Florida. Enclosed are three fully-executed signature pages.

Your continued cooperation is greatly appreciated.

Sincerely yours,

BOARD OF COUNTY COMMISSIONERS  
SCOTT ELLIS, CLERK

Tammy Rowe, Deputy Clerk

/cmw

Encls. (3)

cc: Contracts Administration  
Budget  
Finance

SECTION of PLAN	SUMMARY OF REVISIONS
<b>TITLE PAGE</b>	Update to Indicate 2 Year Mod, Change contact Person
<b>INTRODUCTION</b>	Updated to add CSF business and market driven principles
<b>PROCESS FOR SUBMITTAL</b>	Dates, Approval Graphic
<b>KEY DATES</b>	Dates Changed
<b>VISION</b>	References to Region Changed to Local Workforce Development Board (LWDB)
<b>ORGANIZATIONAL STRUCTURE</b>	<ul style="list-style-type: none"> <li>• Changed Chair of Board of County Commissioners, Board of Directors Chair, Vice Chair and President</li> <li>• By-Law to reflect 2/20/18 Approval</li> <li>• Reference to Committee Structure and Names</li> <li>• Change to Full Service Location in Titusville</li> <li>• One-Stop Provider Change</li> </ul>
<b>ANALYSIS OF NEED &amp; AVAILABLE RESOURCES</b>	<ul style="list-style-type: none"> <li>• Revised Tables: Population Characteristics Table, Demographic Characteristics Table, Commuting Patterns Tables</li> <li>• Major Industries Table</li> <li>• Key Industries Information and Tables</li> <li>• Add Table for Emerging Industries</li> <li>• Skills Need Tables</li> <li>• Unemployment Data and Narrative</li> <li>• Add Table for Labor Force Status for Persons Aged 55 and Older</li> <li>• Add Narrative to Support Disabilities Table</li> <li>• Add Educational Attainment Table to Update Information</li> <li>• Updated Basic Services to include Revised Table on Community Resource Course Titles</li> <li>• Delete JumpStart for Florida’s Military Youth Career Readiness Program</li> <li>• Update Juniors to Job Information &amp; Add AIM Manufacturing Internship Program</li> <li>• Add TANF Summer Youth Jobs Program Information</li> </ul>
<b>WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS</b>	<ul style="list-style-type: none"> <li>• Inserted revised strategic goals reflecting new committee structure</li> <li>• Included the February 2017 Board Retreat Strategic Goals</li> <li>• Updated 2017-18 Local Performance Level Negotiated Response Chart</li> <li>• Deleted Short Term Horizon Measures</li> </ul>
<b>COORDINATION OF SERVICES</b>	<ul style="list-style-type: none"> <li>• Updated the Business to Jobs Model Description to include recent revisions, performance numbers/narrative and job titles.</li> <li>• Deleted and revised entrepreneurial programs offered and partners participating.</li> <li>• Updated information for Adult Education</li> <li>• Added Reduction of Welfare Dependency (new section) response</li> <li>• Revised Cooperative Agreements section to include current activities</li> </ul>
<b>DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM</b>	<ul style="list-style-type: none"> <li>• Updated Partner Program Contributions Section to Reflect Current Shared Services and Resources</li> <li>• Update Status of MOU with Required Partners</li> <li>• Updated the Competitive Selection of the One Stop Operator which was completed July 1, 2017.</li> </ul>
<b>DESCRIPTION OF PROGRAM SERVICES</b>	<ul style="list-style-type: none"> <li>• Changed One-Stop Operator designation to C2 Global Professional Services, LLC.</li> <li>• Revised section on sub grants and contracts to reflect new processes.</li> <li>• Updated Key Industries References</li> <li>• Added New Charts for Top 15 Emerging Occupations as supplied by DEO</li> <li>• Updated the Regional Targeted Occupations Process</li> <li>• Added Brevard County Public Schools Adult Education and Sector Strategy Revisions previously included in the November 2016 Addendum to the 4 Year Plan</li> <li>• Updated the Work-based Training descriptions based on TEGL revisions.</li> <li>• Updated the “Thresholds for Allowable ITA Investment to reflect most recent changes to the Scholarship Memorandum.</li> <li>• Deleted ITA Investment Focus Chart.</li> <li>• Added the WIOA Transitional Jobs local information.</li> <li>• Updated the Section on Microenterprise and Entrepreneurial Training</li> <li>• Updated Apprenticeship Section to meet WIOA requirements. (TEGL Reference)</li> </ul>

# CareerSource Brevard



## **COMPREHENSIVE 4 YEAR PLAN**

**JULY 1, 2016 – JUNE 30, 2020**

**2018**

**TWO- YEAR MODIFICATION**

## **LOCAL WORKFORCE DEVELOPMENT AREA 13 –BREVARD COUNTY**

**Tel** 321-394-0700

297 Barnes Blvd.  
Rockledge, FL 32955

careersourcebrevard.com  
dlusk@careersourcebrevard.com

**Fax** [Fax]

**Date Submitted:** 03/29/2018

**Plan Contact:** Don Lusk, Vice-President, Operations

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## INTRODUCTION

The bipartisan passage of the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), requests local workforce development entities to “improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of businesses and enhance the productivity and competitiveness of the Nation.”

Each year, thousands of Brevard County residents use our local workforce system seeking new jobs, higher wages, greater skills, and prosperous futures. With the help of staffing specialists, business liaisons, training professionals, and other service providers, many begin new career pathways, undergo skills training, and embark on career-focused education from high school to postsecondary certificates and degrees. Still others begin apprenticeships, or enter the workforce through targeted on-the-job training and other forms of work-based learning. Some come to the system with barriers, such as physical or mental disabilities. Others face life challenges, such as poverty or cultural and language differences. Many are dislocated workers from life-long careers and simply need a new start. The majority enter the system largely ready for work; however need help with resume writing, career direction, and job search assistance.

At the same time, businesses seek capable workers who can enhance their capacity and competitiveness; workers who are willing and able to learn new skills in a rapidly changing economy. Businesses and workers are at the heart of the local workforce system. Even before WIOA, CareerSource Brevard (CSB) has long worked together with partners and programs to improve outcomes and evaluate results on behalf of these two key customers. With the passage of WIOA, CareerSource Brevard has the opportunity to bring greater alignment, allowing us to build on our many previous successes.

CareerSource Brevard is excited about new opportunities to continue to enhance and expand workforce services. We believe an engaged and invested business community will provide additional resources to help fill existing gaps through targeted training opportunities that help create a better skilled workforce. This will give workers a clearer pathway to higher paying jobs; and businesses a more direct connection to a talent pipeline of qualified candidates. To help accomplish this, CareerSource Brevard has been instrumental in working with local employers to develop programs that meet their labor demands.

This two-year update to the comprehensive four-year plan submitted by CareerSource Brevard under WIOA has been developed with the local workforce development board (LWDB) and, in partnership with the local chief elected official (Brevard County Board of County Commissioners).

The WIOA four-year plan is effective July 1, 2016 – June 30, 2020 and the 2018 two-year update requires that Boards regularly revisit and recalibrate plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR, Unified and Combined Plans Under Title I of the Workforce Innovation and Opportunity Act, §676.135) Based on the limited time frame provided by DEO, it has been a challenge to consult all of the system stakeholders including: partners, providers, participants and local businesses. The process for gathering information from stakeholders included, a, workforce board meetings, board presentations and strategic communications with targeted community stakeholders. In addition, the local board made the plan available through electronic and printed copy (when requested) to ensure transparency to the public.

CareerSource Brevard feels that it is important to ensure that stakeholders and persons reading this document understand that WIOA provides an excellent roadmap for where CareerSource Brevard and other local workforce systems need to focus. While we must follow the roadmap, there are ample opportunities to adjust as WIOA matures and additional regulations are provided at both the State and Federal level. As such, we see this plan as a roadmap with opportunities for change as necessary to meet the intent of the law. In order to ensure we are planning to improve, this plan addresses current and future strategies and efficiencies to address the continuous improvement of the local workforce system and focuses on customer service excellence aligning with business and market-driven principles.



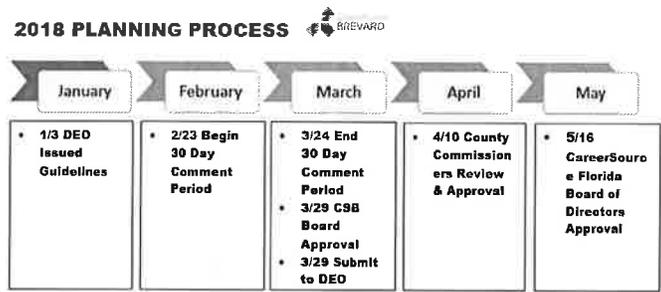
The State of Florida Department of Economic Opportunity (DEO) and CareerSource Florida, Inc. (CSF) have issued instructions which require all Regional Workforce Boards in Florida, including CareerSource Brevard (CSB) to submit a two-year update to the four year plan (July 1, 2016 – June 30, 2020.) by March 29, 2018. This local planning requirement is critical for the State of Florida to be in compliance with the new United States Department of Labor (USDOL) Workforce Innovation Opportunity Act (WIOA) regulations and to receive federal funding. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. In addition to WIOA, the plan includes the workforce components such as Job Corps, Wagner-Peyser Act, Veterans Services, Migrant and Seasonal Farmworker (MSFW) and Trade Adjustment Assistance (TAA), Welfare Transition (WT)/Temporary Assistance to Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP) programs. The local plan is “tailored specifically to local needs”.

WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. This plan includes coordinated service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education. This plan is based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including but not limited to those with disabilities, and employers. This plan includes identification of the education and skill needs of the workforce and employment needs of the local area and includes an analysis of the strengths and weaknesses of services to address these identified needs. This includes the best available information or evidence of effectiveness and performance as well as a plan to improve the effectiveness of such programs. Proven promising practices are a part of the local vision. This plan provides a complete view of the system-wide needs for Brevard County. The plan addresses how the Local Workforce Development Board (LWDB) will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to align with CareerSource Florida's business and market-driven principles to be the global leader for talent. These principles include:

- *Increasing the prosperity of workers and employers*
- *Reducing welfare dependency*
- *Meeting employer needs*
- *Enhancing productivity and competitiveness*

**PROCESS FOR PLAN SUBMITTAL**

CareerSource Florida, Inc. in partnership with DEO provided instructions which require all plans and required attachments to be uploaded no later than 5:00 p.m. (EST) on March 29, 2018. CareerSource Brevard has developed the planning process flow chart below to assist us in meeting and showing all of necessary approvals.



## KEY DATES

Local Plan Guidelines Issued.....	January 3, 2018
WIOA Statewide Unified Plan Two-Year Modification Due.....	March 29, 2018
Local Plans Due.....	March 29, 2018
Local Plans Approved.....	May 16, 2018
WIOA Program Year 2018 Begins .....	July 1, 2018

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

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), CareerSource Brevard will have a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by



enhancing employment opportunities for all individuals. The vision will include focused and deliberate collaboration among education, workforce and economic development networks while maximizing the competitiveness and productivity of the workforce, thus increasing economic prosperity. CareerSource Brevard encompasses Florida's strategic vision for WIOA implementation which will be realized by accomplishing these three goals:

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

In addition, CareerSource Brevard (LWDB 13) has taken a lead role in working with CareerSource Flagler/Volusia (LWDB 11) and CareerSource Central Florida (LWDB 12) to establish regional

strategies that align with the new plan, including regional workforce data collection; increasing workforce system capacity; cultivating efforts to provide for flexible programming to meet the needs of employers and job seekers; and expanding business services outreach efforts in key regional industry sectors.

## ORGANIZATIONAL STRUCTURE

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

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



**Commissioner Rita Pritchett, Chair**  
**Brevard County Board of County Commissioners** c/o

*Frank Abbate, County Manager*  
2725 Judge Fran Jamieson Way, Bldg. C  
Viera, FL 32940  
Fax: (321) 633-2115  
Phone: (321) 633-2001  
E-mail: [frank.abbate@brevardcounty.us](mailto:frank.abbate@brevardcounty.us)  
*(Chairman changes annually)*

- B. CareerSource Brevard is a single county local workforce board encompassing the geographic boundaries of Brevard County. The local area includes only the Brevard County Board of County Commissioners and is the unit of general local government in accordance with WIOA sec. 107(c)(1)(B). The Chief Elected Official (CEO) agreement specifies the roles and responsibilities of CareerSource Brevard and the Brevard County Board of County Commissioners as the CEO.
- C. The CEO agreement is attached. (See Attachment A)
- D. Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations. The following are excerpts from the current By Laws (See Attachment B )

- i. The nomination process used by the CEO to elect the local board chair and members;

#### **NOMINATION AND COMPOSITION OF DIRECTORS**

- ii. Individuals shall be nominated to serve as Directors on the Board in accordance with governing legislation and policy direction of the Corporation's funders, and CareerSource Brevard procedures. Composition of the Board shall reflect requirements of governing legislation and local charter requirements as amended

from time to time. Specifically, business representatives shall represent companies with five (5) or more employees and meet all state and federal requirements. The Corporation will have a minimum of 51% business representation. In the event of conflict among different funders, federal funding requirements shall prevail. CareerSource Brevard CareerSource Brevard The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;

#### **TERM OF DIRECTORSHIP**

Directors of the Board shall serve three (3) year terms, with one-third (1/3) of the Director's terms terminating each year. Prior to expiration of their term, the Governance/Finance Committee will review each membership and may ask one or several more Board Directors to serve additional term(s) upon the expiration of their current term, subject to Board approval.

- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee;

#### **VACANCIES**

When vacancies occur on the Board, the Executive Committee and/or the President shall seek, or cause to be sought, appropriate candidate recommendations. When filling a vacancy, the Executive Committee shall at all times follow the guidelines set forth in the governing legislation and policy direction of the Corporation's funders.

- 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;

#### **PROXY and ALTERNATIVE DESIGNEE**

CareerSource Brevard has determined that the proxy and designee process will not be used locally and is not included in our By-Laws.

- v. The use of technology, such as phone and Web-based meetings, will be used to promote board member participation;

#### **QUORUM**

A quorum is required for all Board of Directors and Standing Committee Meetings when conducting official business that requires an action. A majority of the number of active Directors in good standing shall constitute a quorum for the transaction of business at the Board of Directors and Executive Committee meetings. Designees of CareerSource Brevard Directors who are in attendance at any Board or Executive Committee meeting

shall not be considered in establishing a quorum, nor shall such Designees exercise a vote. Designees of Directors and non-board members that serve as members of the Governance/Finance, Career Center, and Industry Workforce Committees and other Ad Hoc Committees, are considered for a Quorum.

Directors and Committee members are able to participate via teleconference and will count for the quorum and for voting.

- 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,

#### **ACTIVE PARTICIPATION**

There is no specific portion of the By-Laws that deals specifically with this subject. The committee structure to the Board of Directors meetings process and the ad hoc process provides much opportunity for active participation by all including stakeholders, board members, employers and workforce supporters.

- vii. Any other conditions governing appointments or membership on the local board. There are no other conditions.

- E. Provide a description of how the CEO was involved in the development, review and approval of the plan.

The CEO designates through the agreement, the County Manager (or Assistant County Manager) to serve on the Board of Directors and selected committees. The LWDB develops strategic plans including goals, objectives, and strategies for each committee and status reports are provided to each committee on a quarterly basis. The committee goals are compiled into one document that is shared with and approved by the Board of Directors as needed. The CEO designee has opportunity to provide input on these goals as they are developed at both the committee and board level. This plan will also be provided to the CEO for their review and approval. In addition the CareerSource Brevard President has quarterly meetings with appropriate county staff including the County Manager to review performance, finance and programmatic items.

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

Photo	Name & Title:	Contact:
	<b>Paula Just, Chair</b> <u>Health First</u>	  <b>CareerSource Brevard</b> <b>297 Barnes Blvd.</b> <b>Rockledge, Phone:</b> <b>FL 32955</b>  <b>(321) 394-0700</b>
	<b>Patricia Stratton, Vice Chair</b> <u>Abacus Technology, LLC</u>	
	<b>Marci Murphy, President</b> <u>CareerSource Brevard</u>	

The LWDB develops strategic plans including goals, objectives, and strategies for each committee [Industry Workforce Committee, Career Center Committee, and Executive Committee & Governance/Finance Committee] and status report updates are provided from each committee on a quarterly basis. The committee plans are compiled into one organizational plan that is made available to the Board of Directors. The LWDB has the opportunity to provide input, and approve/change these local plans each year as they are developed at both the committee and board level. The local strategic plan is incorporated into the Local Plan where applicable. The LWDB also conducts reviews of the agreement between the CEO and LWDB and these agreements are approved by the LWDB. This agreement is included as an attachment to this plan. (See Attachment A)

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

- 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

Brevard Workforce Development Board, Inc. dba as CareerSource Brevard is designated by the Brevard County Board of County Commissioners to serve as the Local Workforce Board and provides services as the fiscal agent through an agreement with the CEO.

- 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.

Brevard Workforce Development Board, Inc. dba as CareerSource Brevard is designated by the Brevard County Board of County Commissioners to serve as the Local Workforce Board and acts as the administrative entity through an agreement with the CEO. The Administrative Entity is incorporated in the State of Florida, and has a 501C(3) designation from the IRS.

- C. 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.

The Administrative Entity is also the local fiscal agent, local board staff and provides services to business and industry through CBS's Industry Relations Department. The one-stop or career center services are contracted to a vendor who was selected through a competitive process.

#### **(4) One-Stop System**

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

At present, CareerSource Brevard has three one-stop or career center locations strategically located in the North, Central and South areas of the county. Currently the three centers are considered full-service centers.

	<b>Area</b>	North Brevard	Central Brevard	South Brevard
	<b>Center Type</b>	<i>Full Service</i>	<i>Full Service</i>	<i>Full Service</i>
	<b>Address</b>	3880 South Washington Ave, #214, Titusville, 32780	295 Barnes Blvd. Rockledge, 32955	5275 Babcock St., NE. Suite 8B, Palm Bay, 32905
	<b>Hours of Operation</b>	Mon-Thurs, 9am – 6:00pm. Friday 8:00 – 12:00 pm		

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. (See the above chart)

- B. See the Above Chart for the Times and Days of Service for Career Centers.
- C. Identify the entity or entities selected to operate the local one-stop center(s).



C2 Global Professional Services, LLC. C2 serves as the contracted One-Stop or Career Center operator. The contract provides center management and program operations for multiple programs and partner resources. C2 provides oversight through the General Manager, who has worked with the CareerSource Brevard workforce development system for nearly 16 years. C2 demonstrates an in-depth knowledge of workforce development programs, an ability to develop and maintain effective working relationships, and the leadership and organizational skills to effectively manage Career Center operations.

- D. Identify the entity or entities selected to provide career services within the local one-stop system.  
 C2 Global Professional Services, LLC is the entity to provide career services in the local one-stop or Career Centers.
- E. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.

The one stop operator will provide the following services:

- WIOA Adult, Dislocated Worker and Youth Programs
- Welfare Transition (WT) for Transitional Assistance to Needy Families (TANF)
- Wagner-Peyser
- Trade Adjustment Act (TAA)
- Veterans Services Coordination for State Workers (DVOP)
- Supplemental Nutritional Aid Program (SNAP)
- Reemployment Services and Eligibility Assessment (RESEA)
- Military Families Employment Advocate (MFEA)

The one stop operator will coordinate the following services:

- Job Corps Admissions
- Early Learning Coalition (Child Care Services)
- AARP/SCSEP Project Staff
- Ticket to Work (TTW) & Disability Navigator (DN)
- Community Resources Events and Workshops
- Special grants as received

- F. Per the CareerSource Florida Administrative Policy for One-Stop Certification, CareerSource Brevard has the required signed attestation that at least one comprehensive one-stop center in the local area meets the certification. All three of the centers meets the certification requirements. (See Attachment C)

## ANALYSIS OF NEED AND AVAILABLE RESOURCES

This section summarizes the analysis of needs and available resources for the LWDB region. This includes existing conditions and demographic characteristics within the service area. Brevard County is located in

**(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)).

Central Florida and is bordered on the north by Volusia County, on the south by Indian River County, and on the west by Seminole, Orange, and Osceola counties. Approximately 62 percent of the population in Brevard County resides in 16 incorporated municipalities. Among these incorporated municipalities, the largest city, Palm Bay, has a population over 103,000. Melbourne contains the second-highest population with more than 76,000 residents. The maps included on this page provide a physical representation of the region. The sources for this information include the U.S. Census Bureau, the American Community Survey (ACS), the Bureau of Economic and Business Research (BEBR) at the University of Florida.



According to the U.S. Census, the total population for Brevard County was 543,346 in 2010 and 568,088 in 2015. As mentioned previously, there are 16 incorporated municipalities in Brevard County. Cities with a population of more than 10,000 in 2010 include Cocoa, Cocoa Beach, Melbourne, Palm Bay, Rockledge, Satellite Beach, Titusville, and West Melbourne. In 2016, the City of Cape Canaveral also reached a population of 10,000. The Population Characteristics table shows the population levels for Brevard County and Florida. The county population increased from 476,230 in 2000 to 568,088 in 2016, a growth of 19.3 percent over the 15-year period. The population growth of Florida as a whole outpaced the population growth of Brevard County with a growth rate over the same period of 26.8 percent.

Populations Characteristics Table

Population Data	2000		2010		2015		Percent Change 2000-2015	
	Brevard County	Florida	Brevard County	Florida	Brevard County	Florida	Brevard County	Florida
Persons	476,230	15,982,824	543,376	18,801,310	568,088	20,271,272	19.3%	26.8%
Households	198,195	6,337,929	229,692	7,420,802	225,682	7,463,184	13.9%	17.8%
Number of Workers	207,366	7,221,000	221,945	7,035,068	225,682	7,463,184	8.8%	3.4%
Land Area (square miles)	1,015.7	53,926.8	1,015.7	53,926.8	1015.4	53,926.8	0.0%	0.0%
Person per Household	2.4	2.5	2.4	2.5	2.5	2.7	4.8%	7.7%
Workers per Household	1.0	1.1	1.0	0.9	1.0	1.0	-4.4%	-12.2%
Person per Sq. Mile of Land Area	468.9	296.4	535.0	348.6	559.5	375.9	19.3%	26.8%
Workers per Sq. Mile of Land Area	204.2	133.9	218.5	130.5	222.3	138.4	8.9%	3.4%

Source: 2000-2010 Census, and 2011-2015 ACS 1-Year Estimates

The Demographic Characteristics Table presents and compares key demographic characteristics of Brevard County and Florida using 2015 ACS data, with highlights including:



- The proportions of male and female residents in Brevard County closely mirror the gender distribution for the entire state.
- Brevard County’s population is 83% White with 90% not of Hispanic or Latino Origin. The percent white population is higher than the average for the state and the percent Hispanic is lower than the average for the state.

	Characteristics	Brevard County	Florida
Gender	Male	48.8%	48.8%
	Female	51.2%	51.2%
Race	White	83.0%	75.8%
	Black or African American	10.1%	16.2%
	Other	9.9%	10.5%
Ethnicity	Not of Hispanic/Latino Origin	90.4%	75.5%
	Hispanic or Latino Origin	9.7%	24.5%
Age	<15 years	15.0%	16.7%
	15-34 years	22.1%	25.1%
	35-64 years	39.9%	38.8%
	65+ years	23.0%	19.5%
	Median Age	47.3	41.8
Education Level (25 years and over)	Less than 9th grade	2.7%	5.2%
	9th-12th grade, no diploma	5.5%	7.2%
	High school graduate	29.5%	29.2%
	Some college, no degree	22.8%	20.4%
	Associate’s degree	11.1%	9.6%
	Bachelor’s degree	17.3%	18.2%
Household Income	Professional school, Master’s or Doctorate	11.0%	10.2%
	Under \$10,000	5.6%	7.4%
	\$10,000-\$14,999	4.6%	5.2%
	\$15,000-\$24,999	12.0%	11.8%
	<b>\$25,000-\$34,999</b>	10.6%	11.3%
	\$35,000-\$49,999	16.8%	14.8%
	\$50,000-\$74,999	20.3%	18.5%
\$75,000+	30.1%	31.1%	
	Median Income	\$50,416	\$49,426
Poverty Status	Above poverty level	86.8%	84.3%
	Below poverty level	13.2%	15.7%
Auto Ownership by Household	No vehicle available	5.8%	6.8%
	One vehicle available	42.4%	41.0%
	Two vehicles available	37.9%	38.0%
	Three or more vehicles available	14.0%	14.1%
Labor Force	% of population in labor force	54.4%	58.4%
	% of labor force employed	50.8%	54.0%

Source: 2015 ACS 1-Year Estimates

- The majority of the population is between the ages of 35-64, similar to the demographics of Florida, however Brevard County is older with a median age of 47.3 compared to 41.8 for the state.
- The educational level of residents 25 years and older is just above the state average, with 39% of Brevard County residents obtaining some level of degree from an Associate degree to professional school, compared to 38% of Florida residents.
- Approximately 30% of Brevard County residents earn \$75,000 or more per year, which is just below the Florida average of 31%. Median income in Brevard County is above the state average (\$50,416 versus \$49,426, respectively).
- On average, residents of Brevard County tend to be better off financially compared to the state. There are fewer zero-vehicle households in Brevard County compared to the state (5.8% and 6.8%, respectively) and the county’s percent of the population below the poverty level is lower in comparison to the state (13% in Brevard County versus 16% for the State of Florida).

- Brevard County has a higher percent of retirees than the average for the state. Only 51% of the labor force was employed in 2015, consistent with a higher percentage of older adults with sources of income not directly from current employment.

An analysis of commuting patterns for Brevard County residents and employees was completed using the U.S. Census Bureau’s “On-the Map” tool. As shown below in the County of Work for Workers Residing in Brevard County (2008-14), a comparison of 2008 and 2014 data indicates that the total number of Brevard County residents commuting to Orange County for employment experienced the largest increase at 16.3 percent. Brevard County residents commuting greater distances to counties including Duval and Miami-Dade experienced the greatest declines. The trend for Brevard County residents who also work in the county remained consistent with less than a one percent decrease from 2008 to 2014.

Brevard County Residents		2008		2014		Percent Change (2008-2014)
		# of Workers	% Distribution	# of Workers	% Distribution	
County of Work	Brevard County	140,788	66.0%	139,469	65.6%	-0.94%
	Orange County	16,283	7.6%	18,936	8.9%	16.29%
	Hillsborough County	4,489	2.1%	4,457	2.1%	-0.71%
	Seminole County	4,106	1.9%	4,160	2.0%	1.32%
	Duval County	5,304	2.5%	4,088	1.9%	-22.93%
	Indian River County	3,664	1.7%	3,672	1.7%	0.22%
	Palm Beach County	3,884	1.8%	3,660	1.7%	-5.77%
	Broward County	3,674	1.7%	3,534	1.7%	-3.81%
	Miami-Dade County	3,776	1.8%	3,287	1.5%	-12.95%
	Volusia County	3,159	1.5%	3,236	1.5%	2.44%
	All Other Locations	24,195	11.3%	24,089	11.3%	-0.44%
	<b>Total</b>	<b>213,322</b>	<b>100.0%</b>	<b>212,588</b>	<b>100.0%</b>	<b>-0.34%</b>

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination work destination analysis

As shown in the Community from Other Counties Table, a similar analysis was completed to examine the percentage of employees residing outside of Brevard County who commute to Brevard County for employment. The largest number of employees commuting to Brevard County reside in Orange County and “All Other Locations,” with the “All Other Locations” category including employee living outside of the top ten counties listed in the table. From 2008 to 2014, the largest growth in commuters to Brevard County for work included residents from Osceola and Indian River counties. The largest decreases in commuters were employees traveling greater distances from counties, including Broward and Palm Beach.

Brevard County Residents		2008		2014		Percent Change (2008-2014)
		# of Workers	% Distribution	# of Workers	% Distribution	
County of Work	Brevard County	140,788	75.5%	139,469	74.3%	-0.94%
	Orange County	6,719	3.6%	7,235	3.9%	7.68%
	Volusia County	3,539	1.9%	3,634	1.9%	2.68%
	Osceola County	2,414	1.3%	2,985	1.6%	23.65%
	Indian River County	2,430	1.3%	2,957	1.6%	21.69%
	Seminole County	2,768	1.5%	2,657	1.4%	-4.01%
	Hillsborough County	2,478	1.3%	2,434	1.3%	-1.78%
	Palm Beach County	2,521	1.4%	2,212	1.2%	-12.26%
	Polk County	1,946	1.0%	2,091	1.1%	7.45%
	Broward County	2,346	1.3%	1,862	1.0%	-20.63%
	All Other Locations	17,855	9.6%	20,085	10.7%	12.49%
	<b>Total</b>	<b>186,490</b>	<b>100.0%</b>	<b>187,621</b>	<b>100.0%</b>	<b>0.61%</b>

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination home destination analysis

The major industries in Brevard County include healthcare and social assistance, education services, and services related to the aeronautics industry. With 9,000 employees, Brevard Public Schools, is the largest employer in Brevard County. The next largest employer in the county is the Harris Corporation with over 6,500 employees, followed by Health First, Inc. The top 15 public and private employers, are listed below in Table 2-8.

Rank	Company	Sector	Number of Employees
1	Brevard Public Schools	Education	9,000
2	Harris Corporation	Manufacturing	6,700
3	Health First, Inc.	Healthcare	6,400
4	Publix Supermarket	Retail	2,850
5	Wal-Mart	Retail	2,620
6	Brevard County Government	Government	2,500
7	Holmes Regional Medical Center	Healthcare	2,500
8	Wuesthoff Health Systems	Healthcare	2,400
9	Winn Dixie Supermarket	Retail	1,830
10	NASA/Kennedy Space Center Contractors	Technology	1,800
11	Space Gateway Support	Technology	1,750
12	Northrop Grumman Corporation	Manufacturing	1,650
13	Rockwell-Collins	Technology	1,450
14	Parrish Medical Center	Healthcare	1,050
15	MIMA Physician Group	Healthcare	1,000

Source: 2016 Space Coast Economic Development Commission

CareerSource Brevard annually reviews Key Industries (which includes existing and emerging in-demand industry sectors) by researching and analyzing Labor Market Information (LMI) provided by various sources. Focusing on Key Industries allows for CareerSource Brevard to deploy limited resources and social capital in a manner to optimize prospects for success. Most of the

identified industries represent those which offer the best promise for overall economic growth by attracting and retaining high skill, high wage and value-added jobs. Key industries can also represent those that require our focus due to major workforce issues (i.e. Shuttle retirement). Key industries are important when implementing sector strategies, career pathways and other job-driven, industry focused initiatives. A quick look at the workforce situation in Brevard will set the stage for reviewing Key Industry information. The following tables contain the history and trends of employment growth by industry from 2014 through 2018 and the selected Key Industries over this time period. The following trends are noted:

Industry Trend Summary	
↑	Construction, Manufacturing
→	Trade, Transportation, & Utilities, Government, Education & Health Services, Information, Financial Activities, Leisure & Hospitality
↓	Professional & Business Services, Other Services

Employment by Industry											
Not Seasonally Adjusted / Over-the-Year Percent Change											
Industry		2014		2015		2016		2017		2018	
		Florida %	Brevard %								
Construction	↑	8.3	10.5	1.5	3.0	6.8	-3.0	5.2	2.7	9.0	13.3
Manufacturing	↑	1.4	1.0	1.3	-1.0	2.8	2.0	2.7	2.8	4.4	3.9
Trade, Transportation & Utilities	→	3.9	3.1	2.8	-0.3	2.4	3.3	2.1	2.9	1.7	1.3
Information	→	3.9	0.0	1.11	0.0	-1.4	-10.5	-0.3	10.0	2.0	4.3
Financial Activities	→	2.5	2.6	2.5	0.0	2.5	1.3	3.8	4.2	2.4	2.6
Professional & Business Svcs	↓	3.5	-2.0	4.3	0.0	4.3	3.0	3.2	-1.7	4.3	-2.9
Education & Health Svcs	→	1.5	1.8	2.4	2.1	3.8	5.3	4.1	2.6	1.5	-0.6
Leisure & Hospitality	→	2.4	-0.9	3.9	4.0	3.9	3.3	4.4	3.4	1.0	-1.9
Other Services*	↓	1.6	2.5	3.5	8.0	3.3	3.7	2.5	2.5	4.1	2.3
Government	→	-0.2	0.7	0.4	0.7	-0.5	-1.7	1.1	0.0	1.0	0.0

\* The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and providing dry-cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

Using the DEO and Bureau of Labor Statistics estimates the following are the overall top emerging industries in Brevard County looking ahead from 2017 to 2025. This is basic data which includes a wide array of industries, some of which do not necessarily include high wage/high skills jobs. This information is provided as required by the planning instructions issued by DEO. This is a look

into the future which is considered as part of our overall plan but does not necessarily indicate where the Board of Directors and the local community stakeholders choose to concentrate.

<b>LWDB 13 Top Emerging Industries</b>					
Industry Code	Title	Employment		2017 - 2025 Change	
		2017	2025	Total	Percent
4541	Electronic Shopping and Mail Order Houses	525	682	157	29.9%
6117	Educational Support Services	77	99	22	28.6%
6219	Other Ambulatory Health Care Services	304	382	78	25.7%
2389	Other Specialty Trade Contractors	1,001	1,249	248	24.8%
6215	Medical and Diagnostic Laboratories	616	764	148	24.0%
2362	Nonresidential Building Construction	818	1,010	192	23.5%
7121	Museums, Historical Sites, and Similar Institution	323	398	75	23.2%
5619	Other Support Services	236	287	51	21.6%
2131	Support Activities for Mining	14	17	3	21.4%
6241	Individual and Family Services	1,249	1,510	261	20.9%
5174	Satellite Telecommunications	210	253	43	20.5%
2371	Utility System Construction	717	855	138	19.2%
8129	Other Personal Services	595	707	112	18.8%
4922	Local Messengers and Local Delivery	98	116	18	18.4%
5112	Software Publishers	164	194	30	18.3%

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

The analysis includes a review of economic development priorities as required by DEO. This guidance requires alignment with the Florida Targeted and Infrastructure industries as well as other local economic development priorities. We have included the priorities of Enterprise Florida as well as local priorities from Space Florida, Orlando Economic Development Commission and the Economic Development Commission of Florida’s Space Coast. From the total of 29 priorities/industries listed, the Key Industries include 23 or 79 % of those listed. This indicates that our key priorities are aligned with state and local priorities.

