



Tri-County Consortium Meeting

November 21, 2024

2:00pm

In-person

Join on your computer, or mobile app [Join the meeting now](#) Meeting ID: 298 611 918 924

Passcode: GUTQup Or call in (audio only) [+1 561-486-1414,,681797354#](#) Phone conference ID: 681 797 354#

Attendees: Commissioner Feltner, Councilman Johansson, Commissioner Dance

Agenda

*To facilitate and be the catalyst for workforce development services
that are responsive to the employment needs of Brevard, Flagler and Volusia Counties*

Call to Order	<i>Commissioner Feltner</i>	<u>Page No.</u>
Roll Call	<i>Holly Paschal</i>	
 Action Items:		
A. Tri-County Consortium Meeting Minutes – 08-26-2024 & 09-04-2024		1 - 4
B. WIOA Four-Year Plan	<i>Jim Watson</i>	5 - 111
 Presentation:		
Maximizing Impact through Grants	<i>Jim Watson</i>	
 Discussion Item:		
A. CareerSource Board of Directors Report Out	<i>Lloyd Gregg</i>	
B. Executive Director PY24-25 Goals	<i>Marci Murphy</i>	112 – 116
C. County Reports	<i>Marci Murphy</i>	117 – 119
D. Financial Reports	<i>Yvonne Kobrin</i>	120 - 124
E. Executive Director Report	<i>Marci Murphy</i>	
 Public Comment (3 min)		
Consortium Member Comments	<i>All Members</i>	
 Adjourn – Commissioner Feltner		

Upcoming Meetings:

December 2024

3rd Follow-up to Strategic Planning Session
Virtual Only – 9:00am-11:30am

February 2024

10th Industry Workforce Committee-9:00am
24th Career Center Committee-9:00am

March 2024

3rd Finance Committee-3:30pm
3rd Executive Committee-4:00pm
13th Board of Directors –9:00am
20th Tri-County Consortium- 2:00pm

May 2024

6th Industry Workforce Committee-9:00am
20th Career Center Committee-9:00am

June 2024

2nd Finance Committee-3:30pm
2nd Executive Committee-4:00pm
12th Board of Directors –9:00am
26th Tri-County Consortium- 2:00pm

Tri-County Consortium Meeting

August 26, 2024

MINUTES

Members in Attendance: Commissioner Rob Feltner, Councilman Jake Johansson, and Commissioner Donald O'Brien Jr.

Call to Order: 2:00 PM

Action Items:

A. Tri-County Consortium Meeting Minutes – 07/01/24

Action

Motion to approve the Tri-County Consortium meeting minutes made by Councilman Johansson and seconded by Commissioner O'Brien. Motion passed unanimously.

B. Waiver Proposal

Waiver Request to Modify Allocation Requirement for ITAs under Section 445.003(3)(a)1, Florida Statutes (F.S.)

Action

Motion to approve Waiver Request to Modify Allocation Requirement for ITAs under Section 445.003(3)(a)1, Florida Statutes (F.S.) made by Councilman Johansson and seconded by Commissioner O'Brien. Motion passed unanimously.

C. MOU-Infrastructure Funding Agreement

Requesting approval and execution of the Program Year 2024-2027 Memorandum of Understanding and Infrastructure Funding Agreement (MOU-IFA). This document reflects our shared dedication to workforce development, as mandated by the Workforce Innovation and Opportunity Act of 2014. The MOU-IFA is designed to enhance the One-Stop service delivery system, a central feature of the Act, ensuring a coordinated approach across various activities and services.

The MOU-IFA will be in effect for three years, with annual updates to the budget, cost schedule, and partner contributions. Annual modifications will not require Chief Elected Official's approval or signature unless a substantial change occurs, such as adding a partner or removing a partner.

Action

Motion to approve the MOU-IFA for distribution to all parties for full execution and implementation made by Councilman Johansson and seconded by Commissioner O'Brien. Motion passed unanimously.

D. Grantee/Sub-Grantee Review

After all consortia members have reviewed and understood the requirements and obligations outlined in Exhibit (a) and agreed to abide by the terms, we request your designation of the Board as the local grant subrecipient pursuant to WIOA section 107(d)(12)(B)(i)(II). The Consortium members raised concerns that the document was in draft format. Staff members will review final document, mark any changes and forward to Consortium members. The consortia will meet via Teams to review changes.

Action

Motion to acknowledge and agree to the terms of Exhibit (a) by unanimous vote and the signature of the consortia chair as required. Motion to approve the signature of the consortia chair to the final Grantee/Sub Grantee Agreement was made by Councilman Johansson and seconded by Commissioner O'Brien. Motion passed unanimously.

E. Selection of County Employee to serve on CSBFV's Finance Committee

Action

Motion to approve the selection of county employees to serve on CSBFV's Finance Committee for Program Year 2024-2025 made by Commissioner Johansson and seconded by Councilman O'Brien. Motion passed unanimously. Volusia County Chief Financial Officer Ryan Ossowski, CPA was selected.

Informational Items:

A. Insurance Update

Marci Murphy shared updates regarding the insurance policies for all properties of all three counties and advised that the Consortium members have been added to the General Liability.

B. Budget Update

CFO Yvonne Kobrin shared the status of the CSBFV budget and stated that after completing our PY 2023-2024 closeout, we have \$1,141,806 in WIOA formula funding to carry forward into the PY 2024-2025 budget. That figure is 6% higher than the \$1,078,520 that was included in the original budget. We also have \$3,524,061 in other ongoing grant funding to carry in from PY 2023-2024, and that figure is almost the same as the original budget projection of \$3,520,867. Additionally, we received notification of increases in new PY 2024-2025 award amounts for other grants such as Non-Custodial Parent and NEG Hurricane Ian that are higher by \$1,953,977.