The attached chart also shows the development of our Key Industries which includes the current Sector Strategies for our LWDB.

<b>High Skill High Wage</b>		
Key Industry	Formal-Sector Strategy	Rationale
<b>Manufacturing Aviation &amp; Aerospace</b>		<ul style="list-style-type: none"> <li>Aviation is a growing industry in Brevard.</li> <li>Convening of the AIM Sector Strategy</li> <li>Increased opportunities in Aerospace</li> <li>Local concern and statewide focus on advanced manufacturing</li> </ul>
<b>Information Technology</b>		<ul style="list-style-type: none"> <li>Ongoing needs of the STEM industries.</li> <li>Local concerns over availability of information technology workers.</li> <li>Focus of the IT Sector Strategy</li> <li>Centerpiece of the USDOL America's Promise Grant</li> </ul>
<b>Health Care</b>		<ul style="list-style-type: none"> <li>Demand area for occupational training by CAREERSOURCE BREVARD customers and Business Customers.</li> <li>Development of the Health Sector Strategy</li> <li>Long-range prediction models showing future needs</li> </ul>

<b>Projected Growth</b>	
Key Industry	
<b>Logistics, Transportation Distribution</b>	<ul style="list-style-type: none"> <li>Reflects positive trend in Trade, Transportation &amp; Utilities industries.</li> <li>Port Canaveral development of container and shipping industry and expanded cruise service.</li> <li>Maritime activity continues to develop</li> </ul>
<b>Construction</b>	<ul style="list-style-type: none"> <li>Expectation that construction activities will continue to increase.</li> </ul>
<b>Leisure &amp; Hospitality</b>	<ul style="list-style-type: none"> <li>Long term growth predicted through 2020.</li> <li>Identification of career ladders &amp; wage projection within the industry.</li> <li>Tourism is a significant industry in Brevard County and based on local and State data, will continue to be a major jobs creation source.</li> </ul>

The planning instructions also require that this plan address the employment needs of employers in those industry sectors and occupations (WIOA §108(b)(1)(A)). The Local Workforce Development Board has identified in demand industry sectors, including Manufacturing, Aviation & Aerospace, Information Technology, Health Care, Logistics, Transportation Distribution, Construction and Leisure & Hospitality. Across these demand industries sectors, CareerSource Brevard has a Regional Targeted Occupations List (RTOL) which contains the occupations identified using Labor Market Information (LMI) and confirmation with the associated business and industry.

When defining employment needs employers in demand industry sectors often use the phrase “skills gaps” to reflect the struggle in finding qualified workers. In the region, employers

generally take this “gap” as a given, since the causes and the degree to which employers have hiring difficulties tend to be complex.

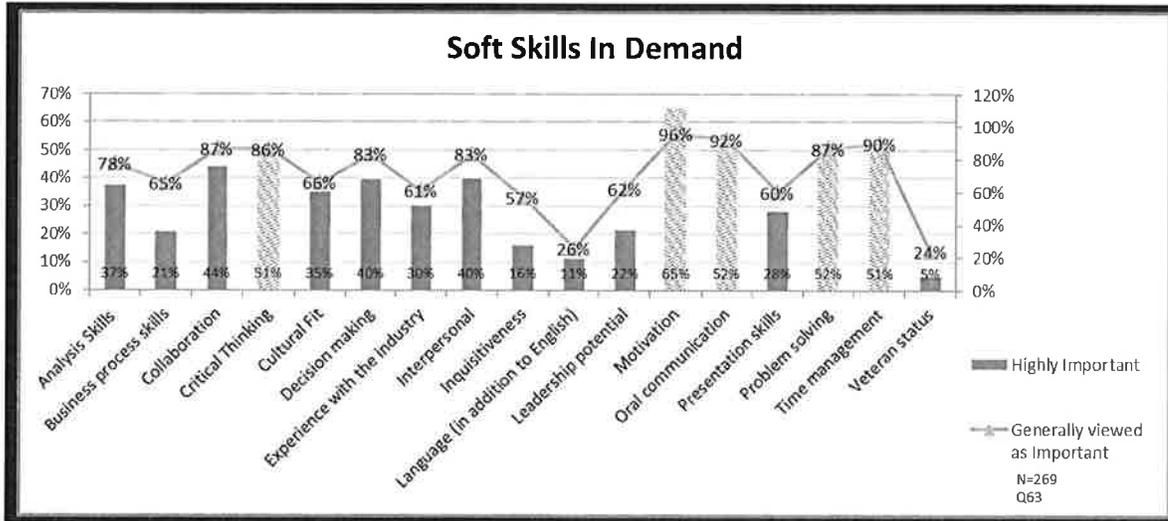
The availability of a skilled workforce is widely recognized as one of the most critical factors in economic development. Expansion and relocation decisions hinge on the ability to hire workers with the skills and experience companies demand. The Talent Gap Analysis study was undertaken through a partnership with CareerSource Central Florida, Brevard, and Flagler Volusia and the Florida High Tech Corridor Council to align the skills needed by area business with Floridians seeking employment.



Based on the 2014 Central Florida Talent Gap Analysis, employers indicated the following difficulties:

- **Difficulty Hiring and Recruiting** - A majority of companies reported difficulties hiring staff. Many stated that lack of experience was a reason for not filling a position. Lack of technical competencies and lack of available applicants were the next most frequent responses. Some businesses reported that lack of skills drive entry level job vacancies. During interviews, it was reported that HR staff were seeing candidates that had no interest in working, candidates arriving at the interview with family in tow, inappropriate dress, and having no knowledge of the company or job for which they had applied.
- **Retention** - Compensation is attributed to the top retention-related issues identified in the study. With more experienced talent leaving after several years of experience as a significant issue often due to the lack of promotional opportunities. Additional issues include retirement and relocation to other areas.
- **Training** - Significant challenge for companies responding to the survey is finding talent with 3-5 years of experience. As an alternative, developing existing staff is the most commonly used strategy to address skills gaps, according to the 2013 MANPOWER 2013 Talent Gap Research. Interviews further clarified that the opportunity deficit is caused by a lack of qualified internal candidates which can be mitigated by additional training and experience.
- **Workplace Essential Skills** – Are difficult to quantify, but can impact the success of an employee in the workplace. Also known as “soft skills,” they relate to the way a person interacts within the corporate culture with teams and customers. Hard or teachable skills,

learned in the classroom or on the job, are quantifiable skills that an employer can match to a specific function in the company. Depending on the job requirements, many employers reported that they would hire someone exhibiting workplace essential skills that had the required degree and no experience rather than a person with the technical skills and experience but lacking critical workplace essential skills.



(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)).

Businesses have identified new “21st century” skill requirements that have evolved over the past decade, including:

- Understanding the global business context and political environment, innovative thinking, technology-driven communications, new technologies, collaborative planning and, job retention skills or workplace essential skills.
- Global and Political. The global business context and political environment require employees to understand the impact the global economic connectivity has on whether a business platform will succeed or fail. Businesses must plan on the basis that their product and/or service half-life is measured in months, not years.
- Innovative Thinking. Employees need to understand that their ideas and innovative thinking can lead to new products and services that can help keep their employer competitive. How quickly employees can adapt to new communication technologies determines how fast ideas move.

- Technology-Driven Communication. With web-based technologies that are ported to laptops, cellphones and PDAs, employees are virtually connected 24/7.
- New technologies. Technologies such as wiki pages, blogs and social and professional networks offer individuals a way to share experiences and thoughts. Such social networking is also great ways to share ideas between co-workers to help ensure that all good ideas are considered.
- Collaboration. Collaborative planning has become essential for businesses to develop new strategies to grow and prosper.
- Job Retention Skills. Employers value education and the tangible skill sets that workers offer, but they value the workplace essential skills just as much. Getting to work on time consistently, maintaining a good attitude and being a team player are among the most essential job skills a worker can possess.

Using Business Process Re-engineering principles, CareerSource Brevard has developed and implemented the “Business to Jobs” (B2J) customer service model. This model is a “different way” of organizing and operating a One-Stop Center or “Career Center”. This model assists



job seeking customers by focusing on business needs rather than the traditional “funding silo driven” method of providing services. This integrated service model includes cultural changes, operational adjustments and a new Career Center design. Since beginning the model in July 2010, BW has seen an increase in business use of the Career Centers and improved services for job seekers. It is through this model that BW will continue to meet the job seeker, business, economic and talent development needs of Brevard County. CareerSource Brevard Industry Relations Department is responsible for delivering a consultative approach to businesses with regards to assisting with filling the talent pipeline and understanding skills that employers need. The Industry Relations Business Liaisons are able to assess employer needs and provide services or referral to services in a rapid fashion because they are assigned specific key industries based on the B2J industry community model. Repeating information previously stated in this document, the Key Industries that CareerSource Brevard is currently focusing on are as follows:

High Skill High Wage		
Key Industry	Formal Sector Strategy	Rationale
Manufacturing Aviation & Aerospace		<ul style="list-style-type: none"> <li>Aviation is a growing industry in Brevard.</li> <li>Converging of the AIM Sector Strategy</li> <li>Increased opportunities in Aerospace</li> <li>Local concern and statewide focus on advanced manufacturing</li> </ul>
Information Technology		<ul style="list-style-type: none"> <li>Ongoing needs of the STEM industries.</li> <li>Local concerns over availability of information technology workers.</li> <li>Focus of the IT Sector Strategy</li> <li>Centerpiece of the USDOL America's Promise Grant</li> </ul>
Health Care		<ul style="list-style-type: none"> <li>Demand area for occupational training by CAREERSOURCE BREVARD customers and Business Customers.</li> <li>Development of the Health Sector Strategy</li> <li>Long-range prediction models showing future needs</li> </ul>

Projected Growth	
Key Industry	
Logistics, Transportation Distribution	<ul style="list-style-type: none"> <li>Reflects positive trend in Trade, Transportation &amp; Utilities industries.</li> <li>Port Canaveral development of container and shipping industry and expanded cruise service.</li> <li>Maritime activity continues to develop</li> </ul>
Construction	<ul style="list-style-type: none"> <li>Expectation that construction activities will continue to increase.</li> </ul>
Leisure & Hospitality	<ul style="list-style-type: none"> <li>Long term growth predicted through 2020.</li> <li>Identification of career leaders &amp; wage projection within the industry</li> <li>Tourism is a significant industry in Brevard County and based on local and State data, will continue to be a major jobs creation source.</li> </ul>

(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)).

The following chart shows the Key Industries with additional information about the skills employers indicate are in need:

Key Industry	Skills Needed to Meet Employment Need
<b>Manufacturing Aviation &amp; Aerospace</b>	<p><b>Manufacturing</b></p> <ul style="list-style-type: none"> <li>Real manufacturing setting is crucial for training</li> <li>Employers in this industry are looking for individuals with manufacturing education and mechanical knowledge.</li> <li>There is a need to market the industry in the education institutions to create increased interest amongst the younger generation.</li> <li>Workers within the manufacturing industry must keep up with the technological advances by gaining more education at technical schools.</li> <li>In addition, needs in soldering, welding and additive manufacturing were identified as skills needed by local manufacturing employers.</li> </ul>
	<p><b>Aviation</b></p> <ul style="list-style-type: none"> <li>Knowledge of and ability to work with composite materials.</li> <li>Safety and compliance</li> <li>Critical thinking skills</li> <li>Good people skills</li> <li>IT integration</li> </ul>
	<p><b>Aerospace</b></p> <ul style="list-style-type: none"> <li>Math ability</li> <li>Problem Solving Skills</li> <li>IT skills including computer aided design</li> <li>Project Management Skills</li> <li>Various Technical Skills</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>Ongoing training is critical; employers are noticing a lack of up-to-date technical skills among workers today.</li> <li>The need for ongoing certification and training is crucial to stay marketable and competitive in today's IT workforce.</li> <li>Current clearance and certification is essential to the IT industry.</li> <li>Cyber Security will be a vital technical skill needed in the future.</li> </ul>

Key Industry	Skills Needed to Meet Employment Need
<b>Health Care</b>	<ul style="list-style-type: none"> <li>• Need for additional practical experience to compete with out of state medical professionals.</li> <li>• The top two knowledge competencies include psychology and medicine dentistry.</li> <li>• Basic customer service and empathy skills for dealing with patients are also a key skill needed.</li> </ul> <p>Nurses with specialty focuses (i.e. geriatrics, perioperative) are increasingly needed.</p>

Projected Growth	
Key Industry	Skills Needed to Meet Employment Needs
<b>Logistics, Transportation Distribution</b>	<b>Logistics</b> <ul style="list-style-type: none"> <li>• Training and education information technology and logistics software.</li> <li>• Knowledge of distribution and transportation.</li> </ul>
	<b>Transportation</b> <ul style="list-style-type: none"> <li>• Physical ability to stand and lift and work in hot or cold environments.</li> <li>• Customer service and workplace essential skills.</li> <li>• Compliance knowledge and experience.</li> </ul>
	<b>Distribution</b> <ul style="list-style-type: none"> <li>• Problem solving and analytical skills.</li> <li>• Inventory management knowledge.</li> <li>• Warehouse Management Systems</li> </ul>
<b>Construction</b>	<ul style="list-style-type: none"> <li>• Lean practices and quality assurance management.</li> <li>• Basic construction and trade skills.</li> <li>• Safety and risk management skills.</li> </ul>
<b>Leisure &amp; Hospitality</b>	<ul style="list-style-type: none"> <li>• Customer services skills</li> <li>• Decision making and problem solving experience</li> <li>• Event management and project management skills</li> <li>• Sales training and use of customer relations management software.</li> </ul>

Through ongoing interaction with the local business community, use of knowledge, skills and abilities indicators as shown above and other relevant information, CareerSource Brevard has been able to identify in demand companies in the region, organize regional labor market information into training opportunities for emerging jobs and occupations and highlight the skills, knowledge and abilities needed to help meet the employment needs of local employers.

(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).

The region's economy has been in a recovery mode since the bottom of the downturn in early 2009. The region was not only impacted by the downturn but also the end of the NASA Space Shuttle program impacting 9,000 dislocated aerospace workers. While many of the aerospace workers were retrained and cross-walked into other jobs, many simply retired, relocated or have opened their own businesses.

People want to live and work here. Brevard is a reasonably affordable place to live with great quality of life. For the most part, individuals seeking and suited to entry-level positions chose to live here first then find their way into the labor force. Professionals and those with higher education tend to find their way here due to work, and then they don't want to leave. So many (65,000+) retired military have chosen to stay here or have relocated here. Many baby-boomers who have delayed retirement or have retired and are looking for second careers or supplemental income have also settled here. From a labor force perspective, these are both positive and negative. The positive is that the labor force includes a cross-section of available individuals. The negative is that some of them come not ready to work and do not have the requisite skills and education to find a job quickly. This emphasizes the need for a comprehensive workforce development system.

The region is rebounding at a great pace. Therefore, both the labor force and the job market are growing, and the sector-based demand generators are creating jobs. This bodes well for youth, emerging workforce, and adults in need of work.

Brevard County's jobless rate decreased to 3.7 % from 4.9% comparing December of 2017 to December of 2016. Brevard's unemployment rate was equal to the state rate of 3.7%. Out of a labor force of 263,184 there were 9,674 unemployed residents in the region.

Another important trend which has developed has been the increased Labor Force Participation Rate (LFPR). LFPR is the estimate of the share of the population actively engaged in the labor market. Based on the December 2017, State of Florida DEO LMI Data Release, Brevard has saw an increase of 55 persons who have begun looking for a job compared to the same time in the previous year. This continues a 3 year trend in increased labor force. This increase to the labor force can be attributed to an improving economy which leads to less persons being discouraged over the prospects of finding a job. Other factors

can include improvements in health, reduction of personal barriers, changes in family responsibilities, decision to not continue with schooling and deferral of retirement

Brevard County includes some specific sub-populations that must be considered as part of planning. The sub-populations are as follows:

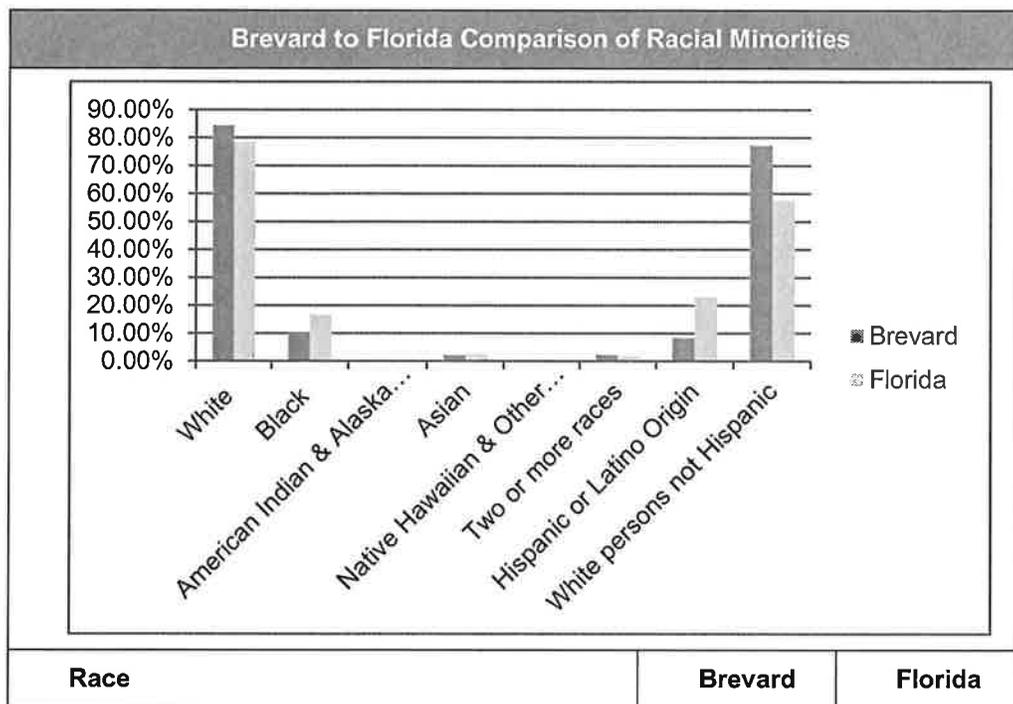
**Minority Population** – Based on 2010 Census Data for Brevard County, the Minority and Non-Minority Population table below displays the percent distribution of minority populations within Brevard County compared to Florida. The proportion of Brevard County’s non-minority population, approximately 85 percent, is about 10 percent higher than that of Florida.

**Minority and Non-Minority Population within Brevard County**

Geographic Location	Minority Population	% of Total Population	Non-Minority Population	% of Total Population
Brevard County	78,079	14.8%	450,927	85.2%
State of Florida	4,692,148	25.0%	14,109,162	75.0%

Source: 2010 U.S. Census

The Brevard to Florida Comparison of Racial Minorities chart below also provides some addition detail regarding the breakdown of the minorities in the county as compared to the State of Florida.



<b>White</b>	84.40%	78.50%
<b>Black</b>	10.50%	16.50%
<b>American Indian &amp; Alaska Native</b>	0.40%	0.50%
<b>Asian</b>	2.20%	2.60%
<b>Native Hawaiian &amp; Other Pacific Islander</b>	0.10%	0.10%
<b>Two or more races</b>	2.30%	1.80%
<b>Hispanic or Latino Origin</b>	8.40%	22.90%
<b>White persons not Hispanic</b>	77.30%	57.50%
<small>Source: Brevard County Quick Facts from the U.S. Census Bureau 2012</small>		

DIVERSITY IN BREVARD COUNTY – CHANGE OVER TIME			
Category	2000	2010	Trends
White	88.1%	85.4%	↓
Black	8.6%	10.2%	↑
Alaskan Native	0.4%	0.4%	↔
Asian	1.6%	2.2%	↑
Pacific Islander	0.1%	0.1%	↔
Two or More Races	1.3%	1.8%	↑
<b>NOT HISPANIC</b>	95.4%	92.7%	↓
<b>HISPANIC **</b>	4.6%	7.3%	↑
<small>** Hispanic is an ethnicity rather than a race. People who are Hispanic may be of any race. Source: U.S. Census Estimates of Population Program.</small>			

Brevard County is changing and has become more diverse over the last 10 years. The percentage of persons who consider themselves Hispanic has grown from 4.6% to 7.3%. Also increasing are the percentages of persons who consider themselves as black (8.6% to 10.2%) and those who list two or more races (1.3% to 1.8%).

***Age Distribution***

The age distribution of Brevard County is similar to the age distribution of Florida as a whole, though Brevard County has a higher proportion of the population older than age 45 (50.8%). Persons under 18 years old and persons 65 years old and over, represents 40.2 percent of the total population in Brevard County, as shown in the Population and Age Distribution table. The working age population of 18 years of age to 64 years of age represents 59.8% of the

total population. The number of person over the age of 65 presents both some interesting challenges and opportunities for this region.

**Population and Age Distribution (2010)**

Area	Age				
	Under 18	18 to 24	25 to 44	45 to 64	65 years and over
Brevard County	107,686	42,781	116,943	165,254	110,712
% of total population	19.8%	7.9%	22.2%	30.4%	20.4%
Florida	4,512,990	1,228,758	4,720,799	5,082,161	3,259,602
% of total population	24.0%	6.5%	25.1%	27.0%	17.3%

Source: 2010 U.S. Census

### **Labor Force Status for Persons Aged 55 and Older**

Based on the 2016 data supplied by DEO (Census information), there are 66,233 “persons Aged 55 and Older” in the LWDB 13 area who are in the labor force. Of those approximately 7.66% are unemployed. Research has consistently shown that older adults in general and older workers in particular have suffered negative perceptions of their capabilities and desires for continued work. Recently, however, changes in the employment context and new research suggest that the tide may be turning for older workers. One key reason for examining the current situation for older workers is that many businesses have begun to worry about finding enough workers to fill the void created by the retiring Baby Boom generation. Employing older workers can be a positive step for organizations in that many have begun to recognize companies seen as “older worker friendly.” And, finally, new research looking across generations of workers reveals that, at least in some instances, employers prefer older workers to those from younger generations

### ***Income***

As shown in the Household Income Distribution table below, the distribution of household incomes for Brevard County is similar to that of Florida. The biggest difference between Brevard County and the state are in the “\$0 to \$9,999” and “\$50,000 and Over” household income categories, with about a 2 percent difference in each category between Florida and Brevard County. Low-income populations (median income less than \$10,000 in 2010) were

distributed throughout the county, with higher concentrations located in the northern, northeastern, and southern portions of the county.

**Household Income Distribution (2010)**

Area	Household Income					
	\$0 to \$9,999	\$10,000 to \$14,999	\$15,000 to \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 and Over
Brevard County	14,233	12,600	29,347	24,894	37,381	103,490
% of total households	6.4%	5.7%	13.2%	11.2%	16.8%	46.6%
Florida	587,347	442,863	889,272	859,410	1,107,501	3,148,675
% of total households	8.35%	6.30%	12.64%	12.22%	15.74%	44.76%

Source: 2010 ACS 1-Year Estimate

**Labor Force Participation (2010)**

Area	% of Population in Labor Force*	% of Labor Force Employed*	Unemployment Rate (2010)
Brevard County	59.3%	86.4%	12.8%
Florida	60.4%	86.1%	13.9%

\*Represents the percent of the population (16 yrs and older only) in the labor force

Source: 2010 ACS 1-Year Estimates (Selected Economic Characteristics)

**Persons with Disabilities**

The Social Security Administration estimates that Brevard County has approximately 35,000 residents who report some type of disability. The following chart breaks out the persons with disabilities based on the primary type of disability, family information and whether they are unemployed.

2015 Reported Disabilities	%
<b>Deaf or Hard of Hearing</b>	<b>50%</b>
<b>Mental Disabilities</b>	<b>25%</b>
<b>Wheel chair users</b>	<b>2%</b>
<b>Families with one or more member(s) with a disability</b>	<b>30%</b>
<b>Unemployed</b>	<b>70%</b>

Based on the 2016 data supplied by DEO which was based on Census Source information there are 12,888 “persons with disabilities” in the LWDB 13 area with an unemployment rate of 21.5%.

**Veterans**

In addition to this data, a review of the Employ Florida Marketplace (March 2016) reveals that Brevard has 1,262 active cases with customers who list themselves as a “person with a disability”. Of that number, 41.9% are female and 58.1% are male. Approximately 58 are Welfare Transition customers who report a disability and 26.8% of the Veterans registered with EFM have a reported disability.

Based on data by the Brevard County Housing & Human Services Department, Veteran Services Team, Brevard has high numbers of Veterans and military retirees. The economic and social impact is captured in the chart below:

VETERAN & MILITARY RETIREES IN BREVARD COUNTY 2012		
Feature	Population/Value	Rank
Veteran Population	67,796	7 <sup>th</sup> largest county in Florida
Veteran Administration Disability Payments	\$196,143,000 (annual)	8 <sup>th</sup> most in Florida
Military Retiree Population	13,183	3 <sup>rd</sup> most in Florida
Military Retiree Pay	\$29,731,000 (annual)	3 <sup>rd</sup> most in Florida

2012 Data from Brevard County Housing & Human Services Department – Veteran Services Team

**Educational Attainment**

According to the U.S. Bureau, American Community Survey as prepared by DEO , the educational attainment level of the 2016 workforce participants in Brevard County, from 25 to 64 years old was as follows:

LWDB 13: Educational Attainment for the Civilian Labor Force Aged 25 - 64 (2016 Estimates)			
Less than high school graduate:	High school graduate (includes equivalency):	Some college or associate's degree:	Bachelor's degree or higher:
21,527	76,905	105,925	81,656
7.5%	26.9%	37.0%	28.5%

- (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)

CareerSource Brevard has a robust menu of workforce services to offer to both businesses and individuals in the region. The services available to individuals include a wide array of career services, including educational scholarships, training, pre-vocational training, career exploration, career resources, employability skills training, networking opportunities and onsite recruitment events. The Career Centers provide WIOA (Adult, Dislocated Worker and Youth), WTP (TANF), Veterans, SNAP, and Ticket to Work – Disability Navigator and RESEA services. In addition, CareerSource Brevard also provides career fairs, labor market information, job postings and business seminars.

The specific needs of residents in the region's workforce continue to be education and training in demand-driven occupations. This training is needed in order to compete in a rapidly evolving global economy. The overall need of our job seeker population is to possess a multitude of skill sets so they can continuously evolve with the ever-growing workplace. By enabling the job seeker to enhance their skill set level, each customer will build confidence and self-esteem which is needed to ensure they market themselves in a competitive manner among the region's talent pool. In addition, jobs in the region today are requiring more and more workers to be equipped with the latest computer skills. These skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is changing and evolving provides a key skill deficiency among the unemployed and underemployed population. CareerSource Brevard continues to offer ongoing training skills development for individuals to meet employers' demands. CareerSource is constantly monitoring current workforce services to ensure they are meeting the needs of participants who are working towards their goal of obtaining employment and employers who are in need of qualified applicants. CareerSource Brevard understands it is important to develop a workforce with competitive and relevant skills, in order to accomplish this CareerSource Brevard will continue to facilitate communications among employers and job seekers; coordinate across post-secondary institutions; focus on the needs of employers; conduct outreach to current and future workers about emerging job opportunities; and help individuals design their own career pathways. Overall, the future forecast of the CareerSource Brevard region is improving every day and CareerSource Brevard is determined to continue with constant improvements to workforce services in order to meet the demands of business and job seeking customers.

- (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).

WIOA is designed to assist job seekers access high quality career services, education, training and the supportive services to obtain and retain self-sufficient employment. This includes matching employers with the skilled workers they need to compete in the local and global economy. Under WIOA and through the one-stop center system, employment and training activities will be targeted to:

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

WIOA authorizes "career services" for adults and dislocated workers. There are three types of "career services" available within CareerSource Brevard one-stop delivery system: basic career services, individualized career services, and follow-up services. These services may be provided in any order and in no required sequence providing CareerSource Brevard staff the flexibility to target services to the needs of the customer.

### **Basic Career Services**

Basic career services will be available to all individuals seeking services in the CareerSource Brevard one-stop delivery system as needed, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake [including identification through the CareerSource Brevard Re-Employment Services and Eligibility Assessment Program (RESEA) and/or the state's

unemployment insurance (UI) claimants likely to exhaust benefits], and orientation to information and other services available through the one-stop delivery system;

- Initial assessment of skill levels, as needed, which includes literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling, including
  - Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA);
  - Provision of information on nontraditional employment (as defined in sec.3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within regional planning area;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban development (HUD) ; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under Reemployment Assistance programs, including:
- Meaningful assistance to individuals seeking assistance in filing a claim; and is available online and specialized assistance is available thru Florida’s call center by staff trained in Reemployment Assistance claims, filing, and/or the acceptance of information necessary to file a claim.
- In addition, CareerSource Brevard has created a series of “community resource sessions” to assist job seeking, dislocated and soon to be dislocated customers with resources necessary to provide support, educate and assist in averting circumstance which could become a barrier to employment and training. Staff continuously scouts new information which is presented to customers in our Career Centers and session updates are placed on the CareerSource Brevard website to notify the public of these sessions. The information is also promulgated in local newspapers and sent directly to job seekers via e-mail.

COMMUNITY RESOURCES COURSE TITLES	
Business Learning	Information Sessions
Strategic Planning for Business	Financial Literacy Workshop
Fair Labor Standards Act	Navigating Your Health Insurance
Family Medical Leave Act	Linked In
Business Success Through On-Boarding	Networking 101
Hiring Individuals with Disabilities	Making a Great First Impression
Reemployment Compensation	
Managing with Multiple Generations in the Workplace	

**Individualized Career Services**

If one-stop center staff determines that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to the individual through CareerSource Brevard center resources, center staff or partners. One-stop center staff may use recent or previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include: diagnostic testing and use of other

assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

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

### **Follow-up Services**

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment or program exit whichever occurs later. Follow-up services do not extend the date of exit in performance reporting. All WIOA Adult and Dislocated Worker (excluding employed workers served in training) customers, at a minimum, may receive a formal Comprehensive Assessment within 30 days of their attendance at the One-Stop Orientation. This assessment may:

- a) Be based on a formal assessment instrument such as TABE or other comprehensive assessment systems;
- b) Identify other barriers to successful employment and retention; and

c) Result in recommendations for further services, and be the basis for the completion of the Career Plan.

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

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

(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).



There are numerous workforce activities throughout the region focusing on Youth. There are faith-based, community-based, education-based, as well as Federal, State and Local Government funded programs. The CareerSource Brevard Youth model is called "NextGen" which is a no cost program for eligible young adults seeking to gain work experience, enter

the job market and plan for, or launch a career. Youth activities include occupational skills exploration, pre-employment/work skills training, counseling, and opportunities for academic skill building, job development, various work experience opportunities, job placement, and follow-up. The NextGen model was highlighted in the March 26, 2015 USDOL Employment and Training Advisory System (TEGL 23-14) Operating Guidance as an "Example of Local Areas Successfully Servicing Larger Numbers of Out of School Youth (OSY)." The NextGen model targets three customer



groups, each: Out of School Youth (OSY) Out of School Youth referred from Partner Programs (OSY-Partner Programs) and In School Youth (ISY).

The OSY refers to out of school youth with a high school diploma or equivalent who are not engaged in another activity that would prevent them from participating in a full week of MAPS training. This group is offered as a cohort-only style and provision of services is cycled twice per month, per Career Center. Interested customers begin with an information session to determine eligibility and submit their application to the program. Once accepted, MAPS training is completed. Training is one full week and covers topics such as; local labor market information, determining and building upon your strengths, human resources and ethics basics, dress for success, presentation skills, financial literacy, resume and portfolio development, mock interview practice and real interviewing opportunities. In addition to training, OSY customers receive one-on-one coaching each day of training that covers goal setting, working through barriers, developing a bridge plan and scheduling future appointments with their staffing specialist.

The OSY-Partner Programs customer group consists of youth who are participating in Adult Education and therefore cannot participate in a full week of MAPS training. The customer flow for this group begins with an on-site information session to those nearing completion of an education program where initial assessments, applications and eligibility are completed. Following the information session, objective assessments and a career pathway plan are completed and coordinated with the partner agency. Each customer receives an individualized case management process that includes the staffing specialist and the partner agency. CareerSource Brevard supports transition to employment, on-the-job training or post-secondary education.

Finally, the third customer group is for In School Youth (ISY) and refers to those youth who meet the statutory definition of attending school. CareerSource Brevard has an OSY Expenditure Rate in excess of 80%, therefore the ISY customer group is kept small and services are prioritized by neediest youth. Neediest youth include referrals from agencies or programs for individuals with disabilities, pregnant or parenting, homeless, offender or foster youth, or a college student with barriers nearing completion of a post-secondary program. The customer flow for ISY includes an information session to determine eligibility, by appointment only, followed by an objective assessment and Career Pathway Plan developed in coordination with the referral agency. ISY receive a customized version of MAPS training covering topics such as; youth compliance, Prove It assessments (for customer service, business etiquette

and teamwork), and financial literacy. ISY –may be placed in paid work experiences and case management is a coordinated effort with the referral agency. CareerSource Brevard supports the transition to employment.

Due to WIOA being heavily focused on work experience activities, youth who visit CareerSource Brevard who are not in school and do not have a high school diploma or GED are generally referred back to the education system for completion.

In-School and Out-of-School Youth with disabilities are offered the same services and activities. All youth are assessed and accommodations provided on an individual basis. Most often identified are learning disabilities.

The NextGen outreach strategy includes engaging dropouts via partnerships with the public school system where youth active in the High School Equivalency (HSE) program are referred to CareerSource Brevard for inclusion in the NextGen program. CareerSource Brevard staff also work directly with Elementary and Secondary Education Act (ESEA) Title I Schools to provide outreach to graduating seniors and pregnant teens programs. Community partnerships with the Department of Juvenile Justice and foster care providers, among others, include referrals of youth and joint staffing, where appropriate.