In summary, the budgeted funding for PY 2024-2025 will increase by 13% from \$15,914,340 to \$17,934,797 as we begin the new program year. We will monitor funding and spending closely throughout the year and inform the Board as budget adjustments are needed.

C. County Reports

Marci Murphy gave a yearly overview by each county for program year 23-24. Future reports will include quarterly comparisons to the previous year quarter.

D. President's Report

Marci Murphy reported that the first all-staff meeting was held on August 9th. Staff from all areas were able to meet with each other. On August 15th Ms. Murphy spent the morning at the Daytona Chamber of Commerce and recorded the August episode of Crest of the Wave, which was published on Spotify, Apple Podcasts, iHeart Radio, Amazon and YouTube. Ms. Murphy advised that she had been asked to present at the August 22nd CareerSource Florida Board Meeting on the successful first year of collaboration with Dwyer Workforce.

Ms. Murphy stated that the REACH Act was signed into law with the goal of streamlining and modernizing the state's workforce system. The transition plan was comprised of three pillars, the first was the consolidation and alignment of regions, the second is the state-wide improvements happening at the state level, such as standardizing contracts. The third pillar is designating regional

planning areas. Ms. Murphy continued to explain the development of regional planning areas and stated that she will be suggesting regional planning with CareerSource Central Florida. She advised that the CareerSource Central Florida Board of Directors had already voted their preference to regionalize with CareerSource Brevard Flagler Volusia. Ms. Murphy advised that she will bring an official designation request to the Consortium for approval early next year.

Future meetings of the Tri-County Consortium will be held on November 21, 2024, March 20, 2025 and June 26, 2025.

Commissioner Donald O'Brien advised that this will be his last meeting, and that Flagler County Commissioner Andy Dance would be filling his seat on the Consortium.

Councilman Johansson recommended that items on the Tri-County agenda should be brought forth at CareerSource Board meetings as informational. He also requested that the Consortium members should be invited to the next CareerSource Board meeting. Marci Murphy will ensure they are on the board agenda and that the consortium members get an invite to the next board meeting.

Upon motion and vote, the Board adjourned at 2:52 p.m.

ATTEST:

{Signature on File}
Anna Lesizza

09/18/2024
Date

{Signature on File}
Commissioner Rob Feltner, Chair
Tri-County Consortium
CareerSource Brevard Flagler Volusia

09/23/2024
Date

Tri-County Consortium Meeting

September 4, 2024

MINUTES

Members in Attendance: Commissioner Rob Feltner and Councilman Jake Johansson.

Absent: Commissioner Donald O’Brien Jr.

Call to Order: 1:43 PM

Discussion Item

A. Grantee/Sub-Grantee Review

At the August 26, 2024, Tri-County Consortium meeting, the consortia members reviewed and understood the requirements and obligations outlined in Exhibit (a) and agreed to abide by the terms. All consortia members were emailed a complete list of all changes between the draft and the final agreement.

Action

Motion to approve the final Grantee/Sub-Grantee Agreement made by Councilman Johansson and seconded by Commissioner Feltner. Motion passed unanimously.

Consortia Chair, Commissioner Feltner stated that he will sign the Grantee/Sub-Grantee DocuSign Agreement in accordance with the approved motion.

Upon motion and vote, the Board adjourned at 1:50 p.m.

ATTEST:

{Signature on File} 09/04/2024
Holly Paschal Date

{Signature on File} 09/05/2024
Commissioner Rob Feltner, Chair Date
Tri-County Consortium
CareerSource Brevard Flagler Volusia



Nov 21, 2024

Action Brief

CareerSource Brevard Flagler Volusia Four-Year Plan 2025-2028

Background

The Workforce Innovation and Opportunity Act (WIOA) mandates that each local Workforce Development Board create a comprehensive Four-Year Plan to outline its strategies and goals for workforce development within the region. This plan serves as a roadmap for meeting local workforce needs, supporting economic growth, and aligning resources to address industry demands. It must include an assessment of the regional economy, workforce skills gaps, and high-demand sectors with specific goals and measurable objectives to improve employment outcomes.

The plan details collaborative efforts with education and training providers, employers, and community organizations to ensure that our services are accessible and aligned with the priorities. Moreover, the Plan serves as a strategic framework for CareerSource Brevard Flagler Volusia to enhance employment and training opportunities within our region. The key elements of the plan include:

1. **Economic and Workforce Analysis:** A comprehensive assessment of the regional economy, identifying in-demand industries, labor market trends, and skills gaps. This analysis helps target resources effectively.
2. **Strategic Vision and Goals:** A statement of the board's vision for workforce development and overarching goals for the four-year period, including strategies to promote economic growth, job placement, and career advancement.
3. **Service Delivery Model:** Details on the design and delivery of core programs, such as job search assistance, skills training, and career counseling. This includes how the services will meet the needs of diverse job seekers, including youth, veterans, and individuals with disabilities.
4. **Partnerships and Coordination:** An outline of the partnerships with key stakeholders like education and training providers, community organizations, and employers.
5. **Performance Goals and Metrics:** The plan identifies specific performance goals aligned with WIOA, state and local performance indicators, such as employment rates, earnings, and credential attainment. It also includes metrics for evaluating the impact of services and programs.

6. Youth Services Strategy: As required the plan uses a targeted approach to engage and support youth in gaining workforce experience, completing education, and achieving long-term career success.

7. Support for Priority Populations: The strategies provide specialized assistance to priority groups, such as dislocated workers, low-income individuals, and those with barriers to employment, ensuring equitable access to the region's workforce resources.

8. Alignment with Regional and State Goals: The plan specifically aligns with the broader state workforce plan and regional economic development goals to ensure a cohesive approach to workforce challenges.

9. Use of Technology and Data: The plan leverages technology to improve service delivery, including virtual resources and digital tools, and a commitment to data-driven decision-making for continuous improvement.

In developing the Four-Year Plan, CSBFV adhered to the Public Comment Process, extending electronic invitations to committee members, board members, training providers, economic development partners, WIOA-mandated partners, and employer customers to review and provide feedback on the plan. No comments were received. The Plan was also shared with the CSBFV Executive Committee for review, discussion, and approval. The Executive Committee has formally approved the Plan, and the Board Chair along with the Executive Director have provided their signature. Florida Commerce has also reviewed the plan.

Upon final approval, the Four-Year Plan will take effect on January 1, 2025. A Two-Year Update will be conducted during Program Year 2026-2027 to allow for a reassessment of the plan, which may necessitate adjustments in response to any economic changes.

Recommendation

CSBFV recommends approval of the Four-Year Plan as required by Florida Commerce and WIOA. This approval will allow the organization to fulfill its mission and meet statutory requirements.

Action

Approve the CareerSource Brevard Flagler Volusia Four-Year Plan.

CareerSource

Brevard Flagler

Volusia

**Workforce Innovation and Opportunity Act Local and
Regional Workforce Plan**
January 1, 2025 – December 31, 2028

Primary Contact:
Marci Murphy

Telephone:
321-394-0700

Email:
mmurphy@careersourcebfv.com

Secondary Contact:
James Watson

Telephone:
321-394-0511

Email:
jwatson@careersourcebfv.com

Street Address:
297 Barnes Boulevard

City/State/Zip
Rockledge, FL 32955

Website URL:
CareerSourceBrevard.com

Date Submitted: October 2, 2024

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INTRODUCTION

These instructions provide direction for local and regional workforce development plans (plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\) and Chapter 445.003, Florida Statutes](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. **If the local workforce development area (local area) is part of a planning region, the LWDB will submit its regional plan as part of the local plan and will not submit a separate regional plan.** The local and regional plan provide the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA, pursuant to 20 Code of Federal Regulations (CFR) 679.500 and 20 CFR 679.540.

Additionally, local and regional plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate local and regional plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local and regional plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local and regional plans. Chief local elected officials, LWDB members, core program partners, combined planning partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core and combined programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state's WIOA combined plan and [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Directors (state board) 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.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services, and Division of Career and Adult Education, and the following combined state plan partner programs (per WIOA § 103(a)(1) and (2)):
 - **Temporary Assistance for Needy Families (TANF)** authorized under 42 United States Code (U.S.C.) § 601 et seq (Florida Department of Children and Families (DCF)).

- Employment and training programs in the **Supplemental Nutrition Assistance Program (SNAP)** authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. § 2015(d)(4)). (DCF).
- **Work programs authorized under Section 6(o) of the Food and Nutrition Act of 2008** (7 U.S.C. § 2015(o)). (Florida Department of Commerce (FloridaCommerce) and DCF).
- **Trade Adjustment Assistance for Workers** program authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. § 2271 et seq). (FloridaCommerce).
- **Jobs for Veterans State Grants (JVSG)** program authorized under 38 U.S.C. § 4100 et seq (FloridaCommerce).
- **Unemployment Insurance (UI)** programs, known as Reemployment Assistance in Florida, (UI Federal-State programs administered under state unemployment compensation laws in accordance with applicable federal law). (FloridaCommerce).
- **Senior Community Service Employment Program (SCSEP)** authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. § 3056 et seq) and updated by the OAA Reauthorization Act of 2016, Pub. L. No. 114-144. (Florida Department of Elder Affairs).
- **Employment and training activities carried out under the Community Services Block Grant (CSBG)** Act (42 U.S.C. § 9901 et seq). (FloridaCommerce).

D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, SNAP and TANF benefit recipients, individuals with disabilities, and individuals residing in rural areas.

E. Set forth a strategy to utilize all allowable resources to:

- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
- Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
- Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including SelectFlorida, in relation to:
 - Job training;
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes (F.S.).
 - The attainment of a postsecondary degree or credential of value; and
 - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
- Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
- Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
- Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.

- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the systemwide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Achieve greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida’s workforce investment system and its focus on simplified access to quality customer service.

KEY DATES

Florida Combined Plan Public Comment.....	February-March 2024
Florida Combined Plan Reviewed by Federal Agencies.....	April-June 2024
Local Plan Guidelines Issued	April 29, 2024
Final Revisions and Approval of Florida Combined Plan.....	July-August 2024
Regional and Local Plans Due	October 2, 2024
Regional and Local Plans Approved by State Board.....	December 2024
Regional and Local Plans Effective	January 1, 2025

PUBLIC COMMENT PROCESS

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

- (1) Make copies of the proposed plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1) and 20 CFR 679.550(b)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA §108(d)(2) and 20 CFR 679.550(b)(2)).
- (3) Provide no more than a 30-day period for public comment on the plan(s) before its submission to FloridaCommerce, beginning on the date on which the proposed plan is made available (WIOA §108(d)(2) and 20 CFR 679.550(b)(1)).
- (4) Submit any public comments that express disagreement with the plan to FloridaCommerce. WIOA §108(d)(3) and 20 CFR 679.550(b)(1).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan in coordination with the regional plan, as appropriate, required attachments and contact information for primary and secondary points of contact for each plan submitted via the state's established method for WIOA plan submissions. **Hard copies of plans or attachments are not required. All local and regional plans must be submitted no later than 5:00 p.m. (EDT) on Wednesday, October 2, 2024.**

Please carefully review these instructions prior to submitting plans.