Work experience activities offered to the various youth customer groups include; paid/unpaid work experiences, On-the-Job training, internships and apprenticeships, and job shadowing. Paid work experiences are prioritized to youth with the most significant barriers to facilitate employment readiness (homeless, offenders, individuals with disabilities, foster and Adult Education youth). This is a structured work-based learning opportunity to apply current skills, learn new skills, and establish or increase employment. On-the-Job training is offered to youth ages 18-24 with a high school diploma, or college students nearing completion of post-secondary education, who have been assessed as work-ready and are seeking full-time employment. This is a structured, industry skills-specific training for a job candidate who does not meet all of an employer's hiring requirements but is willing to hire and train the candidate to perform the job. Internships and Apprenticeships are offered to youth with a high school diploma and at least one industry-related credential or nearing the attainment of one. This is a structured, industry skills-specific work-based learning opportunity at a business that aligns with the trainee's desired career path. Job Shadowing becomes incorporated into a participant's career pathway plan and can be utilized in a virtual setting.

CareerSource Brevard has also been instrumental in providing additional youth training and career-readiness programs and services through grants from various private and public sources. Included are the following:

**Juniors to Jobs** – This annual youth summer employment program was launched in 2014 through a partnership with Brevard’s largest municipality, the City of Palm Bay, and the Greater Palm Bay Chamber of Commerce as well as funding provided from the US Council of Mayors. The program model provides a week-long Work Readiness Training educating students on topics such as; workplace essential skills training,



resume writing, interviewing 101, working in a diverse environment, being smart about social media, making a great first impression, career assessments, and financial literacy and budgeting. After completion of the Work Readiness Training, students interview for and obtain a five-week paid internship with a local employer. As part of the program, all students were tasked to complete five online Dollar Wise financial education modules. The program is targeted to youth between their junior and senior year of High School.

Beginning in 2015, CareerSource Brevard had the opportunity to replicate the program through the City of Cocoa and the City of Titusville. Using funding from the City of Cocoa, CareerSource Brevard facilitated a summer youth training program focusing on teaching 22 high school juniors and seniors the skills they need to obtain employment. This includes a paid Work Experience piece with the City. CareerSource Brevard supported the City of Titusville by providing the classroom portion of the program.

**AIM Manufacturing Summer Internship Program** - Using funding from local manufacturers, CareerSource Brevard facilitated summer youth training program focusing on teaching high school juniors and seniors the skills they need to obtain employment. This includes a paid Work Experience piece in a local manufacturing company. In 2018 we expect to operate this program for the third year.

**Job Corps** - Job Corps offers a comprehensive array of career development services to at-risk young women and men, ages 16 to 24, to prepare them for successful careers. Job Corps employs a holistic career development training approach which integrates the teaching of academic, vocational, employability skills and social competencies through a combination of

classroom, practical and based learning experiences to prepare youth for stable, long-term, high-paying jobs. The Job Corps design includes the following features:

1. A defined set of core competencies in academic, vocational, information technology, employability and independent living skills which represent the fundamental skills students need to secure and maintain employment;
2. Standardized systems for financial reporting, data collection, student benefits and accountability; and
3. Nationally established performance outcomes, goals and quality expectations.

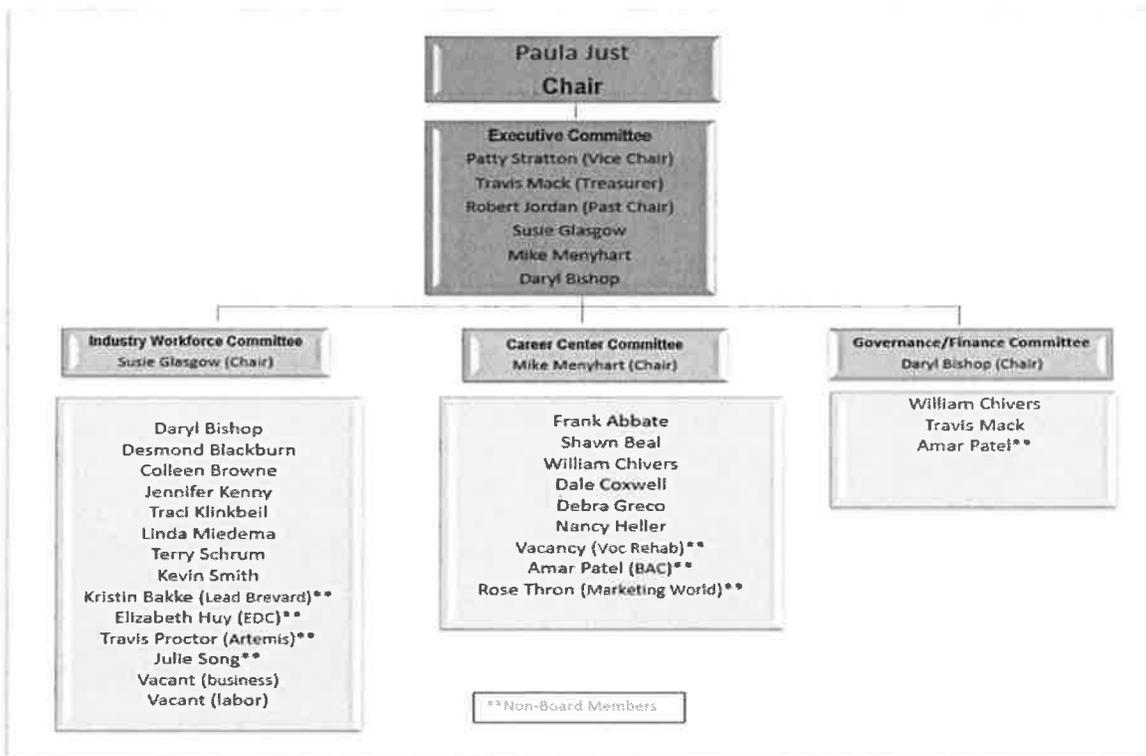
The Job Corps design is based on the principles of quality services and individualized instruction to meet the needs of each student. Training approaches and methods of implementation vary to allow tailoring of service components and delivery methods, effectively use resources and meet individual student and employer needs. The program is administered by the United States Department of Labor and has assisted more than 1.6 million young people nationwide. Brevard continues a longstanding partnership and hosts a Job Corps recruiter within the Career Center environments.

**TANF Summer Youth Jobs** – CareerSource Brevard plans to implement this program to youth for every year that the budget allows. The target of the program will be TANF Eligible Youth Ages 14-18.

**WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS**

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

Workforce development services will support the development of strong, vibrant local and regional economies where businesses thrive and people want to live and work. CareerSource Brevard continually reviews performance reporting systems to ensure that the corporate vision, goals and priorities are being achieved. CareerSource Brevard originally developed its strategic goals in 2002 and updated them in 2006, 2012 & 2014. CareerSource Brevard In 2017, the Board again reviewed goals and strategies for any changes in order to keep CareerSource Brevard at the forefront of innovative, high quality service delivery to both businesses and career seekers. CareerSource Brevard utilizes a committee structure to nurture and develop the strategic goals which support the mandated performance measures, local performance measures, local mission and vision of CareerSource Brevard. The following are the goals as assigned by the committee:



The vision is as stated below and the committee strategic goals are as follows:



**VISION**

*"A highly employment Competitive workforce for Brevard County." Our mission is "To facilitate and be the catalyst for workforce development services that are responsive to the employment needs of Brevard County."*

<b>Industry Workforce Committee</b>					
Goal: Identify current and future workforce needs of the business community and create solutions to meet their needs.					
Objective 1: Implement Sector Strategies in Key Industry Sectors (include EFSC Advisory Council info)					
Strategy 1	Strategy 2	Strategy 3			
Effective implementation and outcomes in the Manufacturing Sector	Effective implementation and outcomes in the Healthcare Sector	Effective implementation and outcomes in the IT Sector			
Objective 2: Support Additional Key Industries through Sector Work					
Strategy 1	Strategy 2				
Effective implementation and outcomes in the Aerospace and Aviation Sector	Effective implementation and outcomes in other Sectors				
Objective 3: Develop and Implement Overall Initiatives in Sector Strategies					
Strategy 1	Strategy 2				
Create more visible, accurate and timely data	Educate and recruit critical partners for Sector Strategies				

<b>Career Center Committee</b>					
GOAL: Create a Career Center Model that is one of the top choices for career seekers and businesses in Brevard by offering quality workforce products and services.					
Objective 1: Offer the highest quality of services to Career Seekers to enable them to become the talent that the businesses need					
Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5	
Increase the skills needed in the labor force to meet the demands of local and regional businesses.	Improve the lives of Brevard County's Youth & Young Adult population by offering services & programs that benefit this population &	Work to identify and find hidden talent in a low unemployment environment.	Work with other Workforce Boards and Organizations to find innovative processes/ collaborations around Career Seekers that can be shared.	Ensure that measureable continuous improvement is being utilized throughout the CareerSource Brevard organization.	

	prepare them for the workforce.			
<b>Objective 2: Offer the highest quality of services to Businesses to meet their workforce needs.</b>				
<b>Strategy 1</b>	<b>Strategy 2</b>	<b>Strategy 3</b>		
Track & improve Business engagement Activities	Work with other Workforce Boards and Organizations to find innovative processes/ collaborations around Business Services.	Help Businesses Train and Retain their workforce.		
<b>Objective 3: Create a data centered environment to measure the success of CareerSource Brevard services.</b>				
<b>Strategy 1</b>	<b>Strategy 2</b>	<b>Strategy 3</b>		
Create a method to display CareerSource Brevard Federal, State and Career Center Contract measures in a simplistic, easy to understand snapshot.	Create a method to measure CareerSource Brevard value to the Brevard Community as a source that is used by career seekers and businesses.	Measure the Customer Satisfaction of both Career Seekers and Employers.		
<b>Objective 4: Develop &amp; implement Marketing &amp; Outreach to businesses and career Seekers so that they are aware &amp; utilize CareerSource Brevard services</b>				
<b>Strategy 1</b>	<b>Strategy 2</b>			
Develop a comprehensive portrait around CareerSource Brevard career seeker's services (includes special grants that might work with targeted populations/events)	Develop a comprehensive portrait of CareerSource Brevard business services (includes special grants that might target certain industry sectors/events)			

<b>Executive Committee</b>				
Goal: CareerSource Brevard Provide Executive Oversight of CareerSource Brevard.				
<b>Strategy 1</b>	<b>Strategy 2</b>	<b>Strategy 3</b>	<b>Strategy 4</b>	
Grow the Resources of the Board	Develop and Implement Federal, State and Local Advocacy plans to address workforce	CareerSource Brevard plan & implement regional activities with other workforce boards	Implement Board Governance Activities via Ad-Hoc Committees as needed	

	issues impacting CareerSource Brevard	with a focus on Flagler/Volusia & Central Florida		
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<b>Governance/Finance Committee</b>					
Goal: To review and make recommendations to the By-laws, recruit new board members, board training and review of financial documents.					
Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5	
Recruit new board members.	Update By-Laws	Provide Board Training	Review Financial Documents	Review Auditing and Monitoring Reports	

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

CareerSource Brevard has a history of strong partnerships with local business, educators and other partners. Representatives of the core programs will share information to develop a better understanding of each other’s programs and services. This will provide a seamless continuum of services for customers and will serve to reduce duplication. Ultimately the goal of the core partners is to assist customers in becoming self-sufficient and productive. This LWDB continues to align our programs and ensure business and individual customers are aware of the full array of available services. One of the goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that employment and training services provided by the core program entities identified in the WIOA (WIOA, Wagner-Peyser, Vocational Rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers’ needs. CareerSource Brevard plans to accomplish this goal by implementing the following objectives:

- Convene initial and periodic meetings of the core programs’ key staff to discuss and determine how to best coordinate and complement service delivery so that job seekers acquire the skills and credentials that meet employers’ needs.
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entity key staff will have access to this plan. All will be invited to participate in these strategic meetings and work with CareerSource Brevard to determine what changes, if any, are needed based on this input from local employers.

- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CareerSource Brevard to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
  - Continue to urge Vocational Rehabilitation to coordinate CareerSource Brevard whenever possible and feasible and explore aligning resource / cost arrangements.
  - Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
  - Develop, execute or update Memoranda of Understanding with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
  - Advocate for and support an integrated information system at the state and local level that would allow entities that carry out the core programs to better coordinate service delivery for joint customers and cross program referral.
  - Work closely with Adult Education to help students obtain relevant industry recognized certifications along with their GEDs.
- (3) Describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.

CareerSource Brevard will continue its practices and processes that have, to date, resulted in a high-performing board that is business-led, market-responsive, results-oriented and integrated with other workforce development system partners. Our current high-performing board fosters customer service excellence, seeks continuous improvement and demonstrates value by enhancing employment opportunities for all individuals.

Policies, practices and processes that define this high-performing board and the way it conducts business include, but are not limited to, the CareerSource Brevard Board accomplishing the following:

- Debate strategic alternatives and adjusts strategies based on changing conditions;

- Monitor the implementation of strategies established and performance achieved;
- Evaluates its budget, resource allocations, cost sharing and expenditures on a routine and periodic basis; The CareerSource Brevard Board maintains a strong focus on performance, results and measures of success;
- The CareerSource Brevard Board's agenda includes financial, strategic, governance, operational and other key workforce issues that provides the structural framework for the board's oversight;
- The CareerSource Brevard Board solicits and considers input from the community and customers;
- The CareerSource Brevard Board maintains a governance structure/framework that is responsive to its stakeholders;
- The CareerSource Brevard Board practices pro-active governance, especially related to board member recruitment and reappointment;
- The CareerSource Brevard Board oversees the quality of leadership and management;
- The CareerSource Brevard Board maintains and adheres to a board leadership succession plan;
- The CareerSource Brevard Board maintains a constant communication with key stakeholders on the organization's achievements and plans.

It is the intent of the CareerSource Brevard Board that these focused and deliberate policies, practices and processes will maximize the competitiveness of the businesses and the productivity of the workforce, thus increasing economic prosperity in our local area.

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

One the goals of CareerSource Brevard to achieve its strategic vision is to improve services to individuals with disabilities and other protected groups to increase their access to high quality workforce services and prepare them for competitive integrated employment. Disability statistics provided by the American Community Survey show that in 2016 approximately 94,000 persons with disabilities in Florida, aged 21-64 classified themselves as "not working but actively looking for work". While we do not have the breakdown by region, this statistic further highlights the potential of an innovative model designed to streamline the

process of getting back to work or working for the first time. CareerSource Brevard plans to accomplish this goal by implementing the following service strategies and objectives:

- Bring together core program entities' staff, key partner staff and the business community to integrate services and supports, "blend" and "braid" funds, and leverage resources across multiple service delivery systems to improve services to individuals with disabilities and other protected groups.
- Create systemic changes in service delivery design and relevant programs by establishing partnerships, processes, policies, alternate assessments, and programs that better connect education, training, workforce, and supportive services to improve employment outcomes of individuals with disabilities and other protected groups in existing career pathways programs.
- Use the results from the USDOL Human Centered Design Challenge completed April 2016 to improve services
- Promote more active engagement with the business sector to identify the skills and support that workers with disabilities and other protected groups need and to better communicate these needs to the core programs' staff, other key partners, education and training providers, job seekers, and state decision-makers.
- Continue to provide physical and programmatic accessibility to employment and training services for individuals with disabilities.
- Access the physical and programmatic accessibility of all our centers and training vendors' facilities.
- Work with our core program partner, Vocational Rehabilitation, to provide youth with disabilities extensive pre-employment transition services so they can successfully obtain competitive integrated employment.
- Improve the employment outcomes of individuals with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits, by refining and expanding services available through our local centers to connect them to existing successful career pathways programs.
- Provide more and diversified job-driven training opportunities for individuals with disabilities and other protected groups, including work-based training approaches such as on-the-job training, Registered Apprenticeships, internships, paid work experience, transitional jobs, etc.
- Increase the number of individuals with disabilities and other protected groups who earn credentials, including high school diplomas, industry-recognized certificates, and two-

year and four-year postsecondary degrees, that enable them to compete for employment along a career pathway in targeted industries and other high-demand and emerging occupations.

CareerSource Brevard utilizes the Ticket to Work Business Model to increase the employment options for persons with disabilities who are committed to becoming employed. One of the key features of this model is the processes and techniques which quickly focus the customer on employment and the steps necessary to gain and retain a job. This is paramount and makes it easier to work through the remaining real and perceived barriers as well as the impact to Social Security payments. Persons with disabilities who hold tickets or are eligible for the Social Security Administration's Ticket to Work (TTW) program are often low income, under-skilled and often disconnected individuals. This model can best be described in phases and allows for a greater volume of persons with disabilities to access the resources while improving the odds that the job seeking customer can be successful in working with a career center professional. Two of the three phases involved are "virtual" services. That is – using phone, web-based connection (e.g. Adobe Connect/Go to Meeting) and a personal computer.

Phase		Service Method	Summary
1	Pre-Employment	Virtual by ENC	Customer initiates access to the resources engaging with an on-line video describing the service, completes an online application which includes forms required by TTW, interfaces with the Employment Network Coordinator (ENC) using phone and computer resources for pre-employment activities. The result of this virtual phase is a determination by the ENC that the customer is a ticket holder, suitable, motivated to work with career center staff and the ticket has been assigned. ENC will make a case note in employflorida.com which in turn will be a turnover point for Phase 2 to begin. DEO will provide a suitable service code to identify participants with tickets assigned.
2	Employment Search /Skills Improvement	Staff assisted services	DVOP or formula funded Case Manager will provide WIOA intensive services and/or training services designed to achieve an employment outcome whereby the eligible job seeker with a disability would earn a sufficient wage to achieve milestone payment outcomes
3	Follow-Up	Virtual by ENC	Once the eligible job seeker with a disability is exited from the WIOA program with a positive outcome of employment, the ENC is required by the ticket to work program to conduct quarterly follow-up during post-employment. This is necessary for up to five years. This follow-up is conducted by an experienced ENC and is a short virtual touch point. This follow-up however, is imperative to meet both program requirements and the success of the program.

In pursuit of providing service strategies to all customers with special needs and disabilities, CareerSource Brevard coordinates with various agencies who provide services to persons with disabilities. As specified in WIOA, the Equal Opportunity Officer investigates all grievances regarding and allegations of discrimination based on race, color, sex, national origin, disability, age, citizenship, political affiliation, beliefs, genetic information or marital status. If an individual has a complaint regarding level of services or customer service Region 13's policy is to try and resolve the issue at the lowest level. As per policy a complaint will first be referred to the Center Manager level and if not mutually resolved to the customer's satisfaction they are afforded the opportunity to submit the grievance in writing to the Vice President of Operations for further investigation. If no resolution is obtained they are able to provide a written grievance to the CareerSource Brevard President and Executive Committee for final resolution. To better meet the needs of other protected groups, training is provided to ensure all staff is aware of the proper procedures regarding grievances and complaints. The EEO Officer will also conduct training regarding the different avenues in which a grievance or complaint may be filled.

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

The vision and goals contained within CareerSource Brevard' plan were developed under the leadership of the CareerSource Brevard Board. Many regional entities, including our core program partners, Board of Director members, local employers (including those within our four targeted industries), other partner agencies, the County Commission, Chambers of Commerce, Economic Development Corporations, training vendors and local education agencies provided valuable feedback in this collaborative process. This local and regional involvement and feedback from our stakeholders in this process has been at the forefront of all aspects of our vision and goal creation and their input and guidance has played a major role in this plan's foundation.

The Board initiated a discussion about goals and vision in February 2015 in a Board Retreat. At this meeting the Board was briefed on upcoming changes based on WIOA and strategized the local adaptation to the new law. The following chart was created to summarize the 2015 facilitated discussion and responses.

FEBRUARY 2015 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
<b>One-Stop Delivery System</b>	How do we improve digital literacy skills? What are the skills of customers and how can we ensure they have the needed skills?	<ul style="list-style-type: none"> <li>• Taking digital literacy training outside of the Career Centers</li> <li>• Virtual Case Management</li> <li>• Cooperative/partnerships</li> <li>• College Community time – free time at community to access computers</li> <li>• iPads issued to students</li> <li>• Donated equipment</li> <li>• New technologies</li> <li>• Transportation</li> </ul>
	What does digital literacy mean to business?	<ul style="list-style-type: none"> <li>• Current employees lack digital skills</li> <li>• Long-term unemployed lack digital skills</li> <li>• Basic operation of computers</li> <li>• Understanding and application of software.</li> </ul>
	How can we solve this?	<ul style="list-style-type: none"> <li>• Sophisticated analytics software is needed such as Help Wanted on Line and TORQ</li> <li>• Disabled workforce needs technology assistance, i.e. Google Translator</li> <li>• Simulations, i.e. manufacturing</li> </ul>
	Bricks vs. Clicks concept of service delivery means what to CareerSource Brevard?	<ul style="list-style-type: none"> <li>• More and smaller locations</li> <li>• Co-locate with partners</li> <li>• Computer access will be needed</li> <li>• Interactive social media, i.e. sign up for texting service</li> <li>• Stress the benefits of being in the CareerSource Brevard system</li> </ul>
	What does our technology based service delivery look like 5 years from now?	<p>The population will not be equipped for new technology so we need to offer ways to serve them. Suggestions:</p> <ul style="list-style-type: none"> <li>• Local community career centers</li> <li>• Virtual workshops</li> <li>• Partner with libraries, churches, community centers</li> <li>• Need a computer literate population within 5 years</li> <li>• Make Brevard County the “most digitally literate County” and advertise that</li> <li>• Research digital literacy needs</li> <li>• Intensive training and education on need for digital literacy.</li> </ul>

FEBRUARY 2015 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
	What are the basic computer skills needed for employment?	<ul style="list-style-type: none"> <li>• Youth need to be taught face-to-face communication</li> </ul>
Adult Education	How can we grow these partnerships?	<ul style="list-style-type: none"> <li>• Co-mingle/cross train staff</li> <li>• Mentoring</li> <li>• Share resources</li> <li>• Share information</li> </ul>
	What can CareerSource Brevard /Voc. Rehab do to engage more businesses in hiring people with a disability?	<ul style="list-style-type: none"> <li>• Marketing Campaign to break barriers</li> <li>• Identify employers willing to hire this population</li> <li>• Share information – notify employers of the Voc. Rehab services.</li> <li>• Creative program needed for employers to hire this population</li> <li>• Teach technical skills</li> <li>• Get youth re-engaged</li> <li>• Create a CareerSource Brevard program sponsoring employees (OJT?)</li> </ul>
	What can CareerSource Brevard /Adult Ed do to increase the employment rate of students completing their GED? How does business play a role?	<ul style="list-style-type: none"> <li>• Offer pre-GED testing</li> <li>• An OJT program that hires them contingent on earning a GED</li> <li>• Offer incentives for staying in a job</li> <li>• Offer Voc. Rehab Certifications versus AA degrees</li> </ul>
	How can we engage this population?	<ul style="list-style-type: none"> <li>• Financial incentives &amp; OJT's</li> <li>• ADA compliance in the workplace – Voc. Rehab</li> <li>• Tax breaks – already have “Work Opportunity Tax Credit”, need to have a “Vocational Rehab Tax Credit. Keep it simple</li> </ul>
Analysis of Economic Conditions	What should we analyze? What economic conditions should be considered? (i.e. Houston Model - literacy rates, population holding a post-secondary degree or industry certification, more competitive employers, more and better jobs, higher incomes)	<ul style="list-style-type: none"> <li>• Depth of industry</li> <li>• Occupations and skill sets associated:               <ul style="list-style-type: none"> <li>○ Maritime</li> <li>○ Ships pilot</li> <li>○ Security</li> <li>○ Logistics/goods/services</li> <li>○ Pleasure (cruise)</li> <li>○ Commercial</li> </ul> </li> <li>• Surveys</li> <li>• LMI               <ul style="list-style-type: none"> <li>○ Federal, state, local</li> </ul> </li> <li>• Stakeholder roundtables</li> <li>• Local current job postings</li> </ul>

FEBRUARY 2015 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
		<ul style="list-style-type: none"> <li>• Gaps between EDC current data and educational programs following with future plans.</li> </ul>
	Talent pool mapping? (Direct them to the handout)	<ul style="list-style-type: none"> <li>• Current skills deficits                             <ul style="list-style-type: none"> <li>○ HR leads (SHRM/SCHRA) with EDC organization</li> </ul> </li> <li>• Skilled crafts need                             <ul style="list-style-type: none"> <li>○ What and who offers</li> <li>○ Attract veterans</li> <li>○ Feed pipeline</li> </ul> </li> <li>• Local veteran skills                             <ul style="list-style-type: none"> <li>○ Crosswalk to regional needs</li> </ul> </li> <li>• Number of available vets for employment</li> <li>• BPS vocational/career academy programs                             <ul style="list-style-type: none"> <li>○ Numbers graduating</li> </ul> </li> <li>• Future forecast of job/skills needs</li> </ul>
	Education activities and their impact on economy?	<p>Needed in discussions:</p> <ul style="list-style-type: none"> <li>• Industry/EDCs/Education (higher/BPS)/WF/government</li> <li>• Percent of graduates that stay in Brevard versus leaves.</li> <li>• Entertainment social and environmental growth</li> <li>• Analysis of population/location of workforce</li> <li>• Analysis of ways to keep young professionals.</li> </ul>
	What other data collection should we ask for? What do businesses need to know about the workforce and trends to make decisions?	<p>Determine occupational skills need:</p> <ul style="list-style-type: none"> <li>• Drill down to more depth and what it means (Burning Glass)</li> <li>• Regional cost sharing of a SME and soft-ware for real-time analytical data</li> <li>• Need regional data as well as Brevard talent</li> <li>• Workforce driving patterns - To/From</li> </ul>
Development of Career Pathways	How would you define career clusters? What should be included in them?	<ul style="list-style-type: none"> <li>• New EFSC group is good – maritime/boat docks/IWT</li> <li>• Look at NEC training/Reg./Federal</li> <li>• Import/export (ITAR)</li> <li>• Basic understanding of manufacturing – speak the language</li> <li>• Change mindsets for manufacturing</li> </ul>

FEBRUARY 2015 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
		<ul style="list-style-type: none"> <li>• High School pipeline</li> <li>• Welding/CNC/Composites</li> <li>• Aviation</li> <li>• IT network/Systems administration</li> </ul>
	What career cluster should be the first focus for CareerSource Brevard?	<ul style="list-style-type: none"> <li>• Maritime/Port Expansion</li> <li>• Board builders</li> <li>• “Non-union” stevedores (logistics)</li> <li>• Ambassador services</li> <li>• Infrastructure to support port</li> <li>• Healthcare for elderly/long-term care/homecare</li> <li>• IT</li> </ul>
	How do we engage businesses in defining career pathways?	Focus Supply and Meeting Talent Needs <ul style="list-style-type: none"> <li>• Military – civilian workforce crosswalk</li> <li>• Displaced workers/life changing events</li> <li>• Older retiring workers</li> </ul>
	Who else needs to be active in defining career pathways? How do we engage them?	<ul style="list-style-type: none"> <li>• Involve HR professionals and the SHRM/SCHRA resources</li> <li>• Understand new workforce needs               <ul style="list-style-type: none"> <li>○ Millennial</li> <li>○ Blending</li> </ul> </li> <li>• Social services/Social worker</li> </ul>
Regional Coordination	What are some ideas of regional service strategies that should CareerSource Brevard propose with other local regions (specifically with Orlando and Daytona areas)?	<ul style="list-style-type: none"> <li>• Tax incentives to expand small business growth and adopt friendly County Codes. FI Chamber has some information on this.</li> <li>• Develop “Centers of Excellence”. Orlando has one. Flagler has another, etc. The funds for this can come from Central Florida High Tech Corridor, face to face and off site strategy meetings to build these centers of excellence (learn from each. What is EFI’s role in WIOA going forward? How can they support centers of excellence?</li> <li>• Central Florida partnership works with 3 WIBs (Tri-Regional) with talent pipeline conversations starting with all.</li> <li>• Do not duplicate efforts.</li> </ul>
	The development of regional sector initiatives is required as well – the current overlapping industries in the 3 local areas	<ul style="list-style-type: none"> <li>• Manufacturing! Get on it – government supports it. Brevard supports it.</li> </ul>

FEBRUARY 2015 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
	mentioned above are IT, Health care and Manufacturing. What thoughts do members have on regional sector initiatives in these 3 areas? Are there things already moving that CareerSource Brevard should ensure we are all 3 involved in?	<ul style="list-style-type: none"> <li>• Healthcare – got nurses from universities but bad ratios – why? Are we pooling talent for healthcare?</li> <li>• IT jobs come from growth in manufacturing and healthcare.</li> <li>• Nemours is focusing on regionalism. Partnering with Nemours?</li> <li>• CNAs are still needed – no age issues. Option for military and seniors.</li> <li>• Medical billing and coding = IT.</li> <li>• Tech training is needed in healthcare.</li> <li>• Tele Health like Skyping to your doctor to “see” the patient for directives.</li> <li>• Best practices to share/use (apprenticeships-manufacturing).</li> <li>• CareerSource Brevard needs to share what we are doing with OJTs with other regions.</li> <li>• Volusia – simulation training?</li> <li>• Remember apprenticeship are long term training to grow an industry plus short term training.</li> <li>• Gather all ideas the WIBs think are great and boil down to partner on best.</li> </ul>
	Thoughts on sharing resources for administrative functions? What functions should we try to share and which ones should we not share?	<p>Can we share admin efforts?</p> <ul style="list-style-type: none"> <li>• HR/Accounting has been centralized in a Chamber setting.</li> <li>• Share grant securing efforts? Save money and combine efforts. Share the funds.</li> <li>• Share regional 4 year plan efforts</li> <li>• Co-op printing efforts for collateral.</li> <li>• Social media efforts.</li> <li>• IT processes and plan for hard/software</li> <li>• Considering consolidating staff and boards? Design a “steering” board.</li> <li>• Pool auditing and monitoring services.</li> </ul>
	Coordination of supportive services and transportation are also a part of regionalism. Are	<ul style="list-style-type: none"> <li>• Public Transit (SCAT/LYNX) – expand east/west &amp; connect with Disney.</li> </ul>

FEBRUARY 2015 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
	there areas of higher priority that CareerSource Brevard should focus on? Any initiatives that all 3 regions should try and support?	<ul style="list-style-type: none"> <li>• Seek transportation grants (esp. with disabilities)</li> <li>• Regional services for job seekers:               <ul style="list-style-type: none"> <li>○ Co-op child care</li> <li>○ Education leads “they” have that “we don’t” so we can connect job seekers with future skill sets.</li> </ul> </li> <li>• Rail from Orlando – Port – helps collaboration and job seeker commutes.</li> <li>• Supportive services – buy in bulk.</li> </ul>

The following chart was created to summarize the community input and Board of Directors response in a facilitated community planning session held February 23, 2016.