Prior to plan submission, please ensure:

- **The LWDB members and chief local elected official(s) reviewed the plan.**
- **The LWDB chair and the chief local elected official signed the appropriate documents. For regional planning purposes, the chief local elected officials of all units of local government that make up the planning region must sign the regional plan to demonstrate that the request specific to the regional planning area is the consensus of all the units of local government involved.**
- The name of the LWDBs are on the plan cover page.
- The plan submitted date as well as primary and secondary points of contact are on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- The plan and all attachments are submitted in a searchable PDF format.²
- The plan is posted online for public comment and submitted in a format compliant with Section 508 of the Rehabilitation Act (29 U.S.C, Section 794) and is accessible to people with disabilities.³
- Responses to all questions are informative and concise. Questions should not be altered or rephrased and the numbering should follow the plan instructions format.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

ATTACHMENTS

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

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

See attachment section at the end of the plan.

- B. Executed agreement between the chief local elected official(s) and the LWDB.**

See attachment section at the end of the plan.

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

See attachment section at the end of the plan.

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

See attachment section at the end of the plan.

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

See attachment section at the end of the plan.

- F. **Organizational chart** that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:

- (a) Regional Security Officer.
- (b) Chief Ethics Officer.
- (c) Custodian for purchased property and equipment.
- (d) Personnel Liaison.
- (e) Public Records Coordinator.
- (f) Equal Opportunity Officer.
- (g) Person who promotes opportunities for persons with disabilities.

See attachment section at the end of the plan.

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

See attachment section at the end of the plan.

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

See attachment section at the end of the plan. This document is in-progress.

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

See attachment section at the end of the plan. This document is in-progress.

- J. Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

See attachment section at the end of the plan.

- K. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

See attachment section at the end of the plan.

- L. Planning Region Agreements** between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.

See attachment section at the end of the plan.

² A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader "search" functionality [CTRL+F]. In Microsoft Word **ClickFile > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

³ Best practices for making Word and other documents 508 compliant and accessible to those with disabilities includes using built-in title, subtitle, and heading styles; creating accessible lists; adjusting space between sentences and paragraphs and adding alt+text to visuals. For best results, use the "[Accessibility Checker](#)" in the **Review** tab in MS Word.

PLAN APPROVAL

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

FloridaCommerce will recommend complete and fully compliant local and regional plans to the state board for approval.

Where deficiencies exist or clarity is required, FloridaCommerce will notify the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to

- address the deficiencies;
- The plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The plan does not align with the state’s WIOA combined plan, strategies and operations approved by the state board, core and combined state plan partners- including alignment of specific programs, additional goals described in Section II of the state’s WIOA combined plan, state strategic and administrative policies, and negotiated performance indicators that support the state plan and workforce investment system in accordance with WIOA section 102(b)(1)(E), 20 CFR 676.105, and [Chapter 445.003, F.S.](#)

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

Any questions regarding the submission, review and/or approval of plans should be submitted to FloridaCommerce at: WIOA-LocalPlans@commerce.fl.gov.

ORGANIZATIONAL STRUCTURE

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

(1) Chief Local Elected Official(s)

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

The chief local elected officials are as follows

Brevard County: Rob Feltner
 Brevard County Board of County Commissioners
 2725 Judge Fran Jamieson Way, Bldg. C Ste 214
 Viera, Florida 32940
 (321) 633-2044
D4.Commissioner@BrevardFL.gov

Flagler County: Donald O’Brien Jr.
 Flagler County Board of County Commissioners
 1769 E. Moody Blvd. Bunnell, FL 32110
 (386) 313-4000
DObrien@flaglercounty.gov

Volusia County: Jake Johansson, MPA
 Volusia County Council
 123 W. Indiana Ave. DeLand, FL 32720-4612
 (386) 736-5920
jjohansson@volusia.org

(b) Describe how the chief local elected official(s) was involved in the development, review and approval of the local plan.

The Brevard/Flagler/Volusia Workforce Development Tri-County Consortium serves as the Chief Elected Official (CEO), formed to fulfill the individual responsibilities of each county under the Workforce Investment Act, WIOA. Although we are a newly consolidated workforce board, we are committed to ensuring the full participation of our chief local elected officials in the development, review, and approval of the four-year local plan.

For the 2025-2028 plan, the CEO was provided with a draft of the local plan and invited to offer feedback before its approval by the CareerSource Brevard Flagler Volusia board of directors on September 26, 2024. Due to the expedited timeline resulting from the recent consolidation of the two former LWDBs, the review and approval of this plan had to occur within a tight deadline. However, moving forward, we will follow the process detailed below to ensure continuous and comprehensive involvement from our chief local elected officials.

Each county's Chief Local Elected Official (CLEO) will designate a representative or staff member to regularly attend board and committee meetings, where they will participate in the development of strategic plans, goals, and objectives for the Local Workforce Development Board, and can provide feedback. Each committee will present quarterly reports that will guide the CSBFV Board of Directors in creating overall goals and strategies for the four-year plan. County designees will have opportunities to provide input at both the committee and board levels throughout the plan development process.

The finalized plan will be formally submitted to the Chief Elected Official for review and approval. To maintain strong coordination and ensure the plan's continuous alignment with regional priorities, the CareerSource Brevard Flagler Volusia Executive Director will conduct quarterly meetings with the Chief Elected Official to review performance, financial updates, and programmatic outcomes. This process will reinforce the collaborative efforts between local elected officials and CareerSource Brevard Flagler Volusia to effectively deliver workforce development services to Brevard, Flagler, and Volusia counties.

(c) If the chief local elected official is a consortium, identify the members of the consortium and which member(s) has authority to sign on behalf of the consortium.

Brevard/Flagler/Volusia Workforce Development Consortium ("Consortium") consists of a group of elected officials appointed by the respective Brevard, Flagler, and Volusia Chief Elected officials to act as the chief local elected officials for the designated LWDB Region 27.

The Tri-County Consortium is comprised of three (3) members:

- a) One (1) currently serving Commissioner of the Brevard County Board of County Commissioners
- b) One (1) currently serving Commissioner of the Flagler County Board of County Commissioners
- c) One (1) currently serving member of the Volusia County Council

The consortium shall elect from among its members by a simple majority vote, one (1)

member to act as Chair of the Consortium, who shall review, acknowledge, and execute contracts and other records on behalf of the Consortium in accordance with all federal, state and local laws within the terms and conditions of the Interlocal agreement between Brevard, Flagler and Volusia counties.

For the first year of the interlocal agreement, the Chair shall be Commissioner Rob Feltner from Brevard who has the authority to sign on behalf of the consortium. For the second and successive years, the role of Chair will rotate among the counties.

Brevard County: Rob Feltner, Consortium Chair
Brevard County Board of County Commissioners
2725 Judge Fran Jamieson Way, Bldg. C Ste 214
Viera, Florida 32940
(321) 633-2044
D4.Commissioner@BrevardFL.gov

Flagler County: Donald O'Brien Jr.
Flagler County Board of County Commissioners
1769 E. Moody Blvd. Bunnell, FL 32110
(386) 313-4000
DObrien@flaglercounty.gov

Volusia County: Jake Johansson, MPA
Volusia County Council
123 W. Indiana Ave. DeLand, FL 32720-4612
(386) 736-5920
jjohansson@volusia.org

(2) Local Workforce Development Board

- (a) Identify the chairperson of the LWDB by name, title, term of appointment, mailing address, phone number and email address. Identify the business entity and industry the chairperson represents.

CareerSource Brevard Flagler Volusia Board Chair:
Lloyd Gregg,
Term of Appointment: July 1, 2024 – June 30, 2025
3101 Southern Oak Drive
Merrit Island, FL 32952
(321) 355-8030
Lloyd.gregg@ptx-llc.com

Representing: Aerospace
PTX Engineering Services LLC
VP Workforce Development

- (b) If applicable, identify the vice-chairperson of the LWDB by name, title, term of appointment, mailing address, phone number and email address. Identify the business or organization the vice-chairperson represents.

CareerSource Brevard Flagler Volusia Board Vice Chair:

John Wanamaker, CCIM:
Term of Appointment: July 1, 2024 – June 30, 2025
1019 Town Center Drive, Suite 200
Orange City, Florida 32763
(386) 775-8633
(386) 956-9022 Cell
john@cbcaigroup.com

Representing: Small business – Construction
Coldwell Banker Commercial AI Group

- (c) LWDB member roster which includes name, title, term of appointment mailing address, phone number and email address. Identify the business that the board member represents.

See attached roster section at the end of the plan

- (d) Describe how the LWDB members, including those described in Public Law 113-128 § 107(b)(2), were involved in the development, review, and approval of the local plan.

In developing the Local Workforce Development Board (LWDB) Region 27 Four-Year Plan, we incorporated input from the historical processes of each consolidating board. This included utilizing the information obtained from previous board and committee reports, as well as strategic plans from both workforce boards prior to the consolidation. This historical data informed the creation of a comprehensive plan tailored for the newly formed LWDB Region 27.

Although LWDB 27 is a new entity, it has adopted the strategic planning framework previously utilized by Brevard Workforce Development Board. This includes establishing structured channels for collecting and reporting feedback from our workforce committees, which consist of board members, internal and external stakeholders, and community partners. External stakeholders include industry leaders, education representatives, and other key community figures, ensuring a broad and diverse range of perspectives inform the decision-making process.

The main committees involved in this process are the Industry Workforce Committee, Career Center Committee, Executive & Finance Committees, and the newly established Industry and Education Consortium. These committees are responsible for providing regular updates and feedback to the board, facilitating ongoing communication and ensuring that strategic objectives remain aligned with the evolving needs of the workforce. Feedback and updates are reviewed on a quarterly basis, allowing the board to make informed adjustments as necessary.

The input from these committees is consolidated into an organizational plan, which is then presented to the Board of Directors. The Board of Directors has the opportunity to review, provide input, and approve or modify the local plans annually, both at the committee level and the board level, to maintain alignment with local workforce priorities and ensure responsiveness to changing market conditions. Where applicable, the local strategic plan is incorporated into the broader Local Plan.

- (e) Describe how the LWDB convened or obtained input from local workforce development system stakeholders including LWDB committee members, combined state plan partners, education, industry and representatives of disability populations and those with barriers to employment to assist in the development of the local plan.

In developing the Local Workforce Development Board (LWDB) Region 27 Four-Year Plan, we utilized historical data from the consolidation of previous boards, drawing on insights from past board and committee meetings as well as strategic plans from both predecessor boards. This data informed the creation of a tailored, comprehensive plan for the new LWDB Region 27.