Discussion Group Topics	Discussion Questions	Responses
Visioning of Services	What is the perception of hiring a Veteran or the spouse of a Veteran?	<ul style="list-style-type: none"> <li>• Veterans are hard working with great work ethic; competent skill sets, character &amp; leadership abilities</li> <li>• Educate community &amp; employees about Veterans preference hiring to avoid negative program perception</li> <li>• Concerned with hiring preference for a less qualified Veteran over a more qualified civilian candidate</li> <li>• Concerns with PTSD and ways to manage/handle employees suffering from condition</li> <li>• Concerns with hiring spouses of Veterans who may relocate or move frequently or be skills deficient</li> </ul>
	What is the biggest barrier for Veterans and/or spouses to obtain employment at a local business? Risk of transfer or relocating	<ul style="list-style-type: none"> <li>• Lack of civilian experience or transferable job skills to private sector workplace; adapting to civilian life</li> <li>• PTSD – counseling &amp; management of mental health issues</li> <li>• LVERS/BL data needs to be updated and provided to potential Veteran employers</li> </ul>
	What would be the impact for businesses of hiring more Veterans and/or spouses? What	<ul style="list-style-type: none"> <li>• Provide financial support like additional training &amp; certification funding for Veterans, tax incentives/credits</li> </ul>

Discussion Group Topics	Discussion Questions	Responses
	<p>would encourage businesses to do this?</p>	<ul style="list-style-type: none"> <li>• May accept lower starting salary, entry level positions or lower skilled positions (Veterans ages 18-24)</li> <li>• Veterans tend to be more volunteer oriented and can serve as mentors for youth or other Veterans</li> <li>• Veterans should highlight personal abilities &amp; skills not related to military service to potential employers</li> </ul>
	<p>What are your thoughts about limiting individual training funds to just Veterans and eligible spouses? (Please note this is not OJT or customized training)</p>	<ul style="list-style-type: none"> <li>• Not a good idea, should be more inclusive for all job seekers and provide flexibility for employers</li> <li>• Maybe follow priority of service requirements but not limit availability to Veterans &amp; spouses only</li> </ul>
	<p>What are your thoughts about limiting OJT funding to Veterans and eligible spouses?</p>	<ul style="list-style-type: none"> <li>• Focus should be on prioritizing, not limiting or excluding categories of eligible individuals for OJT</li> <li>• Military &amp; Veteran organizations have existing programs serving Veterans only for training</li> </ul>
<p>Technology Plan</p>	<p>To enhance service provision should CareerSource Brevard go to a Virtual Case Management system that would reduce the need for people to come to the Career Centers for assistance? If so, what impact do you think such a system would have on businesses or job seekers? If not, why not?</p>	<ul style="list-style-type: none"> <li>• Many customers do not have access to computers or internet; Potential barrier to service access for some</li> <li>• Younger consumers tend to be more technologically savvy than older workers</li> <li>• Virtual Case Management could be optional for customers or used as after-hour approach or 24/7 access</li> <li>• Personal face-to-face interaction with staff for mentoring &amp; counseling is still a necessary aspect of service</li> </ul>
	<p>How would you define digital literacy?</p>	<ul style="list-style-type: none"> <li>• Basic ability to use computers, smartphones &amp; mobile devices, accessing the internet &amp; navigating commonly used programs like Microsoft Office products (including email), YouTube, LinkedIn, Google, etc.</li> <li>• As technology develops and advances, maintaining digital literacy may become more difficult for some</li> <li>• Industries &amp; sectors may have specific digital systems or programs that require unique knowledge or training</li> </ul>

Discussion Group Topics	Discussion Questions	Responses
	What would you like to see CareerSource Brevard interactive social media provide to you?	<ul style="list-style-type: none"> <li>• Development of a mobile app that works in conjunction with web browser and group messaging functions</li> <li>• Make web pages engaging &amp; highlight subject matter expertise by CareerSource Brevard</li> <li>• Focus on education of content, services, resources and include testimonial success stories</li> </ul>
	If technology allows us to reduce the number of brick and mortar buildings we use, what kind of impact do you see if there are only 2 centers? Only 1 center? What should be considered in going to this reduced center level?	<ul style="list-style-type: none"> <li>• Due to geographic challenges of County's length, multiple centers required but may be smaller footprints</li> <li>• Satellite or hub offices should share space/facilities with other community partner organizations</li> <li>• Offer more virtual services on days and during times when Career Centers are not physically open</li> </ul>
	And as an open question - what services do you feel CareerSource Brevard should be providing to business? To career seekers?	<ul style="list-style-type: none"> <li>• Engage businesses to earn employers trust, partner with businesses to meet training/skill needs</li> <li>• Expand use of positive programs like; Prove-It, Five Steps, Startup Quest, etc.</li> <li>• Expand services for career seekers outside of traditional Career Center public operating hours</li> </ul>
Regional Coordination	What does successful regional collaboration among the workforce boards look like in 2 years?	<ul style="list-style-type: none"> <li>• Share resources and pool funding for education, marketing and community outreach activities, job training (including OJT) programs, best practices efforts and purchasing &amp; cost saving opportunities</li> <li>• Identify &amp; evaluate employment trends and recruit &amp; attract talent regionally</li> <li>• Increase partnership &amp; collaboration efforts between local CareerSource Brevard &amp; EDC Boards within region</li> </ul>
	In what manner would you like to be involved with regional workforce or economic development services collaboration?	<ul style="list-style-type: none"> <li>• Volunteer or collaborate as regional process participant</li> <li>• Through Central Florida School Board Association and other state school networks</li> </ul>

Discussion Group Topics	Discussion Questions	Responses
		<ul style="list-style-type: none"> <li>Existing east central Florida regional healthcare and statewide health care groups</li> <li>Image campaign on manufacturing</li> </ul>
	<p>What does successful coordination of regional economic development services look like in 2 years?</p>	<ul style="list-style-type: none"> <li>Marketing &amp; branding efforts to promote regional attributes and attract new businesses and workers</li> <li>Align economic development &amp; recruitment efforts to be less competitive with the region</li> <li>Develop tax incentives, credits and abatements that could be implemented regionally</li> </ul>
	<p>How would you like to hear about the progress of regional workforce collaboration or economic development services coordination?</p>	<ul style="list-style-type: none"> <li>Information sharing through board meetings, website, newsletters, email &amp; other information outlets</li> <li>Tri-regional business services group that shares best practices</li> </ul>
<p>Youth Services Expansion</p>	<p>What does the Talent pipeline look like for the industry you work in?</p>	<ul style="list-style-type: none"> <li>The following skills are needed across all industries and employment sectors: customer service, communications, basic writing skills, basic math skills, problem solving &amp; initiative, and workplace essential skills</li> <li>Certifications in vocational, technical and professional fields of study are in demand</li> <li>More literacy in computer skills, customer service, finance, conflict resolution and team building</li> </ul>
	<p>If you could do one thing to improve the Talent pipeline for your industry, what would it be?</p>	<ul style="list-style-type: none"> <li>Improve workers knowledge of professionalism, workplace culture, starting in entry level positions and moving your way up through a business structure, comprehending what success means</li> <li>Provide "Ready to Work Certificates" which demonstrates mastery of basic workforce skills &amp; knowledge</li> <li>Expose youth applicants to a variety of industries and offer career shadowing &amp; mentoring opportunities</li> </ul>
	<p>Apprenticeships are changing and becoming more of a work and learn setting, where the employee is given hands on experience at work but is also</p>	<ul style="list-style-type: none"> <li>Educate and inform prospective candidates of all available apprenticeship programs and services</li> </ul>

Discussion Group Topics	Discussion Questions	Responses
	<p>going to school at least 3 hours a week on the employers time. If such a work and learn setting was to be successful in your company, what would it take?</p>	<ul style="list-style-type: none"> <li>• Engage employers and businesses in the development of programs, duration and scope of curriculum</li> <li>• Clarify the differences between internships and apprenticeships for potential applicants</li> </ul>
	<p>With Adult Education there are many students who are over 24 and have English as a second language. What additional services should Adult Ed and CareerSource Brevard consider providing to these customers before presenting them as viable employees to employers?</p>	<ul style="list-style-type: none"> <li>• Establish baseline measurement for English proficiency in written, verbal &amp; cognitive skills</li> <li>• Use technology to assist in translating or enhancing language skills (i.e. google apps, Rosetta Stone, etc.)</li> <li>• Adult Education is willing to send teachers on-site to employers when learning need is identified</li> </ul>
<p>Disabilities &amp; Business Needs</p>	<p>What services are you aware of that Vocational Rehab provides to businesses when they are hiring a person with a disability?</p>	<ul style="list-style-type: none"> <li>• Transportation services to get persons with disabilities to and from work sites</li> <li>• Assistance in making a business complaint with workplace accommodations for workers with disabilities</li> <li>• More education of employers is needed for these types of services and what else is available</li> </ul>
	<p>What perceptions need to be broken about hiring a person with a disability?</p>	<ul style="list-style-type: none"> <li>• Liability issues relating to hiring a person with disabilities</li> <li>• Educate businesses on the benefits, both financial and social, to hiring persons with disabilities</li> <li>• Host workshops to promote hiring individuals with disabilities and highlight benefits for doing so</li> <li>• Disabled workers inability to produce or perform to the standards required by the business</li> <li>• Dispel the myth of cost of accommodations for workers hiring persons with disabilities</li> </ul>
	<p>There are several initiatives going on in Brevard that are establishing businesses with the majority of the workers being those with a disability. (i.e. Promise of Brevard, BAC's Teriyaki Madness in Orlando)</p>	<ul style="list-style-type: none"> <li>• Secure additional funds to support these programs</li> <li>• Partner with schools and other community organizations to link employers and persons with disabilities</li> </ul>

Discussion Group Topics	Discussion Questions	Responses
	How should CareerSource Brevard /VR support or partner with these and other efforts?	<ul style="list-style-type: none"> <li>Establish a disability awareness group</li> <li>Educate, promote and inform businesses and community of the positive aspects to hiring persons with disabilities</li> </ul>

CareerSource Brevard updated the strategic planning by holding a board retreat in February 2017. Facilitated by John Metcalf of Workforce Systems Associates, the following chart was created to summarize the 2017 facilitated discussion and responses.

FEBRUARY 2017 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
Board Members Survey Results	In a pre-treat assignment, board members completed a survey that asked what they felt were the critical challenges in their community.	<p>Their responses indicated that the following were at the top of the list:</p> <ul style="list-style-type: none"> <li>Training services provided</li> <li>Good paying jobs</li> <li>Community needs</li> <li>Lack of a skilled workforce</li> </ul>
What Matters for Our Board to Succeed	Their responses give clear input to board members what they must focus on in both policy development and strategic actions to succeed in the eyes of their stakeholders and the community at large.	<p>The following represents their view of what matters:</p> <ul style="list-style-type: none"> <li>Ensure our career centers are viewed as an added value asset to both businesses and career seekers</li> <li>Improve board participation with passion and enthusiasm in our work</li> <li>Become data driven in all of our decisions and policy development</li> <li>Incorporate proactive and futuristic visioning to our work</li> <li>Embrace innovative thinking</li> <li>Convene the right partners and form strategic alliances to succeed</li> <li>Build a skilled and work-ready workforce</li> <li>Increase board awareness and focus on representing diversity of the board, the community, and businesses</li> <li>Continuously assess employment barriers and educate board members on them so we can seek solutions</li> </ul>

FEBRUARY 2017 BOARD RETREAT		
Discussion Group Topics	Discussion Questions	Responses
		<ul style="list-style-type: none"> <li>• Have clear mission and actionable goals with key indicators and measures of success</li> <li>• Leverage board member expertise and strengths by knowing their passion for the board's work</li> <li>• Mission positivity – identify community needs; identify skill needs; incorporate relevant and worthwhile work</li> <li>• Ensure operational and fiscal accountability and integrity</li> <li>• N. Ensure responsive and accessible services to our community's businesses and career seekers</li> </ul>
<p>Driving the Board's Strategic Planning Workgroup Output</p>	<p>During the one-day retreat, the board members and staff had time to work through a number of questions and scenarios that would prepare them for the creation of the strategic plan's focus, goals, objectives, and strategies. The board took the opportunity to plan their work for the next 36 months in work groups that focused on what would drive the board's work.</p>	<ul style="list-style-type: none"> <li>• Focus Area: Sector Strategies – focus on talent pipeline development and career pathways in high demand industries</li> <li>• Goal: Identify current and future workforce needs of the business community and create solutions to meet their needs.</li> <li>• Focus Area: CareerSource Brevard – focus on sustaining successful outcomes for employers and career seekers...</li> <li>• Goal: Create a Career Center Model that is one of the top choices for career seekers and businesses in Brevard by offering quality workforce products and services.</li> <li>• Focus Area: Executive Administration – focus on overall management of board activities to ensure work of the board aligns to its vision and mission.</li> <li>• Goal: Provide Executive oversight and governance</li> </ul>

The board members, core program entities, partner agencies, local employers, County chief elected official representatives, and other participants had the opportunity to communicate and offer guidance on their areas of interest and expertise within the plan. The plan process has also provided an opportunity for public comment and input into the development of all

components of the plan, including the vision and goals established, as CareerSource Brevard made the plan available through a posting on our website, other electronic means and in open meetings to ensure transparency to the public. With the dynamic exchange of information and input received, CareerSource Brevard has been able to successfully develop a solid strategic plan which identifies the vision, goals and objectives that CareerSource Brevard will pursue to provide enhanced and coordinated programs and activities offered to our customers within this workforce area.

There is a unique opportunity for the board and other community partners to come together in conversations about the workforce and community challenges in the region. The need for action is made clear if you look at the consequences the Brevard communities might face if there is not a change in the current workforce landscape:

- There is a risk of significant labor shortages if there is not attraction, retention, and local development of a skilled workforce.
- If wages are not impacted, poverty will continue to have adverse influences on educational attainment, quality of life, the health of citizens, the health of the economy, and the viability of communities.
- There is a possibility if there is a continued loss of talented young people with leadership potential that the region will need in the future.

The CareerSource Brevard Workforce Development Board will seek to provide a base of leadership in the region for workforce, education and economic development solutions. As the board refines goals and strategies, and develop goal implementation methods, the board will reach out to the community to form partnerships to leverage resources and expertise.

- (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)).

The local vision, goals and priorities are consistent with the state plan and demonstrate a broader strategic planning approach as called by the U.S. Department of Labor's Employment and Training Administration's (ETA) in TEGL 21-11. CareerSource Brevard past high level of achievement and experience in management of the federal performance accountability measures namely; assisting local job seekers in entering employment, retaining their employment and earning a self-sufficient wage has been pivotal in the adoption of the LWDB's vision and underlying goals noted below:

- Helping to prepare job seekers to enter or reenter the workforce through basic career services, individualized career services, skills upgrades, receipt of stackable certifications, and work-based training provide a skilled workforce to the local employers resulting in employment which supports and drives federal performance measures. CareerSource Brevard noted goals below relate to and support attainment of LWDB performance levels.
  - Collaboration across core and other partners, and other local area workforce boards supports efficiencies across programs, sharing of resources and promotes common goals driving higher levels of performance for the entire one-stop system as well supporting economic growth and job seeker self-sufficiency.
  - The LWBD's goals promote a system of monitoring, self-assessment, and evaluation helping to define improvements and targeted change to maintain a model of continuous improvement driving achievement of federal performance levels.
- (7) Indicate the negotiated local levels of performance for the federal measures (WIOA §108(b)(17)).

Annually under CareerSource Administrative policy #FG-OSPS 88, CareerSource Florida with Department of Economic Opportunity (DEO) acting as the representative of CareerSource Florida, requires the local Boards and CareerSource Florida to negotiate and reach agreement to local levels of performance for each of the 12 performance indicators identified under 20 CFR 666.300.

Negotiated local levels of performance or annual goals are based upon regression modeling methodology transitioning to statistical analysis modeling as to be determined by CareerSource Florida and the DEO. Current negotiated levels of performance for CareerSource in the area are as follows:

<b>CareerSource Brevard – LWDB 13</b>			
<b>PY 2017 - 2018 Local Performance Levels Negotiation Response</b>			
Measures	PY 2017-2018 USDOL- Approved State Performance Levels	Accept USDOL- Approved State Performance Levels? (Yes or No)	Proposed Level of Performance (Leave blank if accepting State Performance Level)
<b>Adults:</b>			

Employed 2nd Qtr After Exit	<b>89.00%</b>	No	87%
Employed 4th Qtr After Exit	<b>85.00%</b>	Yes	
Median Wage 2nd Quarter After Exit	<b>\$7,850.00</b>	Yes	
<b>Dislocated Workers:</b>			
Employed 2nd Qtr After Exit	<b>83.00%</b>	Yes	
Employed 4th Qtr After Exit	<b>79.00%</b>	Yes	
Median Wage 2nd Quarter After Exit	<b>\$6,850.00</b>	Yes	
<b>Youth:</b>			
Employed 2nd Qtr After Exit	<b>76.00%</b>	No	72%
Employed 4th Qtr After Exit	<b>69.00%</b>	No	67%
<b>Wagner-Peyser:</b>			
Employed 2nd Qtr After Exit	<b>64.00%</b>	No	62%
Employed 4th Qtr After Exit	<b>66.00%</b>	No	63%
Median Wage 2nd Quarter After Exit	<b>\$4,850.00</b>	Yes	

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

The LWDB uses the negotiated performance measures as the indicators for fiscal agent, contracted service providers, administrative entity, and the one stop operator. Factors such as program enrollment, active participants, placements and other relevant outcome measures, wage at placement and retention are incorporated into the LWDB's strategic plans and reviewed quarterly by the LWDB. These factors are included in service provider contracts with annual goals. The one-stop operator also has performance measures or Career Center standards, monitoring findings, and Performance Model activities. The LWDB uses various reports from the State of Florida's database as well as the monthly management report provided by the State as indicators of how performance is progressing throughout the year. In addition to program reports the effectiveness of the fiscal entity is measured through independent audits, independent agreed upon procedures, and administrative monitoring conducted by the State of Florida.

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

Self-sufficiency utilized by CareerSource Brevard is contained in Policy PLN 01-08 “Self-sufficiency Policy”. Self-sufficiency may vary depending on the program and/or funding source. CareerSource Brevard periodically conducts a study to determine the household wage required for a family to attain self-sufficiency. It is not CareerSource Brevard intent for this study to be a determinate of a fair wage, but a reference in considering wages needed to meet the costs of housing, food, clothing transportation, health care, and other necessities without Federal, State, or local intervention. This study is a tool to assist customers in developing their plans to attain self-sufficiency. CareerSource Brevard has determined that self-sufficiency for CareerSource Brevard shall be at \$20.00 hourly. This is based on calculations for a family of three (3) using the most current Brevard/Region 13 Living Wage Study. This self-sufficiency hourly rate may be adjusted as the CareerSource Brevard President directs based on the study and may be waived when the President or designee determines that there is an industry, employer or job-seeker need which can be substantiated. The following applies depending on the situation:

**Unemployed Adults:** Annualized Family earnings of 250 percent or more of the Lower Living Standard Income Level (LLSIL) based on family size as determined annually by the Secretary of Labor. Earnings are calculated by totaling the household’s gross WIOA-countable income for the last six months and then doubling that amount.

**Dislocated Workers:** There is no income threshold or limit that the individual or family must meet in order to receive services as a dislocated worker. Training may be available to DW when after an interview, evaluation, assessment or career planning/case management a person is determined unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. Dislocated workers who have become re-employed in "stop-gap" jobs (a job with a lower rate of pay than the job of dislocation or if they are working substantially under the skill level of their previous occupation) may receive training if training is determined necessary in order to obtain or retain employment that leads to economic self-sufficiency.

**Additional Considerations**

Eligible adults and dislocated workers employed in an industry identified as in decline by the BW President or designee shall be deemed as having income below the thresholds referenced above.

### **Welfare Transition**

Individuals must meet earnings eligibility outlined by state and federal regulations. WT participants may receive transitional services for two years so long as their earnings do not reach or exceed 200 percent of the Lower Living Standard Income Level (LLSIL).

## COORDINATION OF SERVICES

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

CareerSource Brevard has established strong, robust and sustained partnerships with core programs where core programs do fall under the direct oversight of CareerSource Brevard and the one-stop system. CareerSource Brevard manages and has oversight of a wide range of core programs. Coordination is managed within a direct line of supervision with coordinated service delivery and accountability.

Core Programs managed through direct services include:

- Labor Exchange services provided under Wagner-Peyser staff;
- Veteran's Employment program;
- WIOA Adult, Dislocated worker and Youth services;
- Trade Adjustment Assistance programs;
- TANF programs authorized under Social Security Act Title IV, Part A;
- Reemployment Services and Eligibility Assessment Program (RESEA) providing employment services to DEO's state Unemployment Compensation recipients;
- Unemployment Compensation program via information and local navigation assistance to DEO's state Unemployment Compensation program.

Core programs and services are coordinated in a variety of ways. Some are managed through a contract provider, under Memoranda of Understanding, or some other methods such a participation in a local group, referral, etc. In some cases it is as simple as keeping lines of communication open. CareerSource Brevard. This includes:

- Title IV program services through the Department of Vocational Rehabilitation;
- Offender reentry services through the Brevard Reentry Task Force;
- Department of Juvenile Justice;
- Senior Community Service Employment program;
- Adult education and Literacy programs under Title II, local County Schools Adult and Education;

- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs;
- Brevard County Community Action Team (Community Services Block Grant);

Other workforce employment and training programs managed through direct services:

- TANF program employment and training services to the non-custodian parent through the CareerSource Brevard Non-Custodial Parent Employment and Training program
- CareerSource Brevard Supplemental Nutrition and Assistance Program (SNAP) Employment and Training program;
- CareerSource Brevard SSA Employment Network and Ticket to Work program.

When it is determined that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to the individual through CareerSource Brevard center resources, center staff or partners. Staffing Specialists using the Business to Jobs model are highly familiar with the functions, basic eligibility requirements and the services of each program and can appropriately assist customers to access CareerSource Brevard programs and services, make knowledgeable referrals to partner programs; as needed and as appropriate given the authorized scope of the program. CareerSource Brevard and its partners work to organize and integrate services by function rather than specific program when permitted under each program's guidelines and as appropriate. The CareerSource Brevard team strives to coordinate staff and partner communication, capacity building, and training efforts. Service integration focuses on serving all customers seamlessly, including targeted populations, by providing a full range of services staffed by cross trained teams fluent with the purpose, scope and requirements of each program

The Florida Department of Education, Division of Vocational Rehabilitation (VR) is a more significant and mandated partner as part of WIOA. While services are not currently co-located coordination does occur. VR staff assists individuals with disabilities who are determined eligible for vocational rehabilitation services. Services include evaluation, counseling, guidance, developing job seeking skills, physical and psychological restoration, training, rehabilitation engineering, assistance in securing equipment and licenses, job placement and follow-up activities. Persons with disabilities are assisted by

all staff in the Career Centers. WIOA case management orchestrates service delivery and would therefore avoid duplication. Cross referrals between Center staff and VR may occur in person, by telephone or by email.

CareerSource Brevard has recently begun discussion about the implementation of the Florida Partnership Plus initiative. This takes exiting Vocational Rehabilitation participants who have found employment and are currently receiving SSI or SSDI and connects them with CareerSource Brevard who will provide Employment Network mandatory follow up services. This will include monitoring participant exits that remains employed at SGA (Substantial Gainful Activity) for a seven month duration. It will also include written benefit summary analysis (BSA) completed by a certified community work incentive coordinator (CWIC), Coordination and reduced duplication of services is supported through the integrated state management system, Employ Florida Marketplace (EFM), directly tracking labor exchange for all CareerSource Brevard programs, job seekers services, employer services, education and training services under WIOA and TAA as well as Veterans, RESEA and MSFW services. CareerSource Brevard staff and partner staff where program authorizing statute permits maintain and monitor the delivery of individualized career services in the EFM system. Where programs such as TANF and SNAP are tracked in an alternate state management information system, the One Stop Service Tracking System (OSST), or the UI Project Connect management information system, system interfaces or batch uploads support exchange of information to maintain coordination across programs or center staff has access to multiple systems. Coordination is maintained and enhanced through trained and equipped one-stop center and partner staff. Staff training is an ongoing learning process providing knowledge, skills and motivation to provide superior services to include individualized career services to job seekers inclusive of the LWDB priority populations in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise and efficiency as well to enrich the customer experience. Cross training drives a solid understanding of each to ensure staff are aware of how their particular function supports and contributes to the program, encourages sharing of staff expertise and supports all staff to better serve all customers. It is also important to the overall vision of the local board as well as key to seamless delivery of individualized services. CareerSource Brevard strives to develop and maintain operational policies and

procedures to support staff training and fluency with standards, local practices, and program integration resulting in improved coordination without duplication of services.

### **BUSINESS TO JOBS (B2J)**

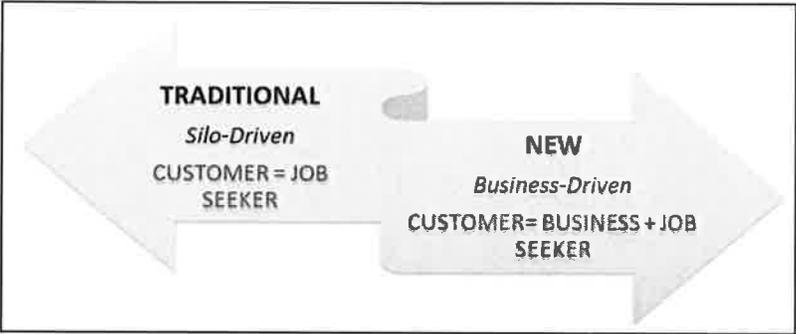
Using Business Process Re-engineering principles, CareerSource Brevard has developed and implemented the “Business to Jobs” (B2J) customer service model. This model is a “different way” of organizing and operating a One-Stop Center or “Career Center”. This model assists job seeking customers by focusing on business needs rather than the traditional “funding silo driven” method of providing services. This integrated service model includes cultural changes, operational adjustments and a new career center design. Since the beginning of the model in July 2010, CareerSource Brevard has seen an overall increase in business use of the Career Centers and improved services for job seekers. It is through this model that CareerSource will continue to meet the job seeker, business, economic and talent development needs of Brevard County.

### **SERVICE MODEL DEVELOPMENT**

CareerSource Brevard began the Business Process Reengineering (BPR) effort in November 2009. CareerSource Brevard used the same primary service delivery model since 1998 until the implementation of the new model in July 2010. The goal of BPR process was to develop a model which would create greater efficiencies, be more proactive rather than reactive and use innovative, “best practices”. As part of the development process, staff researched and tested Career Centers in Florida and the nation and reviewed new technologies to improve service. CareerSource Brevard established a team of workforce professionals consisting of managers, supervisors, contractor front line employees and other administrative support staff to oversee the development. This same team was also responsible for implementation activities such as, architectural design, technology selection, and interview and selection of staff for new roles and jobs created in the redesign. The BPR team continues today and provides monitoring of the processes and data necessary to make adjustments for continuous improvement of the B2J model.

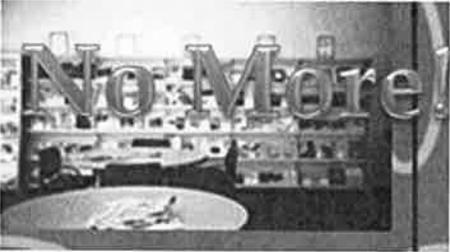
**BUSINESS TO JOBS MODEL- HOW IS IT DIFFERENT?**

This model focuses on the business and their needs as well as job seekers. Job seekers are the human capital necessary to meet business needs. The service model creates a greater connection to



business and serves job seekers with One-Stop Center mandated and optional services. The model is outcome driven and encompasses cultural, design, and operational changes. Cultural – Frontline customer services are no longer defined by “silo-driven” funding sources such as Welfare Transition, WIOA, etc. Instead, staff is arranged in “communities” driven by business customers and industry needs which is discussed later in this paper. Integrated case management functions are provided by all staff for all customers. The only exceptions would be programs such as Veteran Services, where Disabled Veteran Outreach Specialists and Local Veteran Employment Representatives who can only see certain customers. In this case they specialize on the eligible customers but provide all services for that customer. In addition, our youth program known as “**Next-Gen**” is designed to focus on the special features of youth customers. As part of the cultural change, staff reapplied and competed for positions created under the new model. This effort ensured that staff members with the appropriate strengths were in the right jobs. Other cultural changes included individual performance targets for business and job seeking customers as well as requirements for education, skill attainment and internal training functions. In this B2J model most staff handle business accounts, not just Business Liaisons.

Career Center Design –The new center design allows for the reconfiguration of the business and industry communities around the customer flow. Here is a summary of the design changes:

<b>Design Change</b>	<b>New Model Function</b>	
Resource Rooms	<p>Resource rooms no longer exist in the new model. Many of the services that were provided are now conducted in different areas that are specifically designated for those services. Initial intake of job seeking customers has been re-designed to ensure that self-directed searches can be successfully accomplished. The design includes several new areas designed to replace the single resource room concept.</p>	
Staff Computer Work Stations		<p>The key changes to the staff work areas are that they are much closer to where job seekers look for work. Surrounding panels in the work area are relatively low creating greater visibility and to encourage good customer and staff interactions.</p>
Kiosk Stations Utilizing the Virtual One-Stop Scan Card System (VOSSCAN)	<p>The Kiosks give staff much greater feedback on what job seekers are doing while they are here and what activities are most successful. VOSSCAN allows the use of scan cards at the point of entry so that customers are quickly identified and are matched with an appropriate opportunity and/or resource.</p>	
Workforce Services Room	 <p>serious job seekers.</p>	<p>In this work area, staff can assist job seekers in creating great on-line Employ Florida Marketplace (EFM) profiles, determine if the customer is prepared for a self-service job search and identify other services that may be of benefit. Historically the former "resource room" was distracting due to the wide array of services provided (EFM, SNAP, TANF, etc.). This work area allows for focus on quality service for</p>
Transition Room	<p>This space is dedicated to assisting customers in completing the registration activities and for job seekers who are not fully ready to participate in a self-service job search environment. The transition room is an excellent place for assessments such as Career Scope and similar tools. Additionally, this area is used to serve welfare transition job seekers that are working towards being "job ready".</p>	

Design Change	New Model Function
<p>Job Search Personal Computers/Work Carrels</p>	<p>These Personal Computers (PC)/Work Carrels are at the heart of the Community, where staff can offer assistance, observe progress, offer immediate feedback and engage customers. The four communities utilize architectural features to maximize services to each job seeker. Each PC is arranged in a cluster located at the center of each community. Staff members are specifically “schooled” in the topics and industry related information that corresponds with the job searching customer’s interest, education and experience. The centralized design assists the staffing specialists in determining the need for services beyond the core level. Most of all, job seekers are provided an environment which makes them feel they are surrounded with a support system and network designed to help them find employment.</p> <div style="display: flex; justify-content: space-between;">   </div>
<p>Business Areas</p>	<p>While the existence of a business center within the existing Career Centers design would be beneficial. Businesses that need on site services are welcomed into the center concept and are served in the area or community which meets their needs. Conference/training rooms available for job fairs, education and information sharing. The greeters in the reception area assess the needs and then link the business to the appropriate area or staff after the completion of badging.</p> <div style="display: flex; justify-content: space-between;">   </div>

Operational Changes- These include creation of new job descriptions and positions necessary to provide services. These new positions/working titles within the new community settings allow for improved customer flow, more control of resource use, increased staff interaction with businesses and job seekers, a collaborative environment for staff and a “business feel” to the customer’s surroundings. The following chart provides the job/working title and function of each position in the B2J model.

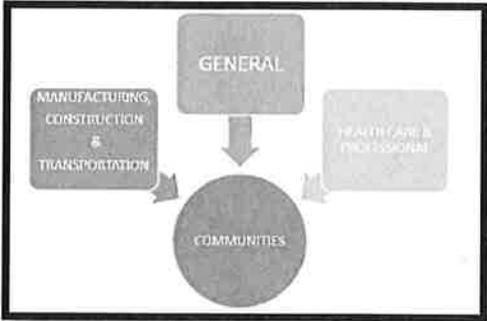
Job Title/Working Title	New Model Function
Center Manager	Lead local Workforce teams to exceed business needs
Program Mgr. (WIOA, WT, WP, )	Manage programmatic requirements
Community Leader	Manage communities to exceed business needs

Internal Compliance Specialist	Capture and manage program level data requirements
Quality Manager	Ensure system is meeting programmatic requirements
Greeter	Ensures each job seeker finds the appropriate resource in the new Career Center model
Customer Information Specialists	Use various forms of electronic and telephonic communication to address questions and transfer in-bound job seeking and business customers
Executive Assistant	Provide organizational support
Job Order Specialist	Manage job orders to exceed business needs
Workforce Services Specialist	Provide initial intake assessment of job seekers to determine appropriate industry and community assignment. Ensures that the customer has the knowledge and skill to maximize the self-directed job search.
Staffing Specialist	Provide employers with skilled and experienced job seekers
Transition Specialist	Transition Job Seekers to work readiness
Business Liaison*	Deliver workforce services that exceed business expectations.
Trainer	Coordinate and deliver staff and job seeker training
Career Progression Specialist*	Provides group and individual assistance with career transition barriers.
Recruiters**	Responsible for sourcing talent for hard-to-fill job orders as well as managing current talent attraction programs and Partner Placement Program.
Sector Strategist*	Convene industry representatives and community stakeholders to build consensus on design and delivery of workforce programs and training that is producing the talent pipeline that meets industry needs.

*\*Currently these are Board Funded/Managed \*\* Contractor Funded but Managed by Board*

Outcome Driven – With this in mind, specific outcomes expected include increased business participation, improved business knowledge of workforce services, streamlined processes and a more viable pool of job seekers with industry and skill level diversity (talent pool). Each Career Center staff has Key Accountability Measures (KAM) that is the focus of their activities and is the basis of community and individual performance. These KAM's were the result of much discussion and dialog with staff and management personnel.

**BUSINESS & INDUSTRY COMMUNITIES – NO MORE FUNDING SILO BARRIERS!**



*Good-bye silos! Hello business and industry communities!* The B2J model bids farewell to staffing which focuses on customers based on eligible funding streams. With the exception of programs which provide funding to enhance services or provide “priority of service” to target customer populations, such

as disabled Veterans, staff provides a full array of services to all customers. For programs with restricted funding, such as Veteran Services and Youth, staff continues to focus on their eligible customer but provides all services to that customer.

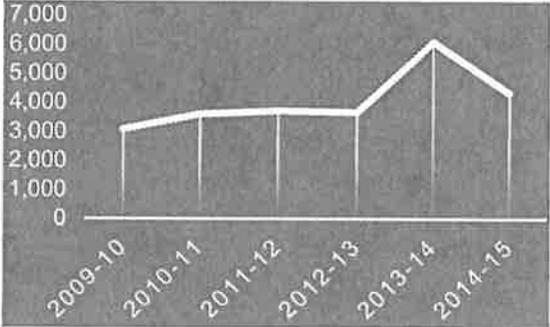
Using the holistic concept that business and industry are the job creators and that a job seekers education, experience and talents are business and industry focused, CareerSource Brevard has adopted an array of services around four business and industry communities. These communities can be modified as the economic climate changes. They were selected based on Labor Market Information, Key Industry Information, Regional Targeted Occupations List and business data information provided by EFM and arranged based on NAICS Codes. These communities are graphically displayed but include: Manufacturing; Construction & Transportation; Health Care & Professional; and General.

**CHARTING PROGRESS**

**So how are we doing? Progress?** The available data shows the number of unique businesses who received a service and also the number of services those businesses used. The number of services is a significantly higher number because each business can and does receive multiple services. The services can be broken out as Job Order Service and Other Services. Other services can include but are not limited to reductions in force, salary information, labor market information, employed worker training, on the job training, job fairs, interview space, applicant pre-screening, etc. The *Count of All Services Received* data is tracked and includes the number of services utilized by companies within the key industries including the number of job orders placed within those industries. With the transition to the B2J model, there has been an increase in the number of services being provided to businesses (Average of last 5 years). The *Count of Employers that*

*Received a Service* data is tracked and includes the number of employers who placed job orders and received other services. This model is producing good results.

**Chart 1 – Trend Employers That Received a Service**



**Chart 2 - Trend - All Services Received**



**Impact of State Performance Funding Model (PFM)**

Beginning 2014-15, the decline graphically shown, is the result of the impact of the State's PFM incentives. In order to meet and exceed the performance metrics handed down by the State that would allow CareerSource Brevard to earn performance funding, Industry Relations Business Liaison's changed their focus on business engagement to a model more focused on the quality of services rather than engaging more businesses. This decline in numbers of businesses engaged and services provided has been offset by improved quality of services.

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

CareerSource Brevard recognizes the importance of coordinating workforce and economic development activities in order to focus on long-term economic growth. Workforce and Economic Development leaders within the area have placed a priority on coordinating. Economic Development leaders have always had a seat on the LWDB in order to provide input and participate in workforce planning efforts. On an annual basis CareerSource Brevard reviews the state, local and regional economic development goals to determine the level of alignment of the Regional Targeted Occupations List (RTOL) and Key Industries for the region. Alignment has been no less than 90%. The LWDB also participates on the Economic Development Commission of Florida's Space Coast (EDC), works with municipal and community development district economic development efforts. Since such efforts have local, regional and even statewide initiatives, CareerSource Brevard attempts to maximize our partnership with all efforts. Examples of coordinated efforts include:

- The EDC refers new employers to the workforce system, promotes workforce services at workshops, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs.
- CareerSource Brevard participates in and provides letters of support for new projects including allocation of training resources for new or expanding companies. Companies must meet WIOA requirements, have documented training needs and participant employees must meet applicable requirements.
- The EDC is invited and has participated in the creation of the AIM (Advancing in Manufacturing) Sector Strategy focused on Advanced Manufacturing.
- A Skills Gap Analyses were undertaken in partnership with CareerSource Central Florida and Flagler/Volusia to quantify the current and future demand for skill sets, so that a pipeline of talent could be developed for the area's most challenging to hire skill sets. The analyses sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps.
- CareerSource Brevard will continue to participate in the Central Florida Partnership CEO Leadership Roundtable, The Corridor, Florida Economic Development Council and local chambers of commerce as part of our efforts to remain abreast of emerging industries, emerging jobs and the workforce needed to fill new and future jobs. The Central Florida Partnership includes working with regional economic development entities in 8 counties

to understand the recruitment needs and how workforce can be developed or attracted regionally.