To ensure comprehensive stakeholder input, LWDB 27 adopted the strategic planning framework previously employed by Brevard Workforce Development Board. This framework includes structured channels for collecting and reporting feedback from a wide array of stakeholders, including:

- **Industry Workforce Committee**
- **Career Center Committee**
- **Executive & Finance Committees**
- **Industry and Education Consortium**

These committees are diverse, incorporating representatives from LWDB Board members, WIOA mandated partners, education, industry, and groups representing disability populations and those with barriers to employment. This inclusivity ensures that feedback is well-rounded and reflective of various perspectives.

The committees are responsible for providing regular updates and feedback to the board, facilitating ongoing communication and alignment of strategic objectives with the evolving needs of the workforce. Feedback is reviewed quarterly, and the resulting input is consolidated into an organizational plan. This plan is then presented to the Board of Directors, who review, provide input, and approve or modify the local plan. This process ensures that the plan remains responsive to local workforce priorities and changing market conditions, while integrating insights from all key stakeholder groups.

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

- (a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official. WIOA § 107(d)(12)(B)(1)(iii); 20 CFR 679.420 and 20 CFR 560(6)(14)

Brevard Workforce Development Board, Inc. d/b/a as CareerSource Brevard Flagler Volusia is designated by the Chief Elected Official to serve as the Local Workforce Board and is authorized to provide services as the fiscal agent through an interlocal agreement with the CSBFV Executive Director.

- (b) Provide the name of the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist the LWDB in carrying out its responsibilities as a board organized under WIOA (20 CFR 679.430).

Brevard Workforce Development Board, Inc. d/b/a as CareerSource Brevard Flagler Volusia is designated by the Chief Elected Official to serve as the Local Workforce Board and acts

as the administrative entity through an interlocal agreement with the CSBFV Executive Director. The Administrative Entity is incorporated in the State of Florida and has a 501C(3) designation from the IRS.

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

- (a)** Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator. Include the effective date and end date of the current agreement in place between the LWDB and the one-stop operator. (20 CFR 678.605)

The selected entity serving as the one-stop operator for Region 27 is C2 Global Professional Services, LLC (C2 GPS). C2 GPS is contracted to provide center management and program operations for multiple programs and partner resources. Oversight is provided through a Senior Managing Director who has over 25 years of experience working within the CareerSource workforce development system. C2 GPS 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.

The current contract for a one-stop operator for Brevard County (formerly Region 13) was successfully awarded through a competitive process to C2 GPS, to serve as the one-stop operator starting on July 1, 2021. Effective July 1, 2024, following the consolidation of regions 11 and 13, C2 GPS became the contracted one-stop operator service provider for Volusia and Flagler counties in addition to Brevard County. This arrangement complies with the Workforce Innovation and Opportunity Act (WIOA) regulations, ensuring effective management and operational continuity across the specified regions. This agreement will remain in effect through the end of the contracted period, which concludes on June 30, 2025. The entire procurement process followed established federal and state regulations and policies, ensuring fair competition and the selection of a qualified service provider to meet the workforce needs of the tri-county area.

- (b)** Describe the steps taken to ensure a competitive process for selection of the one-stop operator(s) (WIOA §121(d)(2)(A) and 20 CFR 678.605).

CareerSource Brevard Flagler Volusia (CSBFV) is committed to ensuring an open and competitive procurement process for the selection of one-stop operators, in compliance with federal and state regulations. For the selection of the one-stop operator for the Brevard, Flagler, and Volusia tri-county region, CSBFV followed the guidelines outlined in Training and Employment Guidance Letter (TEGL) No. 15-16. This process involved soliciting proposals from qualified entities and thoroughly evaluating each submission to ensure transparency and competitiveness.

For future procurement, CSBFV will follow a similar process by implementing the following steps to ensure a competitive and transparent process:

- A Request for Proposal (RFP) to solicit proposals for One-stop Operator and Workforce Provider Services, along with a public notice of the RFP, will be posted on the CareerSource Brevard Flagler Volusia agency website, in the local newspaper, and will be publicly announced to over fifteen vendors on our locally managed vendor distribution list.
- A bidder's workshop will be held to review the RFP and answer questions from potential respondents. To ensure transparency and equal access to information, a recording of

this workshop will be posted on the CSBFV website, so that all potential respondents have the same information.

- CSBFV will receive proposals by the published deadline. Following the receipt of proposals, if fewer than 3 bids are received, CSBFV will conduct a review of the procurement process, following the guidance of FAR 14.408-1(b) to ascertain the reasons for the small number of responses and ensure that the competitive requirements were successfully met. Additionally, CSBFV will develop a digital survey to gather feedback from potential bidders to understand their reasons for not responding to the procurement. This survey will be advertised on the website, and all potential bidders will be invited to complete it. Responses will be analyzed to inform future procurement processes.
- Before meeting with the review team, CSBFV will conduct due diligence on all proposals, including a Dun & Bradstreet Analysis to assess each provider's financial risk, verify that the provider is not on the excluded parties list, and perform a cost-benefit analysis.
- A five-member review team, consisting of internal staff and Board Members, will review the proposals and assess each provider's strengths, weaknesses, opportunities, threats, and any concerns or questions to discuss with the providers. The review team will meet to prepare recommendations for presentation to the Board of Directors.
- Each review team member will be required to sign a code of conduct and conflict of interest statement to ensure impartiality. The evaluation criteria, based on the RFP and TEGL guidelines, will be documented, including individual evaluation forms.
- A consensus decision will be made, and the recommended awardee will be presented to the CSBFV Board of Directors for approval. Upon the Board's approval, CSBFV will publicly advertise the intent to award.
- A negotiated contract for one base year, with options for three additional one-year extensions, will be finalized and executed.
- The Chief Elected Official will approve the LWDB One-Stop Operator and Required Partners certification, acknowledging the active partners' Memorandum of Understanding (MOU) that will be developed and executed with the various mandated partners.