- Additionally, the CareerSource Brevard works directly with Business Associations to identify the workforce needs of the businesses, job seekers and workers in the local area. Business Associations increase the awareness of the region and its services in the community. Ongoing communication is critical to the success of the partnerships. Ongoing meetings to discuss business needs and satisfaction of employers ensure the region has an inside look at the workforce from an economic development perspective

Entrepreneurism is an important marker in the economy, part of the generation or regeneration of communities, and often a beacon for the future. In our community, entrepreneurship is alive and well and supported by programs available through CareerSource Brevard partners. As our community is transitioning in many ways, the emergence of entrepreneurs is significant. CareerSource Brevard has in the past offered several programs, including BizLaunch and the U.S. DOL Small Business Toolkit, which help individuals emerge from one career, industry or business and forge a new path—with roadmaps and support from business experts and other entrepreneurs. CareerSource Brevard has also completed the Startup Quest and Energy Launch small business development efforts. Entrepreneurship is not just about making money or learning to run a business, it is business foundation growth and the creation of jobs. As such, CareerSource Brevard will continue to host and participate with

weVENTURE (formerly the Women’s Business Center), powered by the Florida Institute of Technology. This resource accelerates growth for entrepreneurs by providing customized coaching, business education, mentorship and networking programs. weVENTURE has three Central Florida locations (Melbourne, Rockledge and Orlando) and is funded in part through a cooperative agreement with the U.S. Small Business Administration (SBA). CareerSource Brevard supports a cooperative relationship by hosting this resource at the Rockledge Career Center.



- (3) **Coordination of education and workforce investment activities:** Describe how the local board coordinates education and workforce investment activities carried out in the local area

with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10)).

While the workforce system's core functions remain focused on employment, WIOA's legislative intent was to significantly impact state policies and ultimately provide more access to postsecondary credentials than occurs with workforce and postsecondary systems working independently. CareerSource Brevard has an extensive history of effective alignment between workforce programs and public secondary and post-secondary institutions and agencies particularly those within community colleges and technical training institutions. CareerSource Brevard continues to work collaboratively with the local secondary and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

WIOA requires the coordination of training costs with funds available from other sources. The WIOA legislation stipulates that WIOA funds are to be coordinated with Title V Higher Education Act, such as PELL Grants, FSEOG and Florida Student Assistance. This stipulation is for two main reasons: 1) to avoid duplicate payments in cases where a participant may be eligible for both funds, and 2) to maximize the use of federal funds so that participants will avoid taking out student loans for training. CareerSource Brevard encourages participants to establish eligibility for PELL Grants, Federal Supplemental Educational Opportunity Grants (FSEOG) grants, Post-Secondary Adult Vocational Grants (PSAV) and other financial aid during the process of determining suitability for participation in a training program.

CareerSource Brevard has pioneered the development and use of a "Scholarship Unit" as a financial aid resource available to qualified customers. Once a customer is determined to be eligible for training services, funds can be accessed through Individual Training Accounts (ITAs). The Scholarship Unit (SU) reviews and approves all training and supportive services. The SU is comprised of senior contractor and Board staff who review the information compiled by the front line staff to ensure that the training opportunity is appropriate and a good investment of public funds. Each member of the SU votes independently. The SU process is conducted electronically and allows SU members to ask questions of the front line staff and receive clarification before casting their vote. CareerSource Brevard assists in ensuring that priority is provided to the appropriate persons. Customers will, with staff assistance, choose from a list of eligible training providers to select their training program. Scholarship Unit reserves the right to decline funding an ITA in those instances where the

customer and the assigned staff cannot reach consensus on the occupational choice, or if the customer already has a degree in a viable occupation. This Unit is responsible for reviewing and approving all scholarships (ITA's) for CAREERSOURCE BREVARD sponsored funding, such as WIOA, and WT funds. It is also responsible for the management of supportive services funds. Other responsibilities include:

- Justifying training based upon the student's assessment results and career plan.
- Brokering educational information. This includes performance, cost and requirements of programs offered through local educational entities.
- Brokering information on all available financial aid, including Pell Grants, private training funds and scholarships.
- Providing accurate and timely information regarding anticipated training needs to Career Center Management to facilitate the maintenance of the Career Center budget for training.
- Providing information to the Contractor to assist in maintaining a scholarship and training database as a resource tool for all staff and customers.
- Ensuring that Career Center staff has feedback and information from the Scholarship Unit that helps them with electronic budget preparation, justification of training and projecting future needs.
- The unit also provides review and approval of On-the-Job training, Work Experience, Employed Worker Training and now Transitional Job opportunities for the business and job seeking customers.

CareerSource Brevard has served as a broker, convener, facilitator, engineer and/or implementer of strategic initiatives to align workforce investment and education. Over the next four years, the organization will continue to lead regional stakeholders in the effort to build upon existing successful strategies and spearhead collaborative innovation:

- CareerSource Brevard will place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and jobs seekers through sector partnerships related to in-demand industry sectors and occupations;
- CareerSource Brevard will work with our core partner programs to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels complete the education and training they need to attain industry recognized credentials and as a strategy to meet the skills

requirements of business in-demand industries or occupations. In order to achieve these strategic goals our relationship with educational providers in the region is paramount.

- An example of coordinated strategy includes the Eastern Florida State College Industry Advisory Councils. CareerSource Brevard convenes the councils every 3-4 months. This provides EFSC direct industry information for the following areas: Manufacturing & Engineering Technology; Computer Science & Information Technology; Business Administration & Office Technology; and Healthcare & Life Sciences. Over 61 industry councils have been conducted in the 5 year history of this program. CareerSource Brevard.

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

CareerSource Brevard has developed and maintains operational policies and work instructions to direct issuance and coordination of transportation and other supportive services. A participant budget is created and maintained as per allowable levels of services for non-transportation services tracking annual issuance. Part of the developed procedure is monthly or quarterly review of program issuances, participant budgets and program resources to manage overall delivery of services and maintain coordination. Bus passes, gas cards and coordination with other agencies who provide transportation services are several methods used to provide transportation. Our local policy allows for assistance with car repairs when economical and effective.

Additionally CareerSource Brevard staff monitors the regional Metropolitan Planning Organizations Transportation Disadvantaged Coordinating Board. This ensures that workforce development can address the needs and issues facing our customers.

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

CareerSource Brevard, in partnership with the state agency, the Department of Economic Development (DEO), provides employment services through the one-stop system under the Wagner-Peyser Act. Funding for state employees is provided through the DEO as well as oversight of human resources and policy guidance in the delivery of WP employment services. CareerSource Brevard management directly hires and fires under approval of the DEO, develops and trains state employees and supervises all day-to-day functions along with the delivery of WP services within the CareerSource Brevard one-stop system in coordination with all other programs and services.

The local state employees play a pivotal role in the overall CareerSource Brevard team and key in the delivery of labor exchange services as well as delivery of basic career services and individualized career services to the local job seeker particularly for those individuals with barriers to employment as defined in WIOA sec.3 (24). DEO employees work hand in hand with center staff to provide and maintain a seamless service delivery. DEO staff identify as CareerSource Brevard staff and take pride in overall quality of customer service and delivery of quality services.

CareerSource Brevard has developed and maintains operational policies and work instruction for the delivery of programs and program services to include WP employment services under the Wagner-Peyser act. Staff supervision, training and development is seamless across board, partner and state staff. All CareerSource Brevard staff, including DEO staff, manages and tracks delivery of services through a single integrated state management system, Employ Florida Marketplace (EFM), which captures staff-assisted, self-services through labor exchange. CareerSource Brevard is set to launch a document management system in the next 6 months. This system will assist in automating processes and forms not contained in EFM.

CareerSource Brevard strives to offer universally accessible services to job seekers. Services are provided through Career Centers and are offered to clients to include the following:

- Center orientation
- Registration in Employ Florida Marketplace (EFM)
- Access to or provision of labor market information
- Completion of an initial assessment

- Career counseling
- Assistance with job searches, referrals and job placements
- Availability of workshops; i.e.: resume writing, on-line job search, interviewing skills
- Assistance with filing claims for Reemployment Assistance benefits
- Comprehensive and specialized assessment
- Development of an employment plan
- Group and individual career counseling
- Case management for individuals seeking training services
- Short-term and pre-vocational services or referrals

Job seekers may also access training services such as occupational skills training, On-the-Job training (OJT), private sector training programs, skills upgrading and retraining, job readiness training and customized training. At each CareerSource Brevard Career Center, staff greets all visitors and routes them to the appropriate orientation, workshop or service. Each visitor is “swiped” into the Client Tracking System which monitors the wait time and service time for each visitor.

New job seekers are provided with a center orientation and referrals to appropriate partner agencies to assist them in overcoming any barriers to employment. Following the center orientation, new job seekers are assisted with registration into Employ Florida (EF), development of a basic resume and recommendations to attend appropriate workshops and the possibility of job referral(s).

All job seekers are provided with services that may include the provision of labor market information, resume development or editing, interview coaching, assessment, networking and navigating EFM for their self-directed job search. Computers, fax machines, telephones and copiers are all available at no cost to job seekers.

All of the above services and activities assist us in meeting the basic labor exchange as defined in Section 7(a) of the Workforce Innovation and Opportunity Act (WIOA).

CareerSource Brevard also provides comprehensive assessment services and uses the assessment results during the pre-screening. Job seekers are evaluated through our assessment center, using a battery of tools which identify the best match of talent to employers' needs. We provide state-of-the-art career assessments designed for each management and education level

of job seeker, to service the universal population from CEO to associate, and PhD to GED, ticket-to-work, youth and candidates with backgrounds

<b>CAREER SEEKER EXPERIENCE</b>				
Stage	Source	Thinking	Action	Experience
Welcome	<p><b>Email Inquiries</b> (Internal &amp; External) Center Manager Community Leader/Community Staff</p> <p><b>Career Center Walk-Ins</b> Workforce Services Specialist/Transition Specialist</p> <p><b>Phone Inquiries</b> Center Manager/Community Leader Community Staff</p> <p><b>Website Inquiries</b> Center Manager/Community Leader - Community Staff</p>	<p><b>Welcome Package</b></p> <p>All Career Seekers will receive an initial CareerSource Brevard() welcome package via email, website or in person</p> <ul style="list-style-type: none"> <li>Welcome Letter or Email</li> <li>Veteran Priority of Service notification</li> <li>Getting the Most out of EFM</li> <li>Career Center Schedule of Activities</li> <li>Information Sessions Schedule</li> <li>Resume/Interviewing Tips</li> </ul>	<ul style="list-style-type: none"> <li>Introduction to CAREERSOURCE BREVARD Services (Online Tour of Services)</li> <li>Employ Florida Registration</li> <li>Basic Computer Assessment</li> <li>Employability Skills Workshops</li> <li>Initial Resume Review by Staff</li> <li>(WSS/TSS Staff use Resume Rating tool)</li> </ul>	<ul style="list-style-type: none"> <li>Personalized Value Added Initial Contact</li> <li>User Friendly</li> </ul> <p>(Communicating via Career Seeker's preferred method)</p>
Evaluation	<p>Community Leader or Community Staff will complete Evaluation</p> <p>How may we help you today?</p> <p>What type of employment are you seeking?</p> <p>How long have you been seeking employment?</p> <p>Have you had any interviews or received any feedback from employers?</p>	<ul style="list-style-type: none"> <li>Determine what services are needed and how we can assist the Career Seeker to obtain employment faster</li> <li>Employ Florida Marketplace Assistance</li> <li>Labor Market Information</li> <li>Referrals to Job Listings</li> <li>Resume Writing</li> <li>Interview Assistance</li> <li>Career Advising - Career or Skill Assessments</li> <li>Referrals to partners Agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Informal evaluation completed for all Career Seekers</li> <li>Referrals to specific Self-Service or Staff Assisted Career Services based on identified needs</li> <li>Referrals to Internal partners (weVENTURE, AARP, Job Corps etc.)</li> <li>Referrals to External partners (VR, School Board, Adult Ed etc.)</li> <li>Provide Career Services immediately following the evaluation and coordinate an appointment with other staff.</li> </ul>	<ul style="list-style-type: none"> <li>Personalized Value Added Contact</li> <li>Building Rapport</li> <li>Quicker response time</li> <li>Referred to Partner Agencies for services</li> <li>Employment</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Career Services</p>	<div style="text-align: center;">  <p><b>Self-Services</b></p> <ul style="list-style-type: none"> <li>• EFM Job Search</li> <li>• Labor Market Information</li> <li>• Virtual Recruiter</li> <li>• Optimal Resume</li> <li>• Optimal Interview</li> <li>• Employability Skills Workshop</li> <li>• Essential Workplace Skills (Under Construction)</li> <li>• Community Resource Workshop</li> <li>• Job Fairs</li> <li>• Recruiting Events</li> </ul> </div>	<p style="text-align: center;"><b>Delivering a Customized Experience</b></p> <p>Career Seekers will receive a combination of personalized services based on the evaluation of their needs, skill level requested time frame and preferred communication method.</p> <p><u>Sample Career Services:</u></p> <ul style="list-style-type: none"> <li>• Job Search Assistance EFM Tutorial, Virtual Recruiter and/or Staff Assisted EFM Job Search</li> <li>• Resume Revisions</li> <li>• Staff Resume Assistance, Resume Workshop and/or Optimal Resume</li> <li>• Interview Preparation</li> <li>• Staff Assisted Mock Interview, Optimal Resume Interview and/or Interview Workshop Pre Career Guidance and Planning needed</li> <li>• Labor Market Information, Career/Skill Assessments and Individual Employment Plan development</li> </ul>	<p style="text-align: center;"><b>Self-Services</b></p> <p>Career Seekers will have access to utilize Career Centers and CAREERSOURCE BREVARD online resources for all job search related activities</p> <ul style="list-style-type: none"> <li>• Create Cover Letters and Resumes</li> <li>• Apply for EFM Job Listings</li> <li>• Labor Market Information (LMI)</li> <li>• Register and/or View Employment Workshops</li> <li>• Register for Community Resource Workshops</li> <li>• Access to Career Center calendars for Job Fairs and Recruiting Events</li> <li>• Personalized Value Added Contact</li> </ul> <p style="text-align: center;"><b>Community Staff Assisted Services</b></p> <ul style="list-style-type: none"> <li>• Referrals to Job Listings</li> <li>• Tailored Industry Specific Resumes (Including Resume Scan tool)</li> <li>• Mock One-on-One or Panel Interviews</li> <li>• LMI/Skills Gap Analysis – TORQ</li> <li>• Career/Aptitude Assessments – CareerScope / TABE</li> <li>• Skill Assessments – Prove It!</li> </ul> <p><b>Staff-assisted Career Services are reserved for</b></p>	<ul style="list-style-type: none"> <li>• Personalized Value Added Contact</li> <li>• Receive relevant information to meet individual re-employment needs</li> <li>• Referred to Partner Agencies for services</li> <li>• Employment Retention Services</li> </ul>
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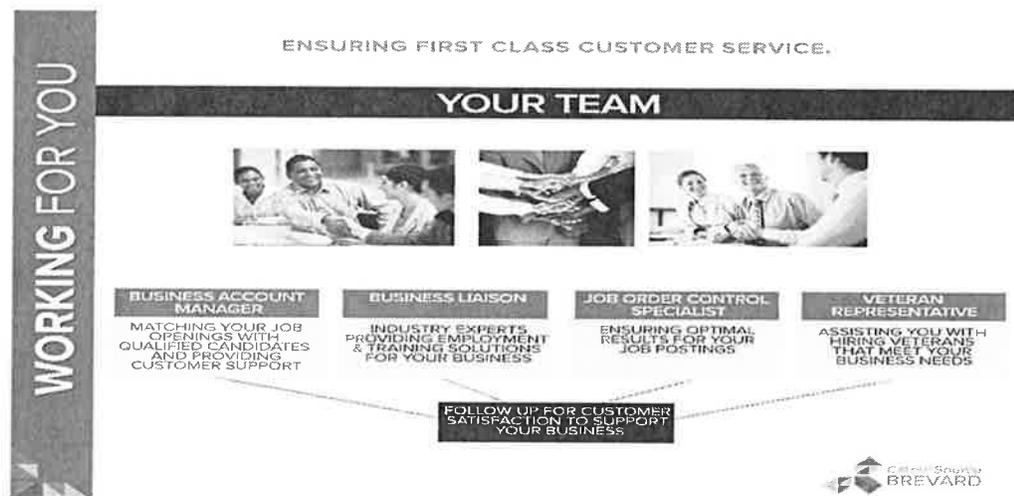
CAREER SEEKER EXPERIENCE				
Stage	Source	Thinking	Action	Experience
			<p><b>Career Seekers enrolled in a targeted program</b></p> <ul style="list-style-type: none"> <li>• Career Guidance and Planning</li> <li>• Short-term ITA and Work Based training</li> <li>• Case Management (Including Top Candidate)</li> </ul>	
Feedback	  	<p style="text-align: center;"><b>Requ esting Feedb ack</b></p> <p>Career Seeker feedback will be collected and reviewed to improve the overall customer experience and delivery methods</p>	<ul style="list-style-type: none"> <li>• Career Seekers visiting a Career Center will be encouraged to complete a Customer Satisfaction survey after every visit</li> <li>• Courtesy Emails and phone calls will be conducted to follow-up on job referrals, services provided, to offer additional services if needed and to request hire information when employment is obtained.</li> </ul>	<ul style="list-style-type: none"> <li>• Personalized Value Added Customer Service</li> <li>• Employment</li> </ul>
	<p>Career Seeker Feedback                      Customer Satisfaction Survey  <i>(Career Centers only)</i>                      Follow-up Emails                      Courtesy Phone Calls</p>	<p><u>Sample Customer Satisfaction Survey Question:</u></p> <ul style="list-style-type: none"> <li>• How satisfied were you with the Staff's understanding of your needs?</li> <li>• How valuable were the services provided?</li> <li>• Is there anything else to help us improve the services at the Career Center?</li> </ul>		

**Re-employment Services**

Re-employment services are provided to unemployment claimants and Reemployment Services and Eligibility Assessment (RESEA) program participants. These programs have common elements: written notice/invitation to participate in services, orientation to the one-stop center/services available, and completion of an initial assessment.

- RESEA – Staff provide labor market information, complete an employment development plan, provide staff assisted job search and resume building. If a skills gap or training need is identified, the job seeker will be referred to WIOA orientation for further services. In some cases, counseling and additional assessments may be needed.
- Dislocated Worker Process - This process will focus on putting our Dislocated Workers in On-the-Job training. Features of this process include:
  - Working with recently laid off participants
  - Skills crosswalk into real jobs that are currently posted using a special program (TORQ)
  - Heavy Resume Coaching
  - Interview training to include Mock Interviews
  - Inclusion on a candidate list that will be worked with businesses for On-the-Job Training (OJT) Opportunities

Internally, a new Qualified Lead process was created which allows the Staffing Specialists to qualify business leads for OJTs which are then handed over to the Business Liaisons to work. This allows more staff resources to be focused on businesses. A shift to a team approach when dealing with businesses rather than only one contact for the business. See model below:



Re-employment Assistance – We provide labor market information and a staff assisted job search. If a skills gap or training need is identified, the job seeker will be referred to WIOA orientation for further services. In some cases, counseling, assessments, and additional services may be provided.

The Initial Assessment is used by staff when recommending appropriate programming options for reemployment assistance clients.

The work test is covered during center orientation, i.e., register in EFM, complete the background wizard, build a resume, etc. In the event a job seeker refuses a job referral or employment offer, they are reported to DEO Re-employment Assistance Services.

CareerSource Brevard provides tools for job seekers to fulfill their weekly work search requirements. These tools include access to computers, fax machines, telephones, workshops, career counseling and referrals to appropriate jobs in each one-stop Career Center.

### **Rapid Response**

We adhere to local operating procedures for Rapid Response activities, highlighted in our on-site presentation, Reemployment Emergency Assistance Coordination Team (REACT; Florida's dislocated worker unit): a team of state and local community representatives who plan and coordinate assistance for Florida's employers and workers affected by temporary and permanent layoffs. The law requires the provision of Rapid Response activities in the event of a disaster, mass layoff, plant closing or other events that precipitate substantial increases in the number of unemployed individuals. The Worker Adjustment and Retraining Notification Act (WARN) offers protection to workers, their families and communities by requiring employers to provide notice 60 days in advance of covered plant closings and covered mass layoffs.

Arranging on-site employer/employee visits and informational sessions

- a) A WARN notice from the state is sent to the local workforce development area and forwarded to the Director of Industry Relations who serves as the local REACT Coordinator, or an announcement in local news media is identified by the local REACT coordinator. Sometimes a human resources representative will contact the REACT coordinator directly.
- b) Within receipt of the WARN, the REACT coordinator initiates Rapid Response services by contacting the company representative to set up an appointment to

discuss services. During the appointment with the company's representative, the "On Site Rapid Response Visit Report" is completed. After the initial meeting with the company representative, information meeting(s) are scheduled for the affected workers based on the company's needs.

The REACT coordinator contacts agency partners to find out their availability for participation, as needed, in accordance with the employer's request.

a) The event response plan is determined based on employer/employee needs. The REACT coordinator and the company's HR department meet to discuss what services would be beneficial. This may include scheduling employee informational meetings, setting up job fairs at the employer location if they have room, conducting job search workshops at the company location, and/or inviting partner agencies to speak about their programs. The REACT coordinator utilizes services of other CareerSource Brevard departments as appropriate.

b) One-stop Career Center brochures and other program services materials are distributed to the affected employees during employee information meetings. In addition, staff from other Career Center departments, such as Employer Services, may accompany the REACT coordinator on information meetings to encourage jobseekers future Career Center participation. Quick registrations may be used to expedite access to EFM services.

c) During lay-offs of state employees, affected workers have access to Rapid Response services.

d) Upon receipt of a WARN notice, the REACT coordinator will initiate Rapid Response Services.

e) Rapid Response Reports are completed after the employer visit. In the event the employer does not return voice mail or email contact initiated by the REACT coordinator, the REACT coordinator will document the attempts to initiate Rapid Response Service and include this information in the monthly report.

f) Public awareness marketing materials may be distributed containing information about Career Center services that provide assistance for downsizing and re-employment for employers and employees.

g) The Rapid Response program is a function of responding to an employer's obligation to publically announce an upcoming layoff event through a WARN notice. Much of the workforce services which benefit the laid-off worker are dependent upon the employer agreeing to cooperate with Brevard and provide access to the

soon to be laid-off worker. Timing becomes critical. As access is made available, CareerSource conducts an orientation to services and provides informational packets which include a hard copy registration to gain name and contact information of the effected workers. Acquisition of individual worker information allows CareerSource to register and track these workers as customers, and to measure the effectiveness of outreach services with a goal of enrolling affected laid-off workers into a service or program. Once enrolled, CareerSource Brevard tracks participation to measure effectiveness of services by participation rates, number of job seekers completing assessment, number who conduct job searches in EFM, number who visit the Career Centers on a regular basis, number who post professional resumes in EFM, and the number of workers who obtain employment through job postings in EFM. All performance measured is used to improve service provision. All performance measured is used to improve service provision.

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

CareerSource Brevard has had long standing, effective relationships with Brevard Public Schools-Adult and Community Education (Adult Education) in our area. Adult Education facilitates educational services that provide basic literacy and Adult General CareerSource Brevard Education services to address the goals and objectives of both state and national resources and professional staff to maintain the partnership between all One-Stop Centers and the district's Title II Adult Education program.

CareerSource Brevard continues to work collaboratively with the Adult Education community to implement WIOA. CareerSource Brevard is in the process of aligning all of the Adult Education policies with WIOA. One of CareerSource Brevard goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that training services provided by the core program partners, including Adult Education, are coordinated and complementary so job seekers acquire skills and credentials to meet employers' needs.

Title II of the Workforce Innovation and Opportunity Act legislation requires a partnership among the Federal Government, States, and local workforce development boards to provide

adult education and literacy activities. The overarching goals outlined in WIOA for Adult Education includes:

- (1) Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;
- (2) Assisting adults who are parents or family members to obtain the education and skills that
  - Are necessary to becoming full partners in the educational development of their children; and
  - Lead to sustainable improvements in the economic opportunities for their family;
- (3) Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways; and
- (4) Assisting immigrants and other individuals who are English language learners in improving:
  - Reading, writing, speaking, and comprehension skills in English; and Mathematics skills; and
  - Acquiring an understanding of the American system of Government, individual freedom, and the responsibilities of citizenship.

Many of these goals directly align with WIOA Adult, Dislocated Worker and Youth program services outlined in WIOA.

In the last two years considerable progress has been achieved with Adult Education. Adult Education has begun using space (Two Classrooms) at our Titusville Career Center to provide community classes. In addition, some of the occupational skills programs have been added to the Eligible Training Providers List (ETPL) to be made available to job seekers in need of training.

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

Both TANF and SNAP E & T are integrated and co-located in our centers. The one-stop system integrates WT/TANF, SNAP E & T, Vocational Rehabilitation, Adult Education and Family Literacy Act, Wagner Peyser and WIOA programs. Further, CareerSource Brevard

integrates a number of discretionary grant programs as awarded by the state and/or federal government, disability programs awarded through the Social Security Administration, as well as a variety of grants awarded by the US DOL. All these initiatives expand the universe of options available to our TANF and SNAP E & T job-seeker customers. Our Career Center resources, workshops, computers, telephones and fax equipment are available during the hours the centers are open. CareerSource Brevard also provides support services, such as assistance with transportation and interview and work attire. In alignment with CareerSource Florida's goal to reduce welfare dependence, once customers find employment, follow-up and transitional services are offered to stabilize and support continued employment and to reduce recidivism.

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

CareerSource Brevard and the contracted one-stop service provider endeavors to maximize with designated state agencies to ensure that the one-stop system includes all entities that can enhance services to job-seeking and business customers. This includes mandated partners as well as other local or regional non-mandated partners. For individuals with disabilities and others, cross-training of staff, technical assistance, technology improvements, and all other methods to exchange resources is utilized.

Job seekers that have been identified through our Career Center orientation process as having barriers to employment that require more focused attention are referred to the appropriate partner to deliver services and activities that may not be available at CareerSource Brevard. Partner services are also made available to the job seeker either via a link on the CareerSource website, by referral or another method. Services are provided by cross-referral through the one-stop system for those that are not offered directly by CareerSource Brevard. Examples of these services include, but are not limited to, adult

education, ESOL, housing, drug counseling, emergency assistance for family housing, and food. The process begins by identifying the targeted population and their specific needs.

## DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

All of the required WIOA partners are included in the CareerSource Brevard one-stop delivery system. CareerSource Brevard system of Career Centers directly provides the full array of employment services and connects customers to work-related training and education. CareerSource Brevard provides high-quality career services, education and training, and supportive services customers need to get good jobs and stay employed, and to help businesses find skilled workers and

access other supports, including education and training for their current workforce. CareerSource Brevard has established strong, robust and sustained partnerships with core programs. The local workforce development board provides guidance and oversight of a wide-range of core programs. Coordination is managed within a direct line of supervision with coordinated service delivery and accountability. The CORE WIOA Programs are outlined below:

<b>Six CORE WIOA Programs</b>		
<i>TITLE</i>	<i>PROGRAM</i>	<i>DESCRIPTION</i>
<b>WIOA TITLE I</b>	Youth Employment and Training	WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.
	Adult Employment and Training	WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low income individuals, Veterans, and individuals who are basic skills-deficient.
	Dislocated Worker Employment and Training	WIOA dislocated worker program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.
<b>WIOA TITLE II</b>	Basic Education for Adults	Adult Education and Literacy services include: adult education; literacy, workplace, family literacy, and English language acquisition activities; and integrated English literacy and civics education, workplace preparation activities, and integrated education and training.
<b>WIOA TITLE III</b>	Wagner-Peyser Employment Services	Wagner-Peyser Employment Services, often referred to as basic labor exchange services provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
<b>WIOA TITLE IV</b>	Vocational Rehabilitation Services	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate.

In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs provide access through the one-stops:

- Career and Technical Education (Perkins)
- Community Services Block Grant
- HUD Employment and Training Programs (as applicable)
- Job Corps
- Local Veterans' Employment Representatives
- Disabled Veterans' Outreach Program
- Senior Community Service Employment Program (SCSEP)
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs (TAA)
- Unemployment Compensation Programs
- 

Outlined below is a description of roles and resource contributions of these partners:

<b>PARTNER PROGRAMS ACCESS THROUGH THE ONE-STOPS</b>	
<b>PROGRAMS</b>	<b>CONTRIBUTIONS/ROLES/RESOURCES</b>
<b>Career and Technical Education (Perkins)</b>	<ul style="list-style-type: none"> <li>• Board and planning representation</li> <li>• Adult Education – basic skills training, GED training and testing</li> <li>• Post-Secondary- occupational Skills Training through ITAs</li> <li>• Job placement assistance                             <ul style="list-style-type: none"> <li>• Promotes CareerSource Brevard programs and services in their Career and Technical Education Centers by providing collateral materials flyers etc.</li> </ul> </li> <li>• Involves CareerSource Brevard management staff in their Advisory Boards.</li> </ul>
<b>Community Services Block Grant</b>	<ul style="list-style-type: none"> <li>• Planning and coordination of services</li> <li>• Training services provided through community block grants and limited supportive services</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Brevard programs and services in their offices by providing collateral materials flyers etc.</li> </ul>
<b>HUD Employment and Training Programs (WHEN APPLICABLE)</b>	<ul style="list-style-type: none"> <li>• Board and planning representation</li> <li>• Workforce Services Agreement and coordination of referral between entities</li> <li>• Financial literacy workshops and seminars</li> <li>• Individual counseling services on home buying, credit repair, etc.</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Brevard programs and services in their offices by providing collateral materials flyers etc.</li> </ul>
<b>Job Corps</b>	<ul style="list-style-type: none"> <li>• Planning and coordination of services</li> <li>• Workforce Services Agreement and coordination of referral between entities</li> <li>• Co-location of staff onsite at the One-Stop Career Center</li> </ul>

<b>PARTNER PROGRAMS ACCESS THROUGH THE ONE-STOPS</b>	
<b>PROGRAMS</b>	<b>CONTRIBUTIONS/ROLES/RESOURCES</b>
	<ul style="list-style-type: none"> <li>• Adult education and occupational skills training</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Brevard programs and services in their offices by providing collateral materials, flyers etc.</li> </ul>
<b>Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program</b>	<ul style="list-style-type: none"> <li>• CareerSource Brevard provides Direct services as approved by CS Florida</li> </ul>
<b>Senior Community Service Employment Program (SCSEP)</b>	<ul style="list-style-type: none"> <li>• Board and Planning representation</li> <li>• Co-location of staff onsite at the One Stop Career Centers</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Brevard programs and services in their offices by providing collateral materials flyers etc.</li> </ul>
<b>Temporary Assistance for Needy Families (TANF)</b>	<ul style="list-style-type: none"> <li>• CareerSource Brevard provides direct services as approved by CS Florida</li> </ul>
<b>Trade Adjustment Assistance Programs</b>	<ul style="list-style-type: none"> <li>• CareerSource Brevard provides Direct services as approved by CS Florida</li> </ul>
<b>Unemployment Compensation Programs; and</b>	<ul style="list-style-type: none"> <li>• CareerSource Brevard provides information and local navigation assistance to DEO's centralized State Unemployment Compensation program.</li> </ul>

B. Identify any non-required partners included in the local one-stop delivery system.

CareerSource Brevard has implemented the allowable flexibility in WIOA to include the following additional partners in the one-stop centers. CareerSource Brevard manages several optional workforce programs through its centers and CareerSource Brevard staff, which include:

- Supplemental Nutrition and Assistance Program (SNAP) Employment and Training program;
- SSA Employment Network and Ticket to Work
- AARP 50+ WESI Program in Partnership with Eastern Florida State College

CareerSource Brevard continually seeks out opportunities within the region to develop Workforce Services Agreements with partner organizations including community-based, faith-based, and/or nonprofit organization, as well as employment, education, and training programs that align with our vision mission and strategic goals. Ongoing partnership development is paramount to success by

ensuring that CareerSource Brevard is sharing promising and proven practices by doing what is best for the community to enhance the overall economic development.

- 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)

The LWDB, with the agreement of the chief elected official, developed and entered into a Memorandum of Understanding between the local board and the following one-stop partners, including new core program partners. The following chart also lists the status of the in Infrastructure Agreements (IFA) which have now been included in the Memorandums of Understanding.

MOU Entity	Status
<b>Job Corps</b>	Includes IFA
<b>Adult education and literacy activities authorized under title II of WIOA</b>	Updated to Include IFA
<b>The Vocational Rehabilitation program authorized under title I of the Rehabilitation Act of 1973</b>	Pending State of Florida Action
<b>Florida Dept. Education, Division of Blind Services</b>	Approved by State of Florida but no final signature.
<b>Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006</b>	Updated to Include IFA
<b>The Senior Community Service Employment Program authorized</b>	Updated to Include
<b>Employment and Training activities carried out under the Community Services Block Grant under 42 U.S.C.</b>	Updated to Include IFA

The Chief Elected Official approved the LWDB Required Partners certification on 07/10/2017. This certification acknowledged the active partners MOU that was developed and executed with the various mandated partners.

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

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

CareerSource Brevard and its partner programs and entities that are jointly responsible for workforce and economic development, educational, and other workforce programs already collaborate to create a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. This local area workforce delivery system includes, as required by WIOA, the six core programs. Through the Career Centers, CareerSource Brevard and its partner programs ensure that employers and job seekers have access to information and services that lead to positive employment outcomes.

CareerSource Brevard has established policies that address this integration of services for the region's Career Centers that support a customer-centered, fully integrated, service delivery system that ensures customers, both job seekers and employers, have maximum access to the full range of education, employment, training, supportive services and employer services offered through the programs and services available from CareerSource Brevard and the partners.