These steps will ensure that the procurement process remains open, fair, and competitive, while selecting the most qualified service provider to meet the workforce development needs of the Brevard, Flagler, and Volusia regions.

- (c)** If the LWDB serves as the one-stop operator, provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and provide the approved duration. ([Administrative Policy 093 – One-Stop Operator Procurement](#)).

Brevard Workforce Board Inc. d/b/a CareerSource Brevard Flagler Volusia does not serve as the one-stop operator.

- (d)** Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator. (20 CFR 678.620)

C2 Global Professional Services LLC. (C2 GPS), serves as the one-stop operator, workforce services provider, and youth services provider for CareerSource Brevard Flagler Volusia (CSBFV). As the one-stop operator, C2 GPS coordinates the delivery of services with all required and additional one-stop partners across the six career center locations,

ensuring seamless service delivery for customers. Additionally, C2 GPS is the primary provider of services within the career centers, playing a pivotal role in managing daily operations and ensuring that the workforce system remains efficient and effective.

- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center⁴, affiliate site or specialized center, as described in [Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#). Comprehensive hours, affiliate sites (chart with name of site, address, hours and whether it is comp, affiliate or specialized)

Brevard County		
Titusville Career Center (Comprehensive) 3880 S. Washington Ave., Ste. 214, Titusville 32780	Rockledge Career Center (Comprehensive) 295 Barnes Boulevard, Rockledge 32955	Palm Bay Career Center (Comprehensive) 5275 Babcock St., NE, Suite 8B, Palm Bay 32905
Sally Patterson, Center Manager	Julie Berrio, Center Supervisor	Linda Hadley, Center Manager
(321) 504-7600 Monday–Thursday 9:00 am–6:00 pm Friday 8:00 am–5:00 pm		
Flagler County		
Palm Coast Center 20 Airport Road, Suite E Palm Coast, FL 32164		
Marc Thompson, Deputy Director, Workforce Operations & Partnership 386-586-5169 Monday-Friday 8am-12pm & 1pm-4pm		
Volusia County		
Daytona Beach Center (Comprehensive) 359 Bill France Blvd. Daytona Beach, FL 32114		Orange City Center (Comprehensive) 846 Saxon Blvd. Orange City, FL 32763
Jamie Newcomb, Center Manager 386-323-7001 Monday-Friday 8am-4pm		Maritza Perez, Center Manager 386-561-9550 Monday-Friday 8am-4pm

⁴A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 ([TEGL 16-16](#)) and Training and Employment Guidance Letter No. 16-16, Change 1 ([TEGL 16-16, Change 1](#)).

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday. ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

See response for (e) above. Chart includes details.

- (g)** For each access point, identify how the local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals). ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

CSBFV spearheads the negotiations between required partners and any approved optional partners to develop a Memorandum of Understanding and Infrastructure Funding Agreement. The purpose of this Agreement is to describe the cooperative workforce training, employment, and economic development efforts of CSBFV and its Partners, and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements to establish and maintain an effective and successful one-stop delivery system. The one-stop delivery system assures coordination between the activities authorized in and linked to the Act. In addition, this Agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within Region 27.

The Parties to this document agree to coordinate and perform the activities and services through the career centers within the scope of legislative requirements governing the Parties' respective programs, services, and agencies. See attached CSBFV-2427-MOU-IFA for full details.

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

CareerSource Brevard Flagler Volusia is audited by FloridaCommerce as part of it's required annual monitoring. As CSBFV is now comprised of two previous workforce boards, please note the two separate certification dates listed below as performed at during the required annual monitoring.

1. LWDB 13's comprehensive one-stop center certification was completed during the annual monitoring for Program Year 2022-2023, held from February 19 to February 23, 2024.
2. LWDB 11's comprehensive one-stop center certification was completed during the annual monitoring for Program Year 2022-2023, held from April 29 to May 3, 2024.

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

Not applicable

(5) Provider of Workforce Services

- (a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system. ([Administrative Policy 083-Direct Provider of Workforce Services](#)) **Name, address of direct service providers**

C2 Global Professional Services, LLC, is the entity selected to provide workforce services.

- (b) Provide the effective date and end date that workforce services will be provided, as defined in the current executed agreement between the LWDB and the provider of workforce services. **All sites and board (professional services, BSRs, etc.)**

The current executed agreement between Brevard Workforce Development Board, Inc. d/b/a as CareerSource Brevard Flagler Volusia and C2 Global Professional Services, LLC covers the period of July 1, 2024 through June 30, 2025.

- (c) Identify and describe which career services are provided by the selected one-stop operator, if any. **Specify services for each provider**

C2 Global Professional Services, LLC, serves as the one-stop operator and provider of workforce services. Services provided by the contractor are described in section 5(d).

- (d) Identify and describe which career services are provided by the designated provider of workforce services (except training services).

C2 Global Professional Services, LLC, provides career services within three categories: basic, individualized and follow up services.