Customers experience a "common front door" at the Career Centers for all one-stop partner programs supported by common registration wherever possible and an assessment process to measure academic and occupational skills that leads to seamless customer flow and access to the services needed. Intake, case management, and data systems are also integrated between partners whenever possible to allow for more efficient access to services. Where systems are not fully integrated at this point in time, conversations have been held

between the partners in an effort to promote this integration with the intent to continue this dialogue.

A. Americans with Disabilities Act

This region's Career Centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with self-sustaining wages. The local workforce development board promotes accessibility for all job seekers to our Career Centers and program services, and is fully compliant with accessibility requirements for individuals with disabilities within our centers, whenever possible. Career Centers assist job seekers with disabilities in all programs, and our region has annually assessed physical and programmatic accessibility. This includes, but is not limited to, ensuring assistive technology and materials are in place, and front-line staff members are trained in the use of this technology.

CareerSource Brevard adopted a policy on reasonable accommodation which was distributed to all Career Center staff as well as training providers and partner agencies to ensure all understood and recognize the processes and procedures to follow should a job seeker request or appear to need an accommodation. In addition, we have on staff an individual with extensive training and expertise in serving individuals with disabilities, previously our disability navigator, who is our local resource for any issue that arises.

As with any program delivery or activity, CareerSource Brevard seeks input from its partners, including local independent living centers, and board members on the issue or subject and then incorporates that input into the policy or procedure whenever possible and allowable.

B. Use principles of universal design

CareerSource Brevard and its partner programs and entities that are jointly responsible for workforce and economic development, education, and other workforce programs already collaborate to create a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. This region's Career Centers and partners provide jobseekers, including individuals with barriers to employment,

such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. The local workforce board promotes accessibility for all job seekers to our Career Centers and program services, and is fully compliant with accessibility requirements for individuals with disabilities within our centers.

Career Centers in our local area assist job seekers with disabilities in all programs, and our region has annually assessed physical and programmatic accessibility. This includes, but is not limited to, ensuring assistive technology and materials are in place, and front-line staff members are trained in the use of this technology. In addition, CareerSource Brevard and its partners located within the Career Centers ascribe to the principles of universal design of the facility, materials, service delivery and technology whenever and wherever possible and practical, including the following seven core principles:

UNIVERSAL DESIGN PRINCIPLES		
Principle	Design	Description
<b>Equitable Use</b>	Useful for people with diverse abilities	a. The same means of use is provided for all users: identical whenever possible; equivalent when not. b. We avoid segregating or stigmatizing any users. c. Provisions for privacy, security, and safety are made equally available to all users.
<b>Flexibility in Use</b>	Accommodates a wide range of individual preferences and abilities.	a. We provide choice in methods of use. b. We provide adaptability to the user's pace.
<b>Simple and Intuitive Use</b>	Use is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.	a. We eliminate unnecessary complexity. b. We try to always meet user expectations. c. We accommodate a wide range of literacy and language skills.
<b>Perceptible Information -</b>	Communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information. b. We maximize "legibility" of essential information. c. We make it easy to give instructions or directions.
<b>Tolerance for Error-</b>	Minimizes hazards and the adverse	a. We arrange facility furniture, equipment and walkways to minimize hazards and

<b>UNIVERSAL DESIGN PRINCIPLES</b>		
<b>Principle</b>	<b>Design</b>	<b>Description</b>
	consequences of accidental or unintended actions.	hazardous elements are eliminated, isolated, or shielded.
<b>Low Physical Effort -</b>	The design can be used efficiently and comfortably and with a minimum of fatigue.	a. Allow user to use reasonable operating forces. b. Minimize repetitive actions. c. Minimize sustained physical effort.
<b>Size and Space for Approach and Use -</b>	Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.	a. We always attempt to provide a clear line of sight to important elements for any seated or standing user. b. We make reach to all components comfortable for any seated or standing user. c. We provide adequate space for the use of assistive devices or personal assistance.

- C. 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)

CareerSource Brevard facilitates access to services through our website and one stop facilities located throughout the County. To the extent possible one-stops are strategically located to provide physical access to job seekers and employers. We have worked to develop online videos and forms for job seekers, program applicants/participants, and employers to access from external locations. These on-line services include but are not limited to; program orientation, applications for training services, e-signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EFM. When possible CareerSource Brevard provides virtual services using technologies that are affordable and useful.

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

CareerSource Brevard advocates and supports an integrated information system at the state and local level that would allow entities that carry out core programs to better coordinate service delivery for mutual customers and cross program referrals. CareerSource Brevard will work with state and local organizations to improve customer services and program management by exploring and possibly implementing integrated intake, case management and reporting systems. Wherever possible CareerSource Brevard will maximize the utilization of technology to consolidate and streamline services to enhance the overall customer experience.

CareerSource Brevard has established policies that address the integration of services for the region's Career Centers that support a customer-centered, fully integrated service delivery system that ensures customers and employers have maximum access to the full range of education, employment, training and supportive services offered through the programs available under WIOA.

CareerSource Brevard Memorandum of Understanding (MOU) with core program entities and other key partners, document agreed-to strategies to enhance service provision to employers and jobs seekers.

In addition, several CareerSource Brevard goals to achieve this strategic vision promote maximum integration of service delivery within our Career Centers for customers and employers.

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

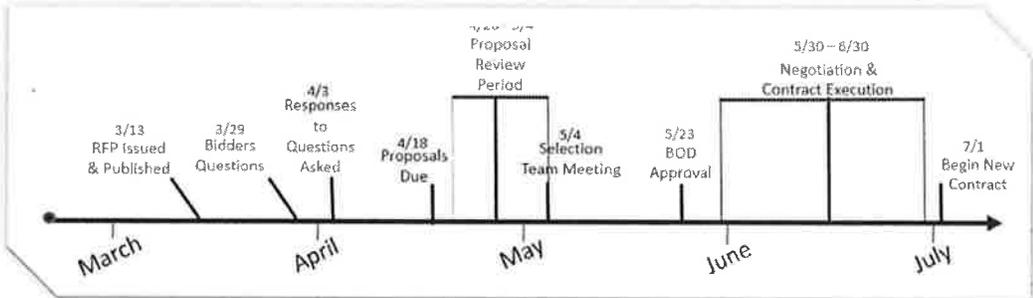
CareerSource Brevard (CSB) is committed to open and competitive procurement of services in providing workforce development services in Brevard County. Following the guidance of TEGL No. 15-16, CSB successfully solicited proposals and awarded a contract for a one-stop operator commencing July 1, 2017. CSB This process was accomplished within the established federal and state regulations and policies governing procurement.

**Request for Proposals (RFP) One-Stop Operator RFP and Award**

CareerSource Brevard is committed to open and competitive procurement of services in providing workforce development services in Brevard County. Through requests for qualifications, invitations to negotiate, requests for proposals and bids, providers within and

outside the community have the opportunity to compete to meet the needs of CSB customers. Decisions on procurement are guided by our commitment to provide quality services and maintain high levels of customer satisfaction. This is done within the established federal and state regulations and policies governing procurement. Our most recent competitive for selection of the one-stop operator was very successful and described below:

- A Request for Proposal (RFP) to solicit proposals for One-stop Operator Provider Services, along with a public notice of the RFP, were posted on the on the CareerSource Brevard agency website, the local newspaper, and the Florida Vendor Bid System (VBS).
- In April 2017, CareerSource Brevard received four (4) proposals from qualified providers by the published deadline.



- A five (5) member review team rated and ranked the proposals, and prepared recommendations for approval by Board of Directors.
- Each team member was required to sign a code of conduct and conflict of interest statement.
- The evaluation criterion was developed based upon the RFP and the TEGL are kept on file for this procurement including the individual evaluation forms.
- A cost analysis was performed and documented. The review team scored the proposals and held a meeting in May 2017 to provide its recommended first and second choice of providers to be awarded the contract for One-Stop Operator services.
- A consensus decision was made and the first and second choice of awardees was presented to the CareerSource Brevard D Board of Directors on May 23, 2017. The Board approved the recommended first place provider as the awardee.
- CareerSource Brevard D then advertised the intent to award and provided rating sheets and proposals to the other bidders as requested.

- A negotiated contract for one base year commencing July 1, 2017, with three (3) additional one-year options was negotiated by CareerSource Brevard and C2 Global Professional Services, LLC and executed on June 30, 2017.
- The Chief Elected Official approved the LWDB One-Stop Operator and Required Partners certification on 07/10/2017. This certification acknowledged the active partners MOU that was developed and executed with the various mandated partners.

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

At this time, CareerSource Brevard is not aware of any additional higher level services that will be needed to respond to labor market, economic and demographic conditions and trends in the local area. However, CareerSource Brevard will continue to engage employers, job seekers and other interested parties to solicit feedback and input into services to ensure effectiveness and continuous improvement.

## DESCRIPTION OF PROGRAM SERVICES

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

CareerSource Brevard is the workforce system within the Palm Bay – Melbourne – Titusville MSA. CareerSource Brevard is a single-county, quality-focused, employer-driven, customer-centered organization and its mission is to meet the workforce needs of the regional economy. CareerSource Brevard works to increase access to and opportunities for the employment, training, and support that individuals need to succeed and advance in the labor market inclusive of those with barriers to employment. CareerSource Brevard strives to align workforce development, education and economic development within regional economic

development strategies which meet the needs of local, regional and state employers and provides a high-quality workforce development system.

CareerSource Brevard provides accountability falling under the local workforce board. The Career Center or One-Stop services are provided indirectly through a properly procured contractor – C2 Global Professional Services, LLC.

Core Programs managed by the contractor include:

- Labor Exchange services provided under Wagner-Peyser staff;
- Veteran's Employment program;
- WIOA Adult, Dislocated worker and Youth services;
- Trade Adjustment Assistance programs;
- TANF programs authorized under Social Security Act Title IV, Part A;
- Reemployment Services and Eligibility Assessment Program (RESEA) providing employment services to DEO's state Unemployment Compensation program;
- Information and local navigation assistance to DEO's state Unemployment Compensation program.
- WIOA Youth services;
- Title IV program services through the Department of Vocational Rehabilitation;
- Offender reentry services through the Ex-offender Re-entry program
- Department of Juvenile Justice;
- Senior Community Service Employment program;
- Adult education and Literacy programs under Title II, local County Schools Adult and Education; and
- Career and postsecondary technical education programs under Carl D. Perkins
- Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs;
- County Community Action Team;
- Division of Blind Services;
- Multiple Housing Agency Authorities (as applicable)
- Supplemental Nutrition and Assistance Program (SNAP) Employment and Training program;
- SSA Employment Network and Ticket to Work program; (with Board Assistance)

All of core programs are focused on alignment of service strategies and on reducing duplication and confusion among employers and jobseekers relative to having workforce needs met. Partners delivering core programs such as Adult and Literacy, Career and Technical Education, Division of Blind Services and Department of Vocational Rehabilitation are represented within the CareerSource Brevard board's key long-range planning and realignment as mandated under WIOA. Board and partner planning includes review of the current workforce, employment and unemployment, labor market trends and the educational and skill levels of the workforce inclusive of individuals with barriers to employment. Due to changes to Title II Adult Education and Literacy and Title IV Vocational Rehabilitation program performance measures, CareerSource Brevard continues to plan and discuss future opportunities.

All core programs are represented through the one-stop center, either on a full-time basis with the core programs, Partnership with some Adult Literacy entities, some Community Colleges and Vocational Rehabilitation is on a referral basis within easily accessible geographic location.

There is a strong history of partnership, coordination and referral between CareerSource Brevard and Adult Education in the region. This partnership extends into Carl D Perkins Career and Technical Education entities in the same local area. Referrals are routinely made between the core programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by the other or the natural continuum of service is adult education leading to postsecondary Career and Technical education to work readiness and ultimately employment.

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

All sub grants and contracts will be procured through CareerSource Brevard formal procurement policy processes such as Request for Proposal (RFP) or Invitation to Negotiate (ITN). The LWDB has established procurement policies and procedures in compliance with Federal and State laws and regulations. These policies and procedures are audited by independent CPA's in the conduct of our annual single audit and are monitored by state staff during the conduct of their administrative monitoring processes.

The competitive process used by CareerSource Brevard to award sub grants and contracts for WIOA funded activities adheres to the guidelines within the procurement and contract policy and guidance provided by 2-CFR-200, specifically sections 200.318 through 200.326. For procurements by sealed bids and/or competitive proposals, the process begins with a public issuance of the ITN, notification of interested parties and a legal public notification in order to ensure as many proposals as possible are received. A minimum of two proposals from responsible, capable bidders is required. Proposals are received and reviewed by an internal committee. Submissions are reviewed, precaution is taken to ensure any responding companies are not on the excluded list or that any conflicts of interests exist, and a tentative selection is made by the internal committee. The selection is then presented to the President and later to the Executive Board and Board of Directors for final approval. In the event that only one bid is received after the RFP or ITN has been advertised for 30 days or greater, there exists only one source of supply, the requirement is considered exigent or the awardee has directed CareerSource Brevard to use a non-competitive process, then the award will be made via a non-competitive or single source process and justification.

Upon appropriate final approval, the contract is drafted between CareerSource Brevard and the winning bidder that includes all requirements of 2 CFR 200, specifically sections 200.318 through 200.326 and Appendix II to Part 200.

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

After collaboration and consultation among workforce development leaders and stakeholders, the local board has developed a road map for expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the 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 credentials. The key strategic priorities are organized principles around which the workforce plan is structured, 1) increase business

engagement; 2) workers receive integrated services that lead to employment and careers; 3) technology and accessibility; and 4) next generation performance accountability system.

Businesses need simple paths to the workforce system and a better understanding of training programs to ensure workers have industry-specific skills. In addition, once businesses and industries are engaged – be it through sector strategies or recruitment services – the workforce system must build and sustain these partnerships. The system’s essential promise to these partnerships is streamlined and integrated services that are easy for an employer to navigate and perceive value. Career pathways models and sector strategy methods will require future development and adoption by business and industry.

Workers need to be able to effectively find and navigate the workforce development pathway that is best for them. This means CareerSource Brevard must eliminate duplication, increase transparency and improve the business and job-seeking customer experience. In addition to acquiring skills and jobs that put them on the path to prosperity, workers should also understand they have continuous access to the workforce development system through their working lives. For sustained, lifelong success, individuals can reengage in the workforce system throughout their career and “lifelong learning” journey.

The use of technology to remove barriers for workers and enhance their access to services is a “game changer.” Advances in telecommunications and technology potentially allow for seamless, universal, and remote access to education, training and other workforce development services. While technology cannot fix all barrier access problems, in many cases it will free up staff to tackle the more difficult access issues. This plan seeks to convert the best of these possibilities into a reality. The LWDB has addressed these issues and will continue to support the need to address barrier removal and universal accessibility of workforce development services – both physically and programmatic – as core priorities. This will require re-thinking bricks and mortar investments versus technological access.

The local Workforce Development Board has been a leader in developing rigorous accountability measures for workforce development programs in the area. The annual workforce training vendor evaluation shows training results, including how much completers earn, the skills they obtained, and if they were satisfied with their program, among other measures. CareerSource Brevard will continue to utilize continuous improvement and

research new generation performance indicators to help continue to press the region forward with ensuring a more integrated workforce development system.

Based on extensive stakeholder input, the local Workforce Development Board, and customer need, the following commitments underpin the strategic plan for expanding access to employment.

**System-Wide Partnerships:** A culture of cooperation and partnership is needed to achieve positive results in a complex workforce system. Aligning goals across all service providers and customers is essential in continuing to build and enhance this culture of partnership. Through shared goals, we can achieve the seamless system envisioned in this plan. These goals include the following: delivering prosperity and success in a measureable way for the system’s key customers, workers and businesses; addressing strategically and efficiently the economic needs of workers and businesses and ensuring sustainable results.

**Career Pathways:** Career pathways offer an efficient and customer-centered approach to workforce development because they structure intentional connections among workers, employers and service providers. Aligning educational opportunities that lead to the industry-recognized qualifications, skills, and academic credentials helps bring workers and employers into the training system on the front end. In turn, this transforms businesses from “customers” into “partners or co-investors” in the workforce system.

**Focus on workers facing barriers:** With the plan’s heightened emphasis on program alignment, many agencies and their stakeholders voiced concern that this would result in reduced services for their clients. Each community urged that customers receive increased services, not less. The services will continue to be provided in a manner that reflects their unique needs, ranging from one-on-one services to early intervention. The plan consistently directs that priority populations receive the resources they require to be successful and that each community is included in the goal of prosperity and success for everyone. This is a “universal” plan.

**Leveraging Existing Successes:** CareerSource Brevard will help bring to life the strategic objectives and system goals by continuing to share proven successes and compelling participant and employer stories. Encouraging information to be shared across the system, and regularly drawing attention to achievements, CareerSource Brevard will help partners replicate and build on success.

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

Repeating information contained earlier in this plan, CareerSource Brevard yearly reviews data and selects or adjusts the key industry focus for the region.

- (5) Industry Partnerships:** CareerSource Brevard is seeking resources and industry support to expand sector strategy or partnerships to each of the key industries. Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §134(c)(1)(A)(iv)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

- A. Describe how selected industries or sectors are selected based on, and driven by, high-quality data (cite data source used);
- B. Describe how sector strategies are founded on a shared/regional vision;
- C. Describe how the local area ensures that the sector strategies are driven by industry;
- D. Describe how the local area ensures that sector strategies lead to strategic alignment of service delivery systems;
- E. Describe how the local area transforms services delivered to job-seekers/workers and employers through sector strategies; and
- F. Describe how the local area measures, improves and sustains sector strategies.

One of the principal goals of the region is to build long-term economic vitality through the attraction and retention of employers with jobs that pay above-average wages in targeted industries. Within the region employers take the lead role in all workforce committees. Each chairperson for the committees are community employers. The members ensure the workforce system is demand driven by providing valuable input and feedback on the local economy and community as a whole. They are able to provide first-hand knowledge of the current employment needs in their industry. This is essential to providing customers with the most up to date information on local LMI details to remain competitive in the local economic region.

The region has a strong collaboration with Brevard County Economic Development groups and the Florida High Tech Corridor.

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

For in-demand training CareerSource Brevard uses a wide variety of data and resources to ensure that our LWDB is fully apprised of trends and issues. DEO provides excellent support at the local workforce level to support data driven strategies which support in-demand training. The following charts have been provided by DEO for assistance in determining local strategies:

<b>LWDB 13 Top 15 Emerging Occupations 2017-2025</b>									
(ranked by percent growth)									
Rank	Title	Employment		Level	Percent	Industry Sector Linkage	2017 Hourly Wage (\$)		
		2017	2025	Change	Change		Median	Entry*	Exp**
1	Brick & Blockmasons	181	239	58	32.0	Construction	16.39	13.15	18.30
2	Substance Abuse and Behavioral Disorder Counselors	169	217	48	28.4	Healthcare	19.70	11.49	23.74
3	Physical Therapist Assistants	197	250	53	26.9	Healthcare	32.72	26.04	35.75
4	Forensic Science Technicians	19	24	5	26.3	Government	19.78	16.70	21.81
5	Taxi Drivers and Chauffeurs	314	388	74	23.6	Transportation	10.67	9.22	12.36
6	Phlebotomists	276	341	65	23.6	Healthcare	14.59	13.10	16.20
7	Physician Assistants	231	285	54	23.4	Healthcare	55.98	39.18	65.27
8	Veterinary Technologists and Technicians	222	273	51	23.0	Professional Services	14.14	12.38	16.71
9	Occupational Therapy Assistants	192	236	44	22.9	Healthcare	32.13	27.79	34.66
10	Athletic Trainers	44	54	10	22.7	Healthcare	12.27	9.18	18.19
11	Web Developers	242	295	53	21.9	Professional Services	26.93	18.54	38.23
12	Optometrists	170	207	37	21.8	Healthcare	82.67	58.92	112.79
13	Personal Financial Advisors	176	214	38	21.6	Financial Services	56.90	25.07	87.54
14	Industrial Machinery Mechanics	154	187	33	21.4	Machinery Maintenance	21.08	14.74	24.49

**LWDB 13 Top 15 Emerging Occupations 2017-2025**  
 (ranked by percent growth)

		Employment		Level	Percent		2017 Hourly Wage (\$)		
15	Opticians, Dispensing	139	167	28	20.1	Healthcare	17.86	14.48	20.17

\* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

\*\* Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

**LWDB 13 TOP 15 EXISTING DEMAND OCCUPATIONS**  
 (ranked by total job openings)

Rank	Title	Employment		2017 - 2025		Total Job Openings*	2017 Hourly Wage (\$)		
		2017	2025	Level Change	Percent Change		Median	Entry**	Exp***
		1	Retail Salespersons	8,421	9,541		1,120	13.3	11,598
2	Combined Food Prep. and Serving Workers, Inc. Fast Food	6,440	7,294	854	13.3	10,926	9.46	9.16	10.37
3	Cashiers	6,359	6,624	265	4.2	9,887	9.42	8.90	10.40
4	Waiters and Waitresses	5,853	6,177	324	5.5	9,320	10.46	9.09	14.24
5	Customer Service Representatives	5,409	6,079	670	12.4	6,300	13.83	10.56	17.18
6	Secretaries, Except Legal, Medical, and Executive	4,657	5,006	349	7.5	4,276	15.19	11.35	18.40
7	Cooks, Restaurant	2,837	3,283	446	15.7	3,919	11.43	9.53	13.79
8	Stock Clerks and Order Fillers	3,288	3,506	218	6.6	3,674	11.75	9.74	13.88
9	Office Clerks, General	3,433	3,729	296	8.6	3,518	13.45	9.80	16.66
10	Laborers and Freight, Stock, and Material Movers, Hand	2,733	2,995	262	9.6	3,342	11.74	9.41	14.14
11	Receptionists and Information Clerks	2,694	3,003	309	11.5	3,216	12.93	10.44	14.81
12	Janitors and Cleaners, Except Maids and Housekeeping	2,519	2,850	331	13.1	3,109	11.30	9.40	13.48
13	Nursing Assistants	2,673	3,054	381	14.3	3,043	12.28	10.91	13.34

14	Landscaping and Grounds keeping Workers	2,424	2,798	374	15.4	2,836	11.85	10.43	15.54
15	Registered Nurses	5,111	5,714	603	11.8	2,825	30.82	23.61	35.82
<p>* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.</p> <p>** Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.</p> <p>*** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.</p> <p>Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017</p>									

CareerSource Brevard has for the last 6 years maintained a customized Regional Targeted Occupations List (RTOL). The RTOL is used for all Individual Training Accounts (ITA) as required by the law and Work Based Training as determined locally. The RTOL process is the mechanism by which the State of Florida and Local Workforce Boards (LWDB)) direct public workforce funding to programs in order to meet high demand/ high wage business employment needs. The RTOL process gives local discretion and flexibility and will allow us to better meet local employer and worker needs. The RTOL revisions also allow for occupational training (usually ITA) requiring or resulting in an industry recognized certification, credentials or degree upon completion.

The Department of Economic Opportunity (DEO) Bureau of Labor Market Statistics (LMS) produces industry and occupational employment predictions along with occupational wage estimates for Florida and each of the 24 Workforce Regions. LMS presents the results of the latest statewide employment forecast along with a statewide Demand Occupations List based on the previous year's wage criteria adjusted by the U.S. Bureau of Labor Statistics' Employment Cost Index. The statewide Demand Occupations List identifies the labor market needs of Florida's business community and encourages job training based on those needs, with emphasis on jobs that are both high demand and high skill/high wage, and is used as a baseline for establishing RTOLs. Subsequently, DEO releases the statewide Demand Occupations List as well as regional Demand Occupations Lists and sends an announcement to CareerSource Florida and the RWBs. To develop their RTOLs, local boards take the following steps:

1. Use the statewide and regional Demand Occupations Lists as a starting point.

2. Solicit the input of business and industry representatives in their area regarding the need to add occupations to or remove occupations from these lists.
3. Use additional resources such as The Conference Board’s Help Wanted Online Lists (HWOL) and Supply/Demand lists, and any other labor market resources available to them.

The local planning strategy for the RTOL includes the following local decisions which impact the strategies for development of the RTOL:

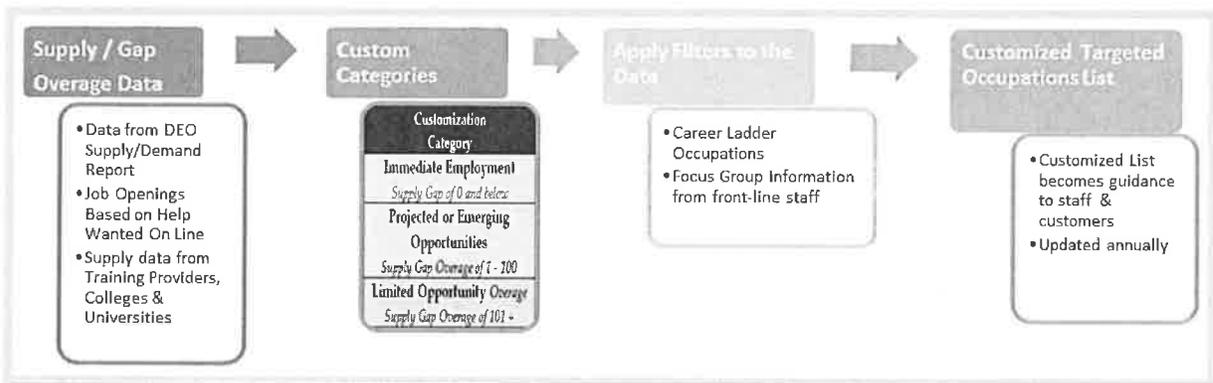
- CareerSource Brevard utilizes the Business to Jobs (B2J) model to organize and operate the One-Stop or Career Centers. This model assists job seeking customers by focusing on business needs rather than the traditional “funding silo driven” method of providing services. As such, CareerSource Brevard wishes to maximize the involvement of business and industry groups in the update and development of the RTOL.
- The CareerSource Brevard Industry Relations Department has ongoing and periodic business engagement events and is charged with the responsibility of soliciting active feedback in the development and update of the RTOL.
- CareerSource Brevard intends to update the RTOL on a yearly basis but has established provisional methods to include occupations which are determined as emerging or necessary to meet a specific industry need.

The process is as follows:

<b>REGIONAL TARGETED OCCUPATIONS LIST (RTOL) DEVELOPMENT PROCESS</b>		
<b>Step/ Time Line</b>	<b>Activity</b>	<b>Resources Used/Action Required</b>
<b>1</b>  Early March	<b>Establish Draft Regional Targeted Occupations List</b>	<ul style="list-style-type: none"> <li>• Review Statewide/Regional TOL</li> <li>• Internal Review by Industry Relations, Program Managers and Staffing Specialists</li> <li>• Utilize Labor Market Information (LMI) from multiple sources.</li> </ul>
<b>2</b>  Mid- March	<b>Key Partner &amp; Training Vendor Filtering</b>	Solicit Feedback from <ul style="list-style-type: none"> <li>• Training Vendors</li> <li>• School District</li> <li>• Other Economic &amp; Business entities</li> </ul>
<b>3</b>  Late March	<b>Alignment with Economic Development Priorities</b>	Determine how occupations fit with LWDB 13 Key Industry Analysis which include: <ul style="list-style-type: none"> <li>• Florida Targeted Industries</li> <li>• Florida Infrastructure Industries</li> </ul>

<b>REGIONAL TARGETED OCCUPATIONS LIST (RTOL) DEVELOPMENT PROCESS</b>		
Step/ Time Line	Activity	Resources Used/Action Required
		<ul style="list-style-type: none"> <li>Local Economic Development Priorities</li> </ul>
4 April	<b>Business &amp; Industry Filtering</b>	<p>Solicit Feedback from the following groups:</p> <ul style="list-style-type: none"> <li>Industry Workforce Committee</li> <li>Eastern Florida State College Industry Councils</li> <li></li> <li>Training Vendors provide CIP to SOC crosswalk information when available and pertinent.</li> </ul>
5 April	<b>Customization</b>	<ul style="list-style-type: none"> <li>See Section below for description of this process.</li> </ul>
6 May/ June	<b>Final Approval by the CareerSource Brevard Board of Directors</b>	<ul style="list-style-type: none"> <li>Consent Action Item at the May/June BOD Meeting</li> </ul>
7 June	<b>Final Actions</b>	<ul style="list-style-type: none"> <li>Post final RTOL on website by June 30<sup>th</sup>.</li> <li></li> </ul>

The following contains the customization process”:



LWDB 13 levels of training subsidy issued to participants through Individual Training Accounts (ITA) are established in local policy and updated periodically. Region 13 utilizes a wage tier model which ties the amount of subsidy to the projected average entry wage for the occupation. The tiers are “entry”, “bridge” and “high wage”.

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

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

- B. Support a local workforce development system that meets the needs of businesses in the local area;
- C. Better coordinate workforce development programs and economic development; and
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs (WIOA §134(c)).

Employer engagement is facilitated by the Business Services Unit who works diligently to educate business customers by providing information on financial incentives and other advantages of using workforce services. The Business Services Unit reaches out to businesses through contact lists developed from participation at job fairs, business development events, economic development activities, human resource associations, local area chambers of commerce, and economic development efforts. CareerSource Brevard leverages these relationships to provide value-added services to identify the skilled human capital that meets their workforce needs. These services may include: OJT, IWT, EWT, internships, apprenticeships and customized training provision for in-demand jobs or high growth industry sectors within the local area.

CareerSource Brevard ensures engagement access for businesses and career seekers to our service delivery system by providing the following:

- Recruitment and pre-screening of qualified applicants.
- Easy access to post job listings through EF.
- Information about job and industry growth trends and forecast information
- Wage data and other valuable labor market information.
- Hiring and training incentives.
- A single point of contact to discuss training and hiring needs.
- Strategic planning in partnership with education and training providers to analyze and apply workforce intelligence to improve the talent pipeline in support of sectors in demand.
- Mapping of the talent pipelines for various sectors to identify where the talent is needed now, and in the future.
- Increasing the quantity and quality of the talent pool in Brevard County by defining career pathways for individuals that will ensure a continuous supply of qualified talent.

- Communication of the in-demand skills needed by high growth industry sectors to educational and training organizations in order to improve responsiveness and better prepare workers for the sector.
- Enhanced career services including assistance with employability workshops, skills assessments, job referrals and WIOA eligibility screening for (UI) claimants.
- Referrals to UI claimants to an array of training and education resources.
- Provision of assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs and the delivery of employment and training activities.
- CareerSource Brevard facilitates a very active business services team that proactively offers services to employers to meet their workforce needs. These services are focused on, but not limited to, providing job listings, job referrals, OJT's to the UI claimant's applicant pool and other qualified candidates, and labor market information.

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

CareerSource Brevard Policy PLN 09-02 contains the local policy and procedures. The application of priority is as follows:

Priority	Application of Priority
<b>1</b>	<b>Veterans</b> and/or eligible spouses who are <b>public assistance recipients and/or low income</b> adults; and/or basic skills deficient who meet existing program eligibility requirements.
<b>2</b>	<b>Nonveterans</b> who are <b>public assistance recipients and/or low income</b> adults; and/or basic skills deficient who meet existing program eligibility requirements
<b>3</b>	<b>Veterans</b> and/or spouses who meet <b>existing program</b> eligibility requirements.
<b>4</b>	<b>Nonveterans</b> who meet <b>existing program</b> eligibility requirements.

**Veterans Priority of Service:**

The Jobs for Veterans Act (JVA), PL 107-288, signed into law on November 7, 2002, requires that there be priority of service for Veterans and eligible spouses in any workforce preparation, development, or delivery program or service directly funded in whole or in part, by the U.S. Department of Labor (38 U.S.C. 4215). The Priority of Service regulations, codified at 20 CFR 1010, were issued December 19, 2008 and require qualified job

training programs to implement priority of service for Veterans and eligible spouses, effective January 19, 2009.

The regulations require that CareerSource Brevard identify Veterans and eligible spouses at the “point of entry,” which can be at the One-Stop Centers or virtual delivery points such as through Employ Florida Marketplace (EFM).

CareerSource Brevard staff have been trained to inform all Veterans or eligible spouses at the time of their arrival at any of the CareerSource Brevard One-Stop centers that they are eligible for priority of service. CareerSource Brevard staff advise customers of their entitlement to priority of service; the full array of employment, training, and placement services available under priority of service; and any applicable eligibility requirements for those programs and/or services.

Priority of service means the right of Veterans and eligible spouses to take precedence over a non-covered person in obtaining all employment and training services. The eligible Veterans or covered persons shall receive access to the service or resources earlier in time than the non-covered person and when the service or resource is limited. The identification of priority of service doesn't mean that the Veteran or eligible spouse must immediately verify their status at the point of entry. If the Veteran or eligible spouse is planning to enroll into other programmatic services that require an eligibility determination to be made, then they will be asked to provide validation of any required items.

CareerSource Brevard priority of service covers WIOA, youth, Trade Adjustment Assistance (TAA), Wagner-Peyser programs and reemployment services/referrals. Eligible Veteran employed workers visiting the One-Stop center may take advantage of Wagner-Peyser program services with priority level of service. Nonveterans/ non-eligible spouses who meet the mandatory target criteria must receive the secondary level of priority. This means that the nonveteran/non-eligible spouse falling within the mandatory class of candidates to be served will receive priority over Veterans and eligible spouses who do not meet this mandatory priority.

However, priority of service does not cover CareerSource Brevard programs funded through other grants such as the Welfare Transition Program funded through the state's TANF block grant and the Supplemental Nutrition Assistance Program Employment &

Training program (aka Food Stamp Employment and Training Program), funded through U.S. Department of Agriculture grants. CareerSource Brevard relies on the TANF funds received to provide the necessary training assistance to TANF program recipients.

### **WIOA Priority**

CareerSource Brevard adheres to the requirements for adult employment and training activities outlined in WIOA section 133 (b), as priority of service regardless of funding levels. Priority is given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of career services. "Priority of service" status is established at the time of eligibility determination for WIOA Title I Adult Registrants and does not change during the period of participation. Section 134 (c) requires that an eligible trainee must have the skills and qualifications to successfully participate in the selected program of training services in addition to meeting the other eligibility criteria. Priority does not apply to the dislocated worker population.

CareerSource Brevard has notified our core program entities, partner agencies, staff and general public through social media of the WIOA Priority of Service requirements. All CareerSource Brevard staff have been trained on the Veterans Priority of Service and WIOA Priority of Service requirements. CareerSource Brevard conducts recruitment from our Supplemental Nutritional Assistance Employment & Training program (SNAP E&T), Welfare Transition Program, Wagner-Peyser program registrants and Adult Education partners to provide career services to this targeted population.

The information needed to evaluate and determination a customer's priority of service are collected on the initial WIOA programmatic pre-screening tools utilized by case management staff. Customers are not required to validate these items until eligibility determination is made.

Participants who are not in a priority of service category but are actively enrolled in career or training service shall be allowed to complete the activity. It is not expected that non-priority service participants must give up their place to an individual who is in a priority of service category and just starting a career and/or training service.

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

Training services provided by CareerSource Brevard are directly linked to an in-demand industry sector or occupation in the local area or the planning region, or in another area to which an adult or dislocated worker receiving services is willing to relocate. CareerSource Brevard provides diversified job-driven training opportunities for individuals, including pre-vocational training, occupational skills training, work-based training, registered apprenticeships, internships, paid work experience, etc. Priority consideration is given to programs that lead to a recognized post-secondary credential and/or industry-recognized credential aligned with in-demand industry sectors or occupations.

CareerSource Brevard has implemented innovative programs and strategies designed to meet the needs of employers, which may include employed worker training programs, customized training, on-the-job training, internships, paid work experience, sectoral and industry cluster strategies, implementation of industry or sector partnerships, career pathway programs, and layoff aversion strategies. CareerSource Brevard in coordination with Region 11 (Flagler/Volusia) and Region 10 (Citrus/Levy/Marion) have established the Training Agent Contract Agreement with the University Of Central Florida (UCF) which extends to all UCF Regional Campuses, Colleges, Institutes, Incubators, Labs and Centers. This regional agreement is of a allows for a customer with specific occupational training needs to have access to courses and programs leading to credentials and degrees that meet local and regional demand. This authorizes University of Central Florida to be included on the Eligible Training Provider List. Training programs which meet local and regional demand criteria are made available based on funding availability.

CareerSource Brevard in cooperation with Brevard County Public Schools (BPS) which includes Adult and Community Education has established a partnership agreement for technical, educational and vocational training which is designed to meet industry needs across various in demand occupations for adult learners and career seekers. The intent of this agreement allows a customer with specific occupational training needs to have access to courses and programs leading to credentials and degrees that meet local and regional demand.

In order to develop, implement, and expand sector strategies with a focus on growth industries and to build a competitive workforce, CareerSource Brevard may enter into agreements with training vendors for programs that meet sector strategy training needs not available with existing ETPL. Such vendors must be able to provide data and outcomes which demonstrate provision of credential(s) leading to successful employment

This authorizes University of Central Florida, BPS and vendors who meet sector strategy needs to be included on the Eligible Training Provider List. Training programs which meet local and regional demand criteria are made available based on funding availability.

CareerSource Brevard has placed a priority on and budgeted funds for demonstrated effective work-based strategies that meet employers' workforce needs, including on-the job training, employed /incumbent worker training, registered apprenticeships and paid work experience.

Training for WIOA Youth and the Welfare Transition program will also follow the Regional Targeted Occupations List. At the pleasure of the President of CareerSource Brevard, an expanded RTOL may be used.

CareerSource Brevard case management staff determines the customer's need for WIOA funded training services following completion of an interview, evaluation, or assessment, and career planning based on the following criteria:

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services.
- Candidate is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
- Candidate has selected a training program or training services that are directly linked to the demand occupations that will lead to employment opportunities in the local area or the planning region.
- Candidate has the skills and qualifications to successfully participate in the selected training program.
- Candidate doesn't currently possess skills in a demand occupation.

- Candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.
- On-the-Job Training Services: Candidate has been unable to secure self-sufficient employment with current skills. Customer is in need of assistance with training in a targeted occupation in order to become more skilled with the goal to retain employment following the subsidized OJT training period.

CareerSource Brevard provides occupational skills ITA based training services through an open training provider application process. Applications must meet the minimum standards established by CareerSource Florida.

CareerSource Brevard maintains a Scholarship Memorandum issued periodically that governs funding allocated to ITA and Employer based training. This memorandum establishes the wage tiers and mix of services to meet business and job seeking customer needs. This memorandum allows adjustments on a periodic basis.

**Individual Training Accounts (ITA)**

ITAs are linked to in-demand employment opportunities in the local area. CareerSource Brevard will provide ITAs for qualified WIOA career seekers in need of financial assistance to obtain the education and job skills necessary for a career that will lead to self-sufficiency. ITAs are issued for specific training programs and training providers, and may be used at any approved institution for payment of tuition, books and fees. ITAs are categorized into three tiers based on whether the occupational training is for an entry level position, bridge position, or high-wage position. The tiers, average wage and maximum investment are defined in the tables below:

**INDIVIDUAL TRAINING ACCOUNTS (ITA)**

<b>THRESHOLDS FOR ALLOWABLE ITA INVESTMENT</b>		
<i><b>Tier</b></i>	<i><b>Average Entry Wage</b></i>	<i><b>Maximum Investment</b></i>
Entry	\$9.99 or Less	\$3,000
Bridge	\$10.00 - \$14.99	\$5,500
High	\$15.00 and Up	\$8,500

ITAs, in the form of a voucher as payment to the training institution, are issued on a semester or class basis and service providers must track the total amount issued to ensure that limits are not exceeded. ITAs may be used for education, job skills training, and associated needs required for employment in one or more of the careers named on the RTOL or to obtain specific skills certification leading to one of the occupations in demand.

**Work-based Training**

Work-based training is employer-driven with the goal of unsubsidized employment after participation. It involves a commitment by the employer(s) to fully employ successful participants after they have completed a training program. It is a successful training strategy for participants and employers in that participant finds high quality work and the employer develops a highly skilled workforce. It is the policy of CareerSource Brevard to maximize “work-based training”. This policy shall apply to all work-based training unless otherwise indicated by a specific grant or funding source. In such cases where there is a variation from this policy, the grant documents, special grant conditions or the strategic plan governing the implementation of the special grant, shall take precedence. Training types are as follows:

Training Type:	Description:
<b>On-the Job (OJT)</b>	The business hires the participant, provides training per contract and specified training plan, Business retains participant who successfully completes training
<b>Customized (CT)</b>	Used by business to meet training needs through talent pipeline development. Contract with training provider to develop and deliver training. Business commits to hiring participants who successfully complete training.
<b>Incumbent Worker (IWT)</b>	Used by business to upskill existing employees for the purposes of retention, lay-off diversion or promotion that leads to backfilling into less skilled position. WIOA limits IWT to 20 percent of the Adult and Dislocated Worker funds allocated to the region. IWT only participants are not include in WIOA performance accountability calculations.
<b>Registered Apprenticeships (RA)</b>	A national training system that combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation.” Participants are employed and may participate in an OJT, ITA or a combination of the two. Incumbent worker and customized training may also be utilized.

CareerSource Brevard

**Work Experience**

Work Experience is a training service activity designed to meet the needs of individuals who have limited or no work experience in targeted industries and occupations in demand, or, outdated skills, or no work experience related to their recent educational career field and is in need of this service to obtain unsubsidized employment leading to self-sufficiency. Internships are provided via a contract between employers with emphasis on matching work site opportunities with the training, interests and aptitudes of WIOA participants for targeted industries with occupations in demand.

Training services are utilized by the WIOA youth program to provide a comprehensive menu of options for enrolled youth. Occupational training services can be referral-based through partnering agencies or offered “in-house” through a variety of web-based platforms. Work-based training opportunities are also available through work experiences which require agreements with local private and public businesses to provide youth with hands-on training in their respective field of interest for up to 12 weeks. Training opportunities are regularly reviewed and aligned with local target occupations that project solid job growth so that youth can work towards their ultimate career pathway goals by developing skills gains in the process (stackable, portable credentials and training).

### **Transitional Jobs**

The purpose of Transitional Jobs is to connect individuals with, barriers to employment, chronic unemployment or an inconsistent work history with opportunities to build workplace skills and job history. All eligible Adult and Dislocated participants may participate in transitional jobs. Once a customer has been determined eligible for a funding source they must complete an initial assessment and meet one or more of the criteria specified in the local policy.

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

The CareerSource Brevard Board assures that the One-Stop Career Center System and partners will adhere to the principles of consumer choice requirements as outlined in provisions of the WIOA.

WIOA Title I-B assigns responsibilities to the state and local levels to support participants in need of training services for the purpose of enhancing their job readiness or career pathway, ensuring their access to career training through a list of approved training providers and programs. Training services are provided in a manner that maximizes consumer choice in the selection of an eligible provider.

CareerSource Brevard Eligible Training Provider List and Regional Targeted Occupations list (RTOL) are posted on the CareerSource Brevard website. The (RTOL) was developed after extensive research in the local, regional and statewide Labor/Job Market. In addition, the CareerSource Brevard Board of Directors, consisting of local business experts,

reviews and approves this RTOL annually or as needed. Customers interested in pursuing training services are encouraged to review these tools to explore and research the training programs listed prior to selecting a training program in a growth and demand occupation. CareerSource Brevard staff ensures that each customer is made aware of the full array of training services available under WIOA. Program staff do not promote any training provider however; provide relevant performance outcome data for consumers to make informed training decisions.

Occupational skills training shall be provided in a manner that ensures informed customer choice in the selection of training for regionally in-demand occupations and prudent use of public funds in the selection of such providers. This process ensures transparency and supports informed customer choice in the evaluation and selection of training providers and programs.

Guidelines for establishing Individual Training Accounts (ITA's) are to be used to access approved training programs provided by "eligible training providers. (ETPs)" Eligible training providers are those that are approved and are maintained on a statewide listing of approved training vendors known as the ETP state list.

If a customer selects a training provider and/or training program that is outside of our region, our Board has established a policy that requires a waiver request to be submitted and approved by the CareerSource Brevard President or designee. It is the intent of the Board to fund only those training programs on the regional or state Targeted Occupational List (TOL).

In addition, CareerSource Brevard ensures that there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

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

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

CareerSource Brevard has developed its ITA system to encourage and promote career pathways that lead to self-sufficiency. Career seekers determined eligible and suitable are issued an ITA for training programs included on the Regional Targeted Occupations List and to an approved Eligible Training Provider. Training services may be provided if CareerSource Brevard staff determine, after an interview, evaluation, assessment, and career planning, that the individual:

- Is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone; and
- Have skills and qualifications to successfully participate in the selected program of training service.

Career seekers receive ITAs for selected training programs and training providers that are listed on the Eligible Training Provider List. All training must lead to an industry recognized certification, credential, or degree upon completion.

Individuals who have degrees in current demand occupations, employed full-time and have years of experience in their field are not appropriate for consideration of additional training, unless there is an extenuating circumstance (i.e. industry occupation in decline; Space Shuttle retirement). Career seekers who fail to meet the established grade standards must seek other sources of financial assistance until such time the grade level in each class returns to a “C” (2.0) and documentation has been provided to the Staffing Specialist. ITA funding is contingent upon grades, attendance, contact with Staffing Specialists and availability of funds. Other training avenues such as OJTs, internships or work experience, transitional jobs and customized training may be pursued.

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

CareerSource Brevard recognizes the importance of coordinating workforce and economic development activities in order to focus on long-term economic growth. Part of our plan for

long-term economic growth is the referral mechanisms and coordination strategies established to enhance entrepreneurial training and microenterprise services.



Entrepreneurism is an important marker in the economy, part of the generation or regeneration of communities, and often a beacon for the future. In our community, entrepreneurism is alive and well and supported by programs at CareerSource Brevard. Over time, the interest in microenterprise and entrepreneurial training has subsided as the economy has improved and many dislocated workers have found employment. CareerSource Brevard's original offerings for BizLaunch and the U.S. DOL Small Business Toolkit, which helped individuals emerge from one career, industry or business and forge a new path were inactivated in Fall 2016. CareerSource Brevard has also participated in the Startup Quest and Energy Launch small business development efforts. Entrepreneurship is not just about making money or learning to run a business, it is business foundation growth and the creation of jobs. As such, CareerSource Brevard will continue to host and participate with weVenture (formerly the Women's Business Center), powered by the Florida Institute of Technology. This resource accelerates growth for entrepreneurs by providing customized coaching, business education, mentorship and networking programs. weVENTURE has three Central Florida locations (Melbourne, Rockledge and Orlando) and is funded in part through a cooperative agreement with the U.S. Small Business Administration (SBA). CareerSource Brevard supports a cooperative relationship by hosting this resource at the Rockledge Career Center

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

CareerSource Brevard is committed to promoting Registered Apprenticeship (RA) opportunities as a career pathway for job seekers and as a job-driven strategy for employers and industries. Resources are made available to support participants of apprenticeship programs in the form of ITAs, OJT contracts for new hires, supportive services to include training materials such as books and tools, and employed worker training funds for companies

that carry out programs under the National Apprenticeship Act. CareerSource Brevard works with the Florida Department of Education Division of Career and Adult Education and the regional apprentice training representative to assist in the expansion of existing or development of new apprenticeship programs based on employer demand in the region. The coordination with eligible training providers, employers, joint apprenticeship training programs, and local educational institutions at the secondary and post-secondary levels also provides support to these programs to meet industry demand and align with local workforce initiatives. Additionally, apprenticeship programs are promoted to employers as a solution to the challenges of finding workers with the skills required to fill essential positions.

Local apprenticeship programs are promoted to job seekers as a career pathway in our centers through partner organizations co-located in our centers, the organization website, flyers, resource rooms, and career development planning with center staff. CareerSource Brevard also assists apprenticeship programs with the placement of apprentices not currently engaged with a participating employer by providing referrals of job seekers to employers seeking an apprentice.

CareerSource Brevard projects that the use of Registered Apprenticeships will improve in the future. As an example our sector strategies for manufacturing and health care (AIM) are working to establish new apprenticeships to meet industry needs. Most recently CareerSource Brevard staff has spearheaded local efforts to establish pre-apprenticeship program for trade occupations. We are also projecting that efforts we are providing in the areas Information Technology will result in more apprenticeship resources. To meet the requirements of the TEGL the CareerSource Board of Directors has two representatives which have enhanced our awareness and use of apprenticeships.

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

CareerSource Brevard incorporates the incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathway initiatives, and other initiatives to support the board's vision and strategic goals. CareerSource Brevard also offers these programs to provide either occupational or educational training to employees of the local area's businesses.

The training addresses skill gaps of the incumbent workers, impacts company stability, and enhances the employees' continued employability. On-the-job training continues to provide a bridge between employers and workers, offering a timely and cost effective solution to meet the needs of both. On-the-job training is an effective option for upgrading skills and ultimately retaining employment.

The specific training helps the incumbent workers retain a job with changing skill requirements, or can upgrade their skill qualifying them for a different job with the employer. This improved knowledge or certification obtained from the training adds value to the company and often leads to an opportunity for advancement and/or wages increase.

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

CareerSource Brevard ensures service providers achieve program quality and outcomes that meet the objectives of federal, state and local programs by providing technical assistance and guidance, as needed; regularly monitoring; comparing results with, federal and state standards, and requiring corrective actions when necessary; following up to ascertain that corrective actions are completed, and documenting progress through regular reporting. Service provider contracts include the required outcomes and quality standards required by CareerSource Brevard. The Business to Jobs model along with continuous improvement teams also enhance our continuous improvement. All contractor payments are contingent upon performance.

CareerSource Brevard utilizes various team members with programmatic experience to ensure that contracted service provider programs are in compliance with federal/state/local regulations and to provide technical assistance, guidance and training as needed. The contracted service provider is monitored regularly by internal team members and by the CareerSource Brevard contracted monitoring firm. Any issues discovered are reported to the Vice President of Operations and the service providers. CareerSource Brevard requires contracted service providers who are found to be out of compliance with any contractual agreements, the law, and/or program regulations to complete corrective action plans. They are required to respond in writing with a Corrective Action Plan.

The progress and success of contracted service providers are reviewed through performance reports and feedback from the community, including the committee process. The reports cover the performance and expenditures of service providers and staff compares outcomes, success rates, cost effectiveness and the service provider’s value to the community based on these performance reports, monitoring reports, information from committees and information obtained from the State’s management information systems.

CareerSource Brevard has an established application process and quality standards for potential training providers. Applications from potential training providers are accepted throughout the year. CareerSource Brevard has an Eligible Training Provider List Policy, which details the approval process to become an eligible training provider for our local area. CareerSource Brevard has developed a Training Provider Agreement for eligible providers. The Agreement requires that all training providers submit performance information on a regular basis as well as cost information on an annual basis or as costs change. A Training provider performance review is the tool utilized by CareerSource Brevard to provide performance information. The performance is reviewed by the Business Workforce Committee on an annual basis. The following performance levels apply at this time but are subject to change by policy revision:

	<b>Performance Standards</b>	<b>Annual Performance Criterion</b>
1	Completion Rate	75%
2	Employment Rate in Related Occupation at one year	60%
3	Percentage of individuals who obtain unsubsidized employment	60%
4	Wages at placement in employment	RTOL Wage
5	Retention rate in unsubsidized employment at six months after employment	55%
6	Wages at six months after employment	RTOL Wage
7	Rate of licensure	60%
8	Cost per participant	\$ as supplied by vendor

The Training Provider information is available on the website for review by customers interested in training opportunities and updated regularly. Complaints from participants or the community regarding the performance of a training provider are addressed initially by administrative staff. Staff contacts the training providers, via a telephone or on-site visit, to verify facts. Staff may request a corrective action plan, if the complaint is validated. If staff is unable to resolve the complaint with the training provider and the participant, the complaint is reviewed by the Vice President for resolution.

At any time during the year, staff can make recommendations to the President to cease training for occupations that have resulted in over-training and/or when there is a decline in job openings.

- (16) Youth Program Design:** Describe the design framework for local youth programs and how the 14 program elements required in §681.460 of the WIOA regulations are made available within that framework (WIOA §129(c)(1)).
- a. **Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”** Describe how the local board defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 C.F.R. §681.290).
  - b. **Define “requires additional assistance.”** Describe how the local board defines the term “requires additional assistance” used in determining eligibility for WIOA-funded youth programs (20 CFR §681.300).

The CareerSource Brevard Youth model, called “NextGen,” is a program of CareerSource Brevard for eligible young adults seeking to gain work experience, enter the job market and plan for or launch a career. Youth activities include occupational skills exploration, pre-employment/work skills training, counseling, and opportunities for academic skill building, GED preparation, job development, work experience, On-the-Job Training, job placement, and follow-up. The Next Gen model was highlighted in the March 26, 2015 USDOL Employment and Training Advisory System (TEGL 23-14) Operating Guidance as an “Example of Local Areas Successfully Servicing Larger Numbers of Out of School Youth (OSY).” CareerSource Brevard has an OSY Expenditure Rate in excess of 80%. The Next Gen outreach strategy includes engaging dropouts via partnerships with the public school system where youth active in the High School Equivalency (HSE) program are referred to CareerSource Brevard for inclusion in the Next Gen program. CareerSource Brevard also works directly with Elementary and Secondary Education Act (ESEA) Title I Schools to provide outreach to graduating seniors and pregnant teen’s programs. Community partnerships with the Department of Juvenile Justice and foster care providers include referrals of youth and joint staffing, where appropriate. The NextGen service model includes a weeklong workshop encompassing assessment, life skills training, and goal setting/planning. After completing these modules, the youth and staffing specialist create a bridge plan to link them



to ongoing services, which include career coaching and skills training to earn an in-demand industry-recognized credential, continued support to get a job, learning job search techniques, developing a resume portfolio, career coaching, paid work experiences, on-the-job training, and supported job search assistance.

The Next Gen program model is supported by the December 2015, Workforce Strategies Initiative publication “Connecting Young Adults to Employment”. This study identifies five job qualities noted as important by youth agencies. These qualities are as

- Stable employment (not contract or temporary employment) (72 percent);
- Self-sufficiency or family-supporting wages (65 percent);
- Full-time jobs (61 percent);
- Opportunities for advancement and pay increases (56 percent); and
- Predictable, set hours (48 percent),

In-School and Out-of-School Youth with disabilities are offered the same services and activities. All youth are assessed and accommodations provided on an individual basis. Most often identified are learning disabilities. The Disability Program Navigator (DPN) teams with other agencies to develop business outreach and training services for regional businesses. Future planning of collaborative services may include WIOA staff enrolling youth and referring to Vocational Rehabilitation (VR) for assessment based on the educational or vocational career path and an identified disability. Individuals pursuing post-secondary options must provide the schools with current documentation to complete a 504 accommodation plan. VR plays a key collaborative role in providing individuals with disabilities access to a variety of specialized providers; medical, mental health, psycho/social, rehabilitative engineers and vocational evaluators. Accommodations such as IPADS provided to individuals for use in the workplace or educational environment to address hearing or learning limitations are an effective, low cost solution easily provided by Vocational Rehabilitation. Assessment and/or evaluation results and recommendations shared with the customer and their WIOA Career Development Representative (CDR) are incorporated into the Career Planning process. The DPN & Integrated Resource Team remains a resource to the Career Representative and client throughout the service delivery phase.

The CareerSource Brevard youth program aligns with USDOL’s goals of preparing workers for good jobs and assuring the attainment of the skills and knowledge that ensure workers succeed in a knowledge-based economy. The program specifically targets at risk youth that are current or former high school dropouts with the greatest challenges to finding good jobs. The program is designed as a holistic approach to provide technical training, educational training, workplace

essential skills, and social skills. Youth will participate in a continuum of services designed to permanently remove the “at-risk” label and set them on their chosen career pathway

We have incorporated into the local youth program design the 14 program elements of WIOA:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies. Included in the framework enrolled youth will have the opportunity to attend GED prep classes and/or obtain a high school diploma. CareerSource Brevard works closely with Adult Education partners to provide GED instructors for these activities. Tutoring and mentoring will be provided through the instructors, on-line vendor, volunteers, interns, and AmeriCorps participants. Through the use of TABE Academy, staff is able to prescribe computer-based remediation classes for youth and are available for one-on-one tutoring as needed.
- Alternative secondary school services, or dropout recovery services, as appropriate. CareerSource Brevard addresses these issues to some extent; however these activities are under the purview of the Adult Education programs administered by the local school districts. Staff has established MOU’s to address general partnership framework, but have also developed strong ties at the frontline service level by having LWDB staff outreach to Adult Ed/GED classes throughout the region and providing one stop services such as employability skills training and job search/placement activities at various Adult Ed locations.
- Paid or Unpaid work experiences that have as a component academic and occupational education (Not less than 20% of funds shall be used for this) which include: Summer employment opportunities and other employment opportunities available throughout the school year. Work experiences are paid and are made available as needed and as budget is available to youth customers. A key member of the NextGen team is the work-based training coordinator who creates OJT and work experience opportunities and matches the young adults to them.
- Pre-apprenticeship programs. The region has limited programs in this category but have been very involved in the development and ongoing activities associated with pre-apprenticeships.
  - Internships and job shadowing. CareerSource Brevard has developed and maintains ongoing activities related to internship programs. CareerSource Brevard focus is primarily on paid internship opportunities however employers who are seeking unpaid interns may list those opportunities on the Employ Florida site as well.
- On-the-job training opportunities On-the-job training programs and Paid Work Experience have been a priority. Many of the youth lack experience and need the employer based training

strategies. OJT is a great way to establish employment opportunities, improve partnerships with employers, and provide job seekers with a better chance of being retained by offsetting some of the initial training cost of a new employee

- Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area. Youth enrolled in these training programs will have access to post-secondary training that will lead to industry recognized credentials. Youth 18 and older can be co-enrolled and qualify for ITAs through WIOA adult funding when available.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. Next Gen has an established design that will concurrently offer education, technical training, and/or OJT/PWE. Locally efforts will continue to work internally to design additional programs, and externally with technical schools and community colleges to design programs that offer concurrent activities that will lead to employment in targeted occupations.
  - Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate. The LWDB has experience with community service and peer centered activities. That knowledge will be incorporated into the year round activities. Through partnership with to be determined local organizations, CareerSource Brevard expects to enhance the existing program.
- Supportive services may be made available to all youth participants. Primarily these services consist of transportation, clothing and employment related supplies. Next Gen has developed relationships with homeless shelters and other community, faith based, and government funded programs to provide assistance when applicable. Partners include Goodwill and Early Learning Coalitions.
  - Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months that may occur both during and after program participation. Mentoring is currently provided to a limited number of customers who are also enrolled in education foundation programs. CareerSource Brevard will actively recruit mentors from employers who hire through PWE/OJT, AmeriCorps, and faith and community based organizations.
- Follow-up services for not less than 12 months after the completion of participation, as appropriate. CareerSource policies and procedures require post-exit follow up services for at least once per quarter and more frequently if determined necessary. The Staffing Specialist

assigned to the individual when enrolled may maintain responsibility for seeing youth through until follow up is completed, serving as a mentor to the program participant, as well. Those who don't require as intensive a follow up are transferred to the follow up unit where designated staff provide those services.

- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate. Staffing Specialists are responsible for comprehensive career service counseling and identifying the need for additional types of counseling. Individuals needing counseling for other barriers are referred out to partner agencies who are experts at working with individuals with alcohol and drug abuse issues.
  - Financial literacy education. This is a component of training, touching on financial reality and responsibility. Additionally, CareerSource partners with numerous financial institutions, and community based organizations as well as internal staff who are trained in financial literacy. Workshops are available at regularly scheduled times at selected one stop locations.
  - Entrepreneurial skills training. CareerSource Brevard is working to establish a partnership with Junior Achievement to accomplish this as youth customers identify this area of interest. Young adults have access to other RWB efforts that promote and provide information on entrepreneurship.
  - Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area (career awareness, career counseling, and career exploration). This is a key component of training at the onset of a youth's participation. Staffing Specialists have numerous tools to use including local Targeted Occupations List, DOL website, State of Florida, EFM, and others to provide information about in-demand occupations within strategic industry sectors.
  - Activities that help youth prepare for and transition to post-secondary education and training. All of the activities discussed in the program design and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners such as employers, local school districts, community colleges, private schools, junior achievement, education foundations, and other government funded programs and other community-based and faith-based organizations provide a system of support for youth to succeed in their career and their personal lives.
- c. 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

The primary assessment tool is the Test of Adult Education “TABE”. Wonderlic GAIN is also used. Individuals who score below a ninth grade level in reading or math are referred to adult basic education programs or to TABE Academy for prescribed computer-based classes in areas of need. Staffing Specialists will assess an individual’s verbal, written, and computer skills during the WIOA pre-screening, suitability, application and enrollment process. Staff will also discuss other barriers to employment that require support services or additional counseling from partner agencies. It is largely incumbent upon the staffing specialist to assess the youth and develop the appropriate strategy to best serve the individual. This may not include enrollment into the LWDB youth program if it’s not in the individuals best interest.

- d. 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

1. Are doing poorly in school based on indicators such as poor attendance rates, achievement test scores, grades, or other measurements related to successful learning;
2. Have been determined by the school district or another community partner to be "at -risk" for one of the barriers to employment as prescribed by WIA(WIOA);
3. Currently have a job below an adequate level for self-sufficiency; in other words termed "underemployed";
4. Have a family history of teen pregnancy or underemployment;
5. Have been terminated from paid employment during the past 12 months;
6. Have worked less than three consecutive months in the same job during the past 12 months, including never worked;
7. Post-secondary students within a semester before or after graduation (from a Bachelor’s Degree or lower program), seeking to enter their career field of choice and who have less than 3 months’ employment history in the field desired.
8. Youth dependents (spouse or children) of active duty military including drilling National Guard or Reservists and military retirees who are within 1 year of their official retirement date.

In an effort to assist in understanding the WIOA directives for in-school youth which specifies that “Low Income”, as defined by WIOA §3(36), or lives in a high poverty area, the Florida Department

of Economic Opportunity maintains a [web portal](#) for the high poverty areas. The following data is provided to assist in identify youth who live in those areas:

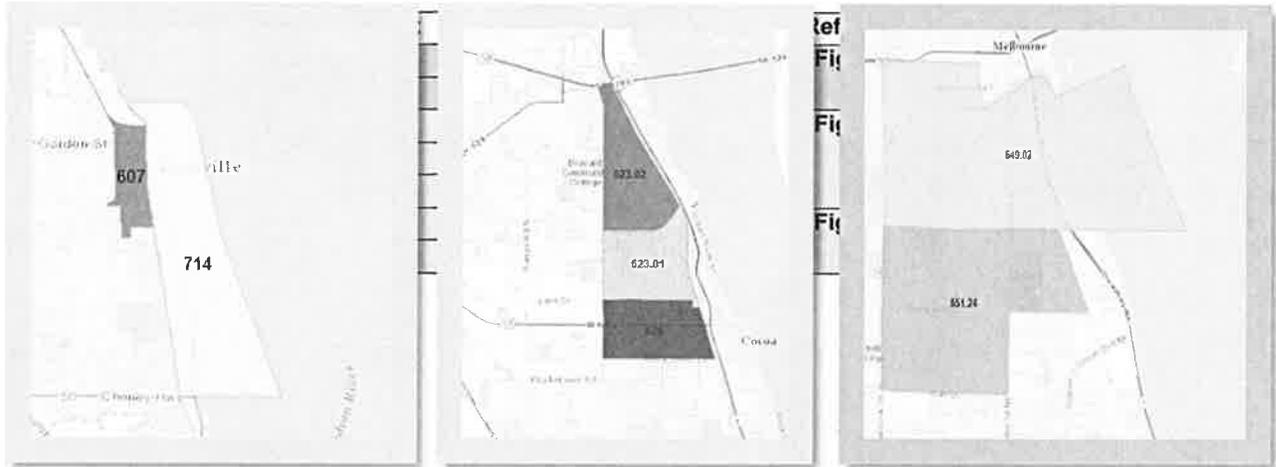


Figure 1

Figure 2

Figure 3

**(17) Please include the following attachments with your local plans:**

- a. Executed Memoranda of Understanding for all one-stop partners.
- b. Executed Infrastructure Funding Agreements with all applicable WIOA required partners.

Pursuant to the correspondence received from DEO on January 30, 2018 the following additional instructions were received:

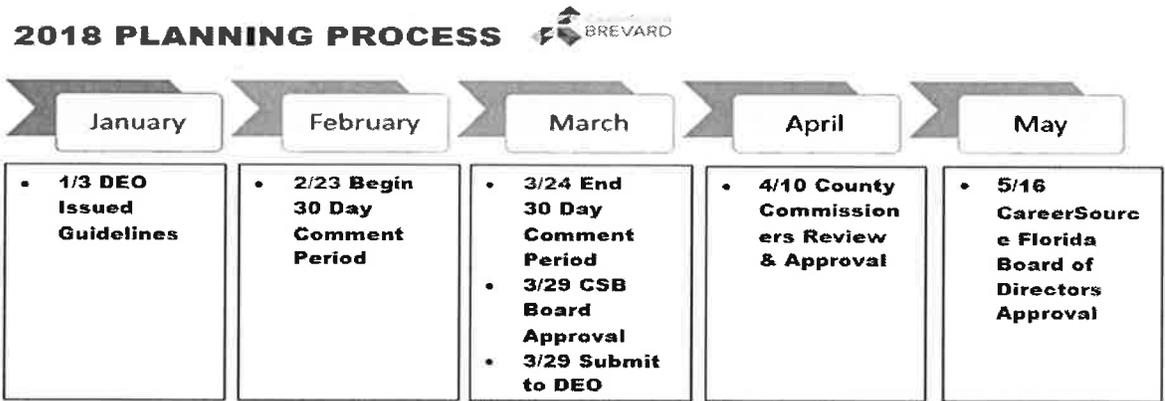
*Upon further review, it is determined that it is not necessary for the local boards to attach the Infrastructure Funding Agreements (IFAs) to the modified local plans. However, the Department of Economic Opportunity will require that the IFAs be submitted separately for documentation of compliance with plan requirements. CareerSource Florida is diligently working on the two-year modification of the statewide Unified Plan with WIOA core partners. We will notify you of any changes in the requirements, process, or timelines for submission as we receive further guidance from the Department of Labor.*

As a result, the Attachment D which includes Required Partner MOU's have not been included with this plan submittal.

**PUBLIC COMMENT PROCESS**

Public Comment and involvement of key stakeholders and partners is critical to building a planning document that is reflective of the community we serve. The planning process diagram shows the process used to meet the criteria listed in the planning instructions provided by DOE.

The limited notice and timeline provided by DEO on the planning process created challenges for maximizing the opportunity for public comment for this two year update. The public comment period began on 2/23 and ended on 3/24. The notice of the plan for comments was published on the CareerSource Brevard webpage, notices to key stakeholders of the availability of the plan for comment was provided and the Board of Directors had the opportunity to review and comment at a special meeting conducted on 03/28/2018.



PUBLIC NOTICE

Public Comment is being solicited on the 2018 Update to the CareerSource Brevard Comprehensive 4 Year Plan covering years 2016-2020. The draft plan update is available [HERE](#). Comments and questions will be accepted up until 5:00 P.M on March 24, 2018.

Comments or questions can be e-mail or faxed to:  
 Rick Lepre, Contracts & Policy Officer  
 297 Barnes Boulevard, Rockledge, Florida 32955  
 Phone: 321-394-0516 • Fax: 321-504-2065  
[rlpre@careersourcebrevard.com](mailto:rlpre@careersourcebrevard.com)



This plan represents the best efforts of CareerSource Brevard to maximize the resources available under the various funding sources establishing the One-Stop/Career Center System in Brevard County for the Local Workforce Development Board 13. The plan was electronically submitted on or before March 29, 2018 and meets the requirements specified by the state which includes: Local Board Approval & Chief Elected Official. The plan was originally submitted for the period of July 1, 2016 through June 30, 2020 and has been updated in 2018 in accordance with the instructions provided by the State of Florida Department of Economic Opportunity (DEO). The plan contains local information and data necessary to provide the vision, goals, objectives and strategies necessary to ensure that Brevard County contributes to Florida becoming a “top performing economy and be recognized as the world’s best place to live, learn, work, and do business”. This plan represents the efforts of CareerSource Brevard to implement the Workforce Innovation and Opportunity Act in Brevard County, Florida. We will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.



**CHIEF ELECTED OFFICIAL (CEO)**  
**Brevard County Board of County Commissioners**

*Rita Pritchett*  
\_\_\_\_\_  
Rita Pritchett, Chair

Attest: *Scott Ellis*  
\_\_\_\_\_  
Scott Ellis, Clerk

April 10, 2018  
\_\_\_\_\_  
Date: (As Approved by the Board on 04/10/2018)



**CAREERSOURCE BREVARD**

*Paula Just*  
\_\_\_\_\_  
Paula Just, Chair

*Marci Murphy*  
\_\_\_\_\_  
Marci Murphy, President

*3/28/18*  
\_\_\_\_\_  
Date:

## ATTACHMENTS

#	Attachments
A	CEO Memorandum
B	By-Laws
C	Attestation One-Stop
D	Memoranda of Understanding with Infrastructure Agreement Clauses
E	Public Comments

**ATTACHMENT A –  
CEO MEMORANDUM OF UNDERSTANDING**

**MEMORANDUM OF UNDERSTANDING  
WORKFORCE SERVICES FOR BREVARD COUNTY, FLORIDA**

**THIS AGREEMENT**, by and between the *Board of County Commissioners of Brevard County*, Florida, a political subdivision of the State of Florida (hereinafter the "**County**") and the *Brevard Workforce Development Board, Inc.*, a non-profit corporation (hereinafter "**Brevard Workforce**").

**WHEREAS**, in 1998 Congress passed the Workforce Investment Act (WIA) to maximize federally funded job training programs and to create a comprehensive workforce investment system. The intended system was to be customer focused and to allow Americans to access the tools they needed to manage their careers through information, high quality services and to help U.S. companies find the skilled workers necessary to compete in a global society; and

**WHEREAS**, the workforce system is designed for the Federal, State and Local partners to work together. Local workforce investment boards, in partnership with local elected officials, plan and oversee the local system while the state level workforce investment board provides statewide policy, guidance and interpretations. Local governments through local Boards of County Commissioners provide local control for the workforce system so that, talent supply, job creation, economic development and other services important to local citizens are determined by local decision-making; and

**WHEREAS**, the County serves in the Chief Elected Official role as prescribed by the Workforce Investment Act (WIA) of 1998 (CFR 661.300) and Brevard Workforce is the designated Regional Workforce Board by the State of Florida, Department of Economic Opportunity (DEO) (Chapter 445, Florida Statutes) for Brevard County; and

**WHEREAS**, this Memorandum of Understanding sets out the required local control for public workforce services, job training, economic development related activities as declared by WIA and addresses local accountability, appointment of Board Members, fiscal agent designation, planning, youth council, career center (One-Stop), performance measures and other required or agreed upon roles and responsibilities;

**NOW, THEREFORE**, in consideration of the covenants herein contained, it is mutually agreed between the parties as follows:

**SECTION 1. CHIEF ELECTED OFFICIAL ROLE** - Local governance is an important provision of WIA. The local focus is reflective of local economic conditions, local business and employer demands as well as the broader skill development needs of jobseekers. This role is operationalized by appointment of members to the Brevard Workforce Board of Directors which includes the WIA Youth Council requirement, designation of Brevard Workforce as the fiscal agent for public workforce investment resources made available or assigned to Brevard County, approval of the various State and Federal planning documents, establishment of performance measures and designation of Career Center or One-Stop Operators.

**SECTION 2. BOARD MEMBER APPOINTMENTS** – The County shall be responsible for appointment of members to the Brevard Workforce Board of Directors. Brevard Workforce shall forward the County a list of nominees for appointment to the Board of Directors as vacancies occur. The selection of nominees presented to the County is based on requirements of Section 117(2)(a) of WIA and 445.007, Florida Statutes. Business representatives shall comprise 60% of the Board of Directors as prescribed in the BW Bylaws. Business representative nominees shall come from recommendations of the various economic and business development organizations in Brevard County. The County may appoint or reject the nominees presented. The County Manager shall be delegated the authority to appoint a representative of the senior management staff to serve as a liaison between the County and the Brevard Workforce Board of Directors. This liaison role shall provide the input and partnership required for the Chief Elected Officials and meets the required participation and oversight of the one-stop career center system including Youth Council. The County Manager shall also be designated to

approve and execute any documents related to Brevard Workforce Board Membership plans as required by the State of Florida to meet State Board membership compliance requirements.

**SECTION 3. FISCAL AGENT DESIGNATION** – The WIA allows the County to delegate an entity to serve as a local fiscal agent and sub-grant recipient of the funds received pursuant to 20 CFR 661.300 and Federal Register August 11, 2000, (page 49304) to said act. This agreement confirms that the County delegates the local fiscal agent duties, responsibilities and risks to Brevard Workforce. As sub-recipient of funds and the fiscal agent, it shall be the responsibility of Brevard Workforce to assure the funds are received, accounted for in accordance with WIA, generally accepted accounting principles, OMB Circulars, State of Florida Cash Management policies and any other guidance as prescribed by the grantor or funding source. In the role of fiscal agent, Brevard Workforce shall provide a copy of the annual financial audit and other information as required by the County within two (2) weeks after approval by Brevard Workforce. Brevard Workforce pledges that all corporate resources and assets would be made available to insulate the County from all claims arising from misuse of grant funds, disallowed costs, damage, negligence or omissions. Brevard Workforce requires all contracted operators to be responsible for such costs and will immediately notify the County Manager or designee of any claim or request for repayment of funds.

**SECTION 4. BUDGET APPROVAL** - Brevard Workforce shall provide the annual budget to the County for approval as prescribed by 445.003 Florida Statutes. With the understanding that the funding levels and the budget may change based upon notification of final funds awarded by the state or other funding sources, it shall be agreed upon that the Brevard Workforce President has the authority to act upon such funding level changes to allow for rapid service response to program funding. All approved funding and other changes which impact the budget will be executed through budget modifications. All budgetary actions will be reported to the Brevard Workforce Executive Committee on a quarterly basis. The County Manager shall be delegated the authority to approve, quarterly budget updates, and other financial and budget compliance requirements of the State of Florida. The Brevard Workforce budget is a separate and distinct budget and should not be construed to be a part of the County budget.

**SECTION 5. LOCAL PLANNING DOCUMENTS** – Brevard Workforce is required by the WIA, other Federal and State funding sources to submit planning documents necessary to apply for and retain the various funding streams which sustain the one-stop/career centers and public workforce services in Brevard County. Each plan may have different public comment, public participation and approval requirements. Brevard Workforce values the input of the County in its role as Chief Elected Official and pledges to maximize the involvement of the County, designated county staff, and the public in the creation and approval of all planning documents. All plans requiring the County approval will be submitted as prescribed by the funding source to the County. In situations where County Board meetings and Brevard Workforce Board meetings do not coincide with the prescribed approval process and timelines, the County Manager shall have the authority to approve and execute the planning document with the understanding that the document will be ratified by the respective Boards as soon as practical.

**SECTION 6. ONE STOP/CAREER CENTER OPERATOR** – WIA requires that the County approve all one-stop operators. Brevard Workforce subscribes to the one-stop system concept as described by WIA but elects to call a “one-stop center” a “career center”. WIA and State law allows for a local workforce board to operate their own career centers with appropriate approvals. Brevard Workforce competitively procures and selects career center operators. It shall be agreed by both parties that the County will be notified of the selection of an operator and that the County Manager shall be authorized to designate the selected operator(s) on behalf of the County.

**SECTION 7. LOCAL PERFORMANCE** - Brevard Workforce shall endeavor to lead the Florida Workforce system by producing local performance measures which meet or exceed standards established by the State of Florida or the U.S. Department of Labor. The services provided by Brevard Workforce are supported by a complicated stream of Federal and State funds with varying requirements for performance. The local perspective as embodied in the Chief Elected Official role performed by the County is recognized as essential in determining overall performance. It is agreed that if there are any

instances in which the State of Florida, U.S. Department of Labor or other funding sources notifies Brevard Workforce of actions based on "lack of performance" that the County shall be immediately notified and be allowed to provide the local perspective on performance.

**SECTION 8. BOARD MEMBER OR ADMINSTRATIVE STAFF REMOVAL BY THE GOVERNOR.** The Brevard Workforce Bylaws govern board member removal. The President is appointed by the BW Board of Directors and is retained and removed based on the terms of an employment agreement. The local perspective as embodied in the Chief Elected Official role performed by the County is recognized as essential by the local governance provisions as prescribed by WIA. It is agreed that if there are any instances in which the State of Florida, U.S. Department of Labor or other funding sources notifies Brevard Workforce of action requesting the removal of a Board member or the Brevard Workforce President that the County shall be immediately notified and be allowed to provide the local perspective on the requested action.

**SECTION 9. MODIFICATIONS TO MEMORANDUM OF UNDERSTANDING** – This Memorandum of Understanding supersedes all other prior written or oral understanding in effect prior to the execution of this document. This Memorandum of Understanding may only be modified, amended or canceled by a written instrument duly executed by the parties hereto.

**SECTION 10. TERM** – If either party fails or refuses to perform any provisions of this Memorandum of Understanding or otherwise fails to timely satisfy the agreed upon provisions, either may notify the other party in writing of the nonperformance and terminate Memorandum of Understanding or such part to which there has been a delay or properly perform. Such termination is effective upon 180 days from the receipt of the other party's notice of termination.

**SECTION 11. RIGHT TO AUDIT RECORDS** – In performance of this Memorandum of Understanding, the Brevard Workforce shall keep books, records, and accounts of all activities related to the Memorandum of Understanding, in compliance with generally accepted accounting procedures. All documents, papers, books, records and accounts made or received in conjunction with the Agreement and the performance of this Agreement shall be open to inspection during regular business hours by an authorized representative of the County and shall be retained by Brevard Workforce for a period of five (5) years after termination of this Agreement, unless such records are exempt from Section 24(a) of Article I of the State Constitution and section 119.07(1) Florida Statutes. Brevard Workforce agrees to comply with requests of public records which are not considered exempt under Florida Public Records laws. All requests shall follow applicable local Brevard Workforce policies in effect.

**DONE, ORDERED AND ADOPTED**, in regular session, this 24<sup>th</sup> day of July, 2012.

ATTEST: *Laurie S. Rice* Brevard County Board of County Commissioners  
 Laurie S. Rice, Chief Deputy Clerk By: *Chuck Nelson*  
 Chuck Nelson, Chairman

(As approved by the Board of 07/24 /2012)

STATE OF FLORIDA  
 COUNTY OF BREVARD  
 This is to certify that the foregoing is a true and current copy of the Memorandum of Understanding between the Brevard Workforce Development Board, Inc. and official seal this 20 day of July 2012  
 Lisa Rice, President BY: *William Chivers*  
 William Chivers, Chairman  
 MITCHELL NEEDLEMAN, Clerk of Circuit Court, D.C.

**ATTACHMENT – B**  
**CAREERSOURCE BREVARD BY LAWS**

BREVARD WORKFORCE DEVELOPMENT BOARD, INC.

**BYLAWS**

As Amended February 20, 2018

**ARTICLE I. NAME, SERVICE AREA, OFFICE LOCATION****A. NAME**

Doing business as CareerSource Brevard (CSB), this organization's legal name is Brevard Workforce Development Board, Inc.

**B. SERVICE AREA**

The Corporation shall serve Brevard County, Florida, also known as Region 13.

**ARTICLE II. MISSION**

The Corporation shall facilitate and be the catalyst for workforce development activities that are responsive to the employment and training needs of businesses and job seekers.

**ARTICLE III. GOVERNING STATUTES****POWERS OF THE CORP****General Powers:**

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

**Workforce Powers:**

The Corporation will have and exercise all rights and powers granted to regional workforce boards under the laws of the state of Florida and workforce investment boards under Public Law No. 105-220, Title I, Section 117(b) United States Code, and all other applicable federal and state workforce laws, regulations and directors. The Corporation shall always exercise its rights and powers in compliance with all state and deferral governing statutes. To the extent that any provision of the Articles or these Bylaws violate such governing statutes, such provision of all Articles or Bylaws shall be deemed removed from such and the Corporation shall act in accord with the governing statutes.

**ARTICLE IV. BOARD OF DIRECTORS****A. DUTIES**

The business and affairs of the Corporation shall be the responsibility of the Board of Directors, herein referred to as the Board.

**Responsibilities and Authorities:**

The Board shall:

Manage and direct the affairs of CSB, protect its interest, determine its direction, advance its mission, goals, and strategies, and supports its programs;

Ensure effective planning and adequate resources, managing resources efficiently;

Authorize an approved budget through Board action;

Ensure ethical and legal behavior;

Elect CSB officers;

Hire and fire the President; and

Approve and oversee execution of the strategic plan.

Further the Board may

Exercise emergency powers allowed by law.

**B. NOMINATION AND COMPOSITION OF DIRECTORS**

Individuals shall be nominated to serve as Directors on the Board in accordance with governing legislation and policy direction of the Corporation's funders, and CSB procedures. Composition of the Board shall reflect requirements of governing legislation and local charter requirements as amended from time to time. Specifically, business representatives shall represent companies with five (5) or more employees and meet all state and federal requirements. The Corporation will have a minimum of 51% business representation. In the event of conflict among different funders, federal funding requirements shall prevail.

**C. APPOINTMENT OF DIRECTORS**

These Bylaws, the governing statutes and legislation, and policy direction of the Corporation's funders determine the manner in which Directors are nominated and appointed to the Board. All board member nominees are appointed by the Brevard Board of County Commissioners as recommended to them by the full Board of Directors. Nominations for appointment of Directors to (1) fill vacancies on the Board (2) to serve another term or (3) to increase the number of Directors on the Board shall be held throughout the year with nominations received and vetted through the Governance/Finance Committee. Nominees shall be voted on at Board meetings by a majority of Directors then holding office, including those Directors whose term shall expire at such meeting.

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**D. MEMBERSHIP ON OTHER COMMITTEES -**

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THE BOARD CHAIR (OR THE PRESIDENT AS DIRECTED BY THE BOARD CHAIR) SHALL APPOINT DIRECTORS OF THE BOARD TO A COMMITTEE ASSIGNMENT BASED ON BOARD NEED AND DIRECTOR INTEREST. AT THE DISCRETION OF THE BOARD CHAIR, NON-BOARD MEMBERS MAY SERVE ON CSB COMMITTEES, WITH THE EXCEPTION OF THE EXECUTIVE COMMITTEE. ONLY DIRECTORS CAN CHAIR COMMITTEES. SUCH NON-BOARD MEMBERS

ARE NOT REQUIRED TO FILE STATE FINANCIAL DISCLOSURES. ALL DIRECTORS OR THEIR DESIGNATED APPOINTEE ARE EXPECTED TO SERVE ON ONE COMMITTEE.

#### **E. TERM OF DIRECTORSHIP**

Directors of the Board shall serve three (3) year terms. Prior to expiration of their term, the Governance/Finance Committee will review each membership and may ask one or more Board Directors to serve additional term(s) upon the expiration of their current term, subject to Board approval

#### **F. CONFLICT OF INTEREST**

No Director shall cast a vote, or participate in discussion, relating to any procurement or provision of services by that Director or by any organization that the Director represents or is affiliated. Further, no Director shall vote on any matter which would provide financial benefit to that Director, the Director's employer or members of the Director's immediate family. If the procurement (contract) is with an organization or individual represented on the board of directors, the contract must be approved by a two-thirds vote of the board when a quorum has been established and the board member who could benefit financially from the transaction must abstain from voting on the contract before the vote.

All such procurements must follow this requirement, except for those where the State Workforce Board has allowed other alternatives to be used.

Each Director is subject to the provisions of the governing legislation and policy direction of the CareerSource Brevard's funders.

Unless otherwise stated by the State Workforce Board, all multiple year contracts with a board member or their organization shall be considered approved for all renewal options as indicated with the initial vote on the contract; excluding any breach or withdrawal from the contract under normal contract terms.

Upon appointment to the Board, each Director shall be required to annually sign a Financial and Organizational Disclosure Statement as required by state law.

#### **G. RESIGNATION**

If no longer representing the constituency, from which appointed, a Director shall notify the President and Chair of the Board, in writing and resign from the Board. A prospective replacement shall be recommended by the Governance/Finance Committee, and such nomination shall be brought to the Board for approval. Board approved nominations shall be presented to the County Commission for ratification.

A Director may resign at any time by giving written notice with an effective date to the President and Chair of the Board. The resigning Director may continue to serve on the Board pending nomination and election of his or her replacement. A prospective replacement shall be recommended by the Governance/Finance Committee and such nomination shall be brought to the Board for approval. Board approved nominations shall be presented to the County

Commission for ratification. Board vacancies occurring for other reasons follow these same rules.

A Director replacing a Director who has left the Board serves the remainder of the term of office of the departed Director.

#### **H. REMOVAL FOR CAUSE**

The Board may remove a Director whenever, in its judgment, the best interest of the Corporation would be served. Removal shall be affected by two-thirds (2/3) vote of the Directors attending a called meeting for this purpose.

It is expected that all Directors will attend all scheduled Board and relevant committee meetings. Unless otherwise required by statute, Directors who fail to attend a majority of regularly scheduled meetings based on the annual program year will be subject to removal from the Board unless extenuating circumstances are found and reported to the Board. At Board meetings, designees of Directors shall not be considered as the Director having been in attendance.

#### **I. VACANCIES**

When vacancies occur on the Board, the Governance/Finance Committee will bring recommendations to the full Board for candidate approval. Nominations from the floor are permitted. When filling a vacancy, the Governance/Finance Committee shall at all times follow the guidelines set forth in the governing legislation and policy direction of the Corporation's funders.

### **ARTICLE V. MEETINGS**

#### **A. NUMBER AND INTERVAL**

The Board will hold an annual meeting each calendar year followed by quarterly meetings.

The President determines the date, time and place for the meetings.

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#### **B. NOTIFICATION OF MEETINGS**

The President notifies all Directors of scheduled and special meetings by email at least five (5) days in advance, specifying the date, time, and location of the meeting and its agenda. The President develops and the Board Chair reviews and approves the agenda of all meetings of the Board. The Board shall assure that the Corporation properly notices all meetings in compliance with Florida Government in the Sunshine Law.

#### **C. SPECIAL MEETINGS**

A special meeting may be called by the Chair, President or any written request of three Directors in compliance with the Florida Government in the Sunshine Law.

**D. PROCEDURES**

*Business will be conducted to the extent feasible in accordance with Robert's Rules of Order, Newly Revised, as long as they are applicable and not inconsistent with these Bylaws.*

**E. QUORUM**

A quorum is required for all Board of Directors and Standing Committee Meetings when conducting official business that requires an action. A majority of the number of active Directors in good standing shall constitute a quorum for the transaction of business at the Board of Directors and Executive Committee meetings. Designees of Directors who are in attendance at any Board or Executive Committee meeting shall not be considered in establishing a quorum, nor shall such Designees exercise a vote. Designees of Directors and non-board members that serve as members of the Governance/Finance, Career Center, Industry Workforce Committees and other Ad Hoc Committees, are considered for a Quorum.

Directors and Committee members are able to participate via teleconference and will count for the quorum and for voting.

**ARTICLE VI. OFFICERS OF THE BOARD****A. DESCRIPTION OF BOARD OFFICERS**

CareerSource Brevard's Officers are:

- Chair
- Vice Chair
- Treasurer
- Past Chair

The term of office for officers is one year. None may serve in the same office for more than two consecutive terms. At the conclusion of the Chair's term, he or she shall serve as immediate Past Chair on the Executive Committee.

**B. DUTIES**

Duties of the Chair:

The Chair will:

- a. Preside at all meetings of the Board and review the agenda for all Board meetings in consultation with the President.
- b. Make all committee appointments
- c. Will not be assigned to any Committee other than the Executive Committee
- d. Perform all other duties assigned to the Chair under these Bylaws and those usually pertaining to the office of the Chair.

Duties of the Vice Chair:

- a. Preside at all meetings of the Board in the absence of the Chair
- b. Be a member of the Executive Committee
- c. Assist the Chair, when requested, in the performance of the Chair's duties
- d. Perform all such other duties usually pertaining to the office of Vice Chair, including acting as the Chair during the absence or disability of the Chair.

**Duties of the Treasurer:**

- a. Performs the duties incident to the office and other duties as assigned by the Chair and mutually agreed
- b. Serves on the Governance/Finance Committee

**C. ELECTION OF OFFICERS OF THE BOARD**

At the last regularly scheduled quarterly meeting prior to the end of the fiscal year, the Board shall elect the Chair, the Vice Chair, and the Treasurer from Directors serving from the Business Sector for the next year from a slate of officer candidates presented/recommended by the Governance/Finance Committee. Nominations from the floor will be accepted. The Chair conducts the election, counts the votes and announce the results to the Board.

All officers of the Board shall be elected for a period of one (1) year, and may not be nominated and serve in the same office for more than two (2) consecutive terms. In extenuating circumstances, the Board has the authority, through a majority vote, to modify the term limits of one or more of the officer positions. Officers take office at the first Board meeting following the new fiscal year. If a vacancy occurs, the Governance/Finance Committee nominates a Director to fill the vacant seat and the Board votes to approve the individual to fill the remainder of the term, nominations from the floor permitted.

**ARTICLE VII.****OFFICERS OF THE CORPORATION****A. NUMBER AND DESCRIPTION**

The Officers of the Corporation shall be:

President

Secretary

**B. DUTIES**

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

In the event the President of the Corporation is unable to perform his or her duties as assigned by these Bylaws due to absence, illness or other infirmity, the Executive Committee shall have the authority to designate and appoint an Acting President to serve in a temporary capacity so long as the President remains unable or unavailable to perform his or her duties. The designation and appointment by the Executive Committee shall be ratified by the full Board of Directors by majority vote of a quorum.

The Secretary of the Corporation shall be appointed by the President with approval of the Executive Committee and shall accurately record all meetings and official proceedings of the Board and serve

as custodian of Board records, files, and records of the Corporation. The records of the Corporation shall be maintained at the main corporate offices.

## **ARTICLE VIII. COMMITTEES**

### **A. STANDING COMMITTEES**

The Chair shall appoint members to the Board's committees, according to Board needs and member interest. At the Board Chair's discretion, non-Board members may be appointed to a committee.

The standing committees of the Board shall consist of:

- Executive
- Governance/Finance
- Industry Workforce
- Career Center

Additional standing committees will be formed by the Chair of the Board in response to governing legislation and policy direction of the Corporation's funders, or the needs of the Corporation.

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### **EXECUTIVE COMMITTEE**

The Executive Committee shall consist of the following:

- Chair of the Board
- Vice Chair of the Board
- Treasurer of the Board
- Past Chair of the Board

Chair of any standing committee created in response to governing legislation and policy direction of the Corporation's funders, or the needs of the Corporation.

The Executive Committee shall have the authority to exercise those powers of the Board, which may be lawfully delegated and consistent with these Bylaws. The Chair of the Board shall preside over the Executive Committee. A majority of the Executive Committee shall constitute a quorum.

The Executive Committee shall have and may exercise all authority of the Board, except for the following prohibitions:

- May not remove existing officers or Board Directors or elect new officers.
- May not adopt, repeal, or amend these Bylaws or Articles of Incorporation.
- May not adopt or amend the budget or adopt programs except when time requirements clearly do not permit action by the full Board without unduly restricting needed services to the constituency it serves. Under those circumstances, in the discretion of the Chair, the Executive Committee may approve or amend the budget, adopt programs and approve contractors for competitively bid funds from federal, state and local governments, from foundations, and from sector sources. In such cases the Executive Committee shall report its actions and recommendations at the next Board meeting for ratification.

The Executive Committee shall meet, with reasonable notice, at the call of the Chair, the President or upon receipt of written request by any three Directors of the Executive Committee.

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## GOVERNANCE/FINANCE

The Governance/Finance Committee will be chaired by the Director appointed by the Chair of the Board of Directors and will consist of members appointed by the Chair of the Board. At the Board Chair's discretion, non-board members may be appointed to this committee. The Treasurer can chair this committee, but at a minimum must reside as a member on this committee. The Governance/Finance Committee will review and make recommendations to the Board of Directors on the following:

- 1) Bylaws
- 2) Recruitment of new board members, recommendations of additional terms by existing directors and nominations of officers to the board
- 3) Board Training
- 4) Periodic reports on the financial activities of the corporation. Issues may be directed to the Executive Committee first before taken to the Board.
- 5) Review a yearly budget for Board approval prepared by staff.

### **INDUSTRY WORKFORCE**

The Industry Workforce Committee will be chaired by a Director appointed by the Chair of the Board and will consist of members appointed by the Chair of the Board. At the Board Chair's discretion, non-board members may be appointed to this committee. The Industry Workforce Committee will identify current and future workforce needs of the business community and create solutions to meet their needs.

### **CAREER CENTER**

The Career Center Committee will be chaired by the Director appointed by the Chair of the Board and will consist of members appointed by the Chair of the Board. At the Board Chair's discretion, non-board members may be appointed to this committee. The Career Center Committee will work to create a Career Center Model that is one of the top choices for career seekers and businesses in Brevard by offering quality workforce products and services.

### **B. AD HOC COMMITTEES**

The Chair of the Board may appoint ad hoc committees on an as-needed basis. Members may include non-Board members, but such ad hoc committees shall be chaired by a Director appointed by the Chair.

## **ARTICLE IX.**

### **FINANCE**

#### **A. FISCAL YEAR**

The fiscal year of the Corporation shall begin on the first (1<sup>st</sup>) day of July and end on the thirtieth (30<sup>th</sup>) day of the month of June of the next calendar year.

#### **B. FINANCIAL ACCOUNTS**

All financial records and statements shall be prepared in compliance with generally accepted governmental accounting principles as set forth in Federal and Florida Statutes and funding program guidelines, and as may be required by the governing legislation and policy direction of the Corporation's funders.

The financial records shall comply with all contractual or statutory requirements applicable to the Corporation.

#### **C. NEGOTIABLE INSTRUMENTS**

The Chair or the President (or his or her designee(s), in writing) shall sign all checks, drafts or other orders for the payment of money.

#### **D. CONTRACTS**

All contracts of the Corporation shall be signed by the President, who may from time to time, as needed, and in writing, designate another staff member to enter into any contracts or agreements.

#### **E. LOANS**

No loan or evidence of indebtedness or promise to pay shall be contracted on behalf of the Corporation unless authorized by a resolution of the Board of Directors. Such authority may be general or specific.

#### **ARTICLE X. AGENTS, CONSULTANTS, PROFESSIONAL SERVICES**

Persons or firms other than officers of the Corporation may from time to time be engaged or employed to assist the Corporation in carrying out its programs and purposes.

#### **ARTICLE XI. STAFF**

The Corporation may employ staff necessary to carry out the functions and purposes of the Corporation. The President shall be solely responsible for the selection, hiring, general management, supervision, termination and separation of all staff.

#### **ARTICLE XII. INVESTMENTS**

All investment of funds of the Corporation in financial instruments shall be reviewed and approved by the Governance/Finance Committee prior to action by the Board.

#### **ARTICLE XIII. AUDITS**

##### **A. AUDITS BY PUBLIC AGENCIES**

The Board shall cause to be made available all books and records of the Corporation for examination as required by governing legislation and policy direction of the Corporation's funders

#### **ARTICLE XIV. INDEMNIFICATION**

##### **A. VOLUNTEER PROTECTION ACT**

The Corporation shall indemnify the Directors, officers and employees to the full extent permitted by the Florida Statutes;

##### **B. INDEMNIFICATION NOT EXCLUSIVE**

The foregoing indemnification shall not be deemed exclusive of any other right to which one indemnification may be entitled, both as to action in another capacity while holding such office, and shall inure to the benefit of the heirs, executors and administrators of any such person.

### **C. INSURANCE AND OTHER INDEMNIFICATION**

The Board shall have the power to purchase and maintain such fidelity and bond insurance on such officers, Directors, staff and on behalf of others, to the extent power to do so has been or may be granted by statute and give other indemnification to the extent not prohibited by statute.

#### **ARTICLE XV. AMENDMENT OF BYLAWS**

These Bylaws may be altered, amended or repealed by the Board at any meeting of the Board after seven (7) days written notice that such action is a stated purpose of the meeting. Alteration, amendment or repeal of the Bylaws shall require a majority vote of a quorum of Directors in attendance at the meeting.

#### **ARTICLE XVI. ENACTMENT PROVISION**

These Bylaws shall become effective upon approval by a majority vote of the Directors voting thereon.

#### **Nondiscrimination**

All actions taken by the board shall be made without regard to age, sex, race, religion, national origin, political affiliation, marital status, other prohibited bases under applicable law or handicap.

**ATTACHMENT – C**  
**CREDENTIALING CERTIFICATION 2017-18**

**2018 TWO-YEAR MODIFICATION  
4 YEAR COMPREHENSIVE PLAN  
JULY 1, 2016 - JUNE 30, 2020**

Division of Workforce Services		Event of On-Site and Program Support Program Year 2017-18
Certification for Program Year 2017-18 All requirements are per DEO Credentialing Guidance Paper FG 92-021 and Federal law.		
Name and Number of LWDB: CareerSource Brevard - Region 13		
Name and Location of Career Center: (3 in region - all are full service and operate as CareerSource Brevard) Locations: Titusville, Rockledge, Palm Bay		
Name of individual completing this form: Don Lux		
Date: 10/01/2017		
I am providing this form in compliance with the WIOA Final Workforce Development Board credentialing certification for FY 2017-18. I am doing so to the best of my knowledge and to the best of the following representations:		
Career Center Certification		
Y/N	Comments	
Minimum Resource Room Requirements		
1	Are the following labor market publications and resources accessible to users? (y, n)	
	Occupational Career Posters	Y
	Wage Conversion Posters (Note: Posters show hourly wages converted into weekly/monthly/annual earnings)	Y
	Career Information Delivery System (customized career decision making tools like CHOICES)	Y
	Career Infonet (http://www.careerinfonet.org)	Y
	ONET ONLINE (http://www.onetonline.org)	Y
	Florida Research and Economic Information Database Application (FREIDA) (http://hrbeta.labormarketinfo.com)	Y
	Do computers have Internet Access?	Y
9	Do the computers have a link to the Employ Florida Marketplace?	Y
10	Is EFM the MS primarily used in the resource room for labor exchange services?	Y
11	If so to #10, what is the labor exchange program being used?	
12	Do Basic Software Programs include Technical Skills Self-Assessment, Resume Building & Interviewing Skills?	Y
	Are staff available to provide assistance on the use of software programs using labor market information and other web-based resources?	Y
Posters required by Federal and State Law and Guidance		
14	Does the location display the following posters as required by law, in a place that is visible to customers? (y, n)	
	"Your Rights Under the Fair Labor Standards Act"	Y
	"Family and Medical Leave Act of 1993"	Y
	"If You Have A Complaint About"	Y
	"Notice to Workers with Disabilities"	Y
	"Migrant & Seasonal Agriculture Worker Protection Act"	Y
	"Job Safety and Health Protection"	Y
	"Equal Employment Opportunity Is The Law"	Y
	"Florida Law Prohibits Discrimination"	Y
	"Reemployment Assistance"	Y
	"CWM Labor Laws"	Y
	"Interpretive Services"	Y
	"Worker's Compensation Works for You"	Y
	"Employee Polygraph Protection Act (EPPA)"	Y
	"Uniformed Services Employment and Reemployment Rights Act (USERRA)"	Y
	"Equal Opportunity is the Law"	Y
	"Florida Minimum Wage"	Y
Minimum Operating Hours		
31	Does the Career Center have standard operating hours for this site? (y/n) Please list (days/hours in "Comments" section.	Y All sites are open to the public Mon - Thur 9am - 6:30 pm
32	Are the operating hours posted prominently? (y/n)	Y
Minimum Skills Standards/Certification for Front-Line Staff		
33	Does the LWDB ensure that all front line staff successfully complete the Florida Workforce Professional Tier 1 certification within 6 months of the employee start date?	Y
34	List the number of employees required to complete the Tier 1 certification during the previous program year.	21
35	List the number of employees that successfully completed the Tier 1 certification during the previous program year.	16
36	Attach the list of employees (defined as front line staff) required to complete the Tier 1 certification during the previous program year.	See Attachment
37	Do front line staff have the following minimum skills required of a workforce professional? (y/n)	
38	Customer service training	Y
39	Communications skills training	Y
40	Basic Computer software skills	Y
41	Specific programmatic training	Y
Continuing Education Credits for Front Line Staff		
42	Do all front line staff that completed their Florida Workforce Professional Tier 1 by June 30, 2014 have 15 hours of continuing education credit within one year of the Tier 1 certification date?	Y
43	Attach the list of employees (defined as front line staff) required to complete the 15 hours of continuing education in one year.	See Attachment #2
Minimum activities to be provided by the Career Center		
44	Are the following minimum activities provided on-site, by referral, or by internet connection? (y, n)	Indicate the manner in which these activities are provided.
	WA Adult/Dislocated worker program	Y ON-SITE
	Vocational Workforce Investment programs	Y ON-SITE
	Migrant and Seasonal Farm Worker services	Y ON-SITE
	FDOR Farmworker Career Development Program	Y REFERRAL
	Indian and Native American programs	Y REFERRAL
	Job Corps	Y ON-SITE
	Youth Services	Y ON-SITE
	Wheat Power Programs	Y ON-SITE
	Adult Education	Y REFERRAL
	Industrial Education	Y REFERRAL
	Vocational Rehabilitation	Y REFERRAL
	Elder Worker Programs	Y ON-SITE AND REFERRAL
	Trade Adjustment Assistance	Y ON-SITE
	Veterans Employment and Training Services	Y ON-SITE
	Community Service Block Grant Activities	N The County is responsible for administration and award of CSBG's and we have applied for, but not received, any awards under this program.
	Employment and Training activities carried out by the Department of Housing and Urban Development	Y REFERRAL
	Unemployment Insurance Programs	Y INTERNET
	Temporary Assistance for the Needy Families/Workforce Transition	Y ON-SITE
	Supplemental Nutrition Assistance Program	Y ON-SITE
	Supportive Services such as child care and transportation	Y ON-SITE
	Disability Specific	Y ON-SITE

I, Don Lux, certify, to the best of my knowledge, that the above information provided as part of DEO's Credentialing process is true and correct.

Signature: [Handwritten Signature]

**ATTACHMENT – D**  
**Memoranda of Understanding with Infrastructure Agreement**  
**Clauses**

As requested by DOE these will be submitted  
separately and not actually attached.

## **ATTACHMENT – E PUBLIC COMMENTS RECEIVED**

No public comments were received.