Basic Career Services:

Also referred to as “front-end” services, basic career services are available to all individuals seeking assistance through the CareerSource Brevard Flagler Volusia one-stop delivery system. These services include:

- **Eligibility Determinations:** Assessing whether individuals qualify for assistance from WIOA adult, dislocated worker, or youth programs.
- **Outreach, Intake, and Orientation:** Providing information and access to other services, such as the Re-Employment Services and Eligibility Assessment Program (RESEA), available through the local workforce system.
- **Initial Skill Assessment:** Evaluating skill levels, including literacy, numeracy, and English language proficiency, as well as assessing aptitudes, abilities (including skills gaps), and support service needs.
- **Labor Exchange Services:** Offering job search assistance, placement help, and pre-employment workshops (e.g., resume writing, interview skills). When necessary, career advising is also provided, including information on nontraditional employment and in-demand industry sectors and occupations.
- **Referrals and Coordination:** Connecting individuals to other programs and services within the local workforce system and, when appropriate, to additional workforce development programs.
- **Labor Market Information:** Provisions of workforce and labor market employment

statistics information, providing data on local, regional, and national labor markets.

- **Provisions of Performance and Cost Information:** Sharing details about eligible training providers, including performance and program cost information, by program and provider type.
- **Provision of Support Services Information:** Offering information about available support services or assistance and making referrals internally or through other community partner programs.
- **Reemployment Claims Assistance:** Helping individuals file claims for unemployment compensation.
- **Assistance with Program Eligibility:** Assisting in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

Individualized Career Services

If one-stop center staff determines that individualized career services are appropriate for an individual to obtain or retain employment, these services are provided through CareerSource Brevard Flagler Volusia center resources, center staff, or partner organizations. Staff may also use recent or previous assessments conducted by partner programs to decide if individualized career services are suitable. These services include:

- **Comprehensive and Specialized Assessments:** Evaluating the skill levels and service needs of adults and dislocated workers through diagnostic testing and other assessment tools, along with in-depth interviews to identify employment barriers and set appropriate employment goals.
- **Individual Employment Plan Development:** Creating a personalized employment plan that outlines employment goals, achievement objectives, and the combination of services needed to reach those goals, including information about eligible training providers.
- **Counseling and Mentoring:** Offering group and individual counseling and mentoring to support job seekers.
- **Career Planning:** Providing career planning and case management to guide individuals in their employment journey.
- **Short-term Pre-vocational Services:** Developing skills essential for employment, such as learning, communication, interviewing, punctuality, personal maintenance, 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:** Facilitating internships and work experiences that are connected to career paths.
- **Workforce Preparation Activities:** Helping individuals acquire a combination of academic skills, critical thinking skills, digital literacy, and self-management skills. This includes competencies in resource utilization, information management, teamwork, systems understanding, and acquiring skills necessary for transitioning into postsecondary education, training, or employment.
- **Financial Literacy Services:** Educating individuals on managing finances effectively.
- **Out-of-Area Job Search and Relocation Assistance:** Assisting individuals with job searches outside their immediate area and providing relocation support.
- **English Language Acquisition and Integrated Education and Training Programs:** Offering English language learning and integrated education and training opportunities to

enhance employability.

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:

- Be based on a formal assessment instrument such as Test of Adult Basic Education (TABE) or other comprehensive assessment systems.
- Identify other barriers to successful employment and retention.
- Result in recommendations for further services and be the basis for the completion of the Career Plan.

Any customer considered for an Individual Training Account (ITA) or other educational or training services must have the need for such services documented in the assessment process. Assessment updates may be made as the customer's 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 for customers and staff to make sound decisions about the services required. These assessments are particularly important for lower-skilled or less-experienced potential workers, as well as for individuals seeking to enter a new field due to a layoff.

Follow-up Services

Follow-up services are provided, as appropriate, to participants who have been placed in unsubsidized employment for up to 12 months after the first day of employment or program exit, whichever occurs later. These services do not extend the date of exit for performance reporting purposes. Customers who are closed without employment because they are no longer in the labor market, or those who refuse to provide employment information, are effectively declining all follow-up services through their actions.

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

Brevard Workforce Development Board, Inc. d/b/a as CareerSource Brevard Flagler Volusia, does not serve as the one-stop operator.

(6) Youth Service Provider

- (a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services ([Administrative Policy 120 Youth Service Provider Selection](#)).

C2 Global Professional Services, LLC, is the entity selected to provide youth services.

- (b) Provide the effective date and end date that youth services will be provided, as defined in the current executed agreement between the LWDB and the provider of youth services.

The current executed agreement between CareerSource Brevard Flagler Volusia and C2 Global Professional Services for youth services is effective July 1, 2024 and will continue until June 30, 2025.

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

Please see section 4(b) of this document which details for Requests for Proposals (RFP) competitive process CSBFV. follows this same process for RFPs for Youth Service Providers. However, due to the consolidation of CareerSource Brevard and CareerSource Flagler Volusia, it was necessary to amend the process to ensure impartiality and rater confidentiality throughout the process of the Youth Services Operator PY 24-25 Contract for Flagler & Volusia counties. The following steps were taken for this particular RFP.

- Raters team used was five members, each holding CEO/President of COO/Vice President and one with a Senior Management role at other CareerSource Regions across Florida, and having no connections to any of the bidders, evaluate the proposals.
- A cost analysis was conducted by another CareerSource Region that was not involved with any of the respondents or rating committee members.

All future RFPs are expected to follow the process as outlined in section 4(b) of this document.

- (d)** Describe the roles and responsibilities the LWDB has identified and assigned to the youth service provider.

C2 GPS is required to manage and designate staff to provide resources for young adult services in accordance with the design and elements identified in WIOA §129(c). The contractor is tasked with managing the day-to-day operations of youth programs, including overseeing staff and ensuring that contractual goals and agency outcomes are met. A critical function is the accurate tracking and reporting of client data, such as enrollment statistics, workshop participation, job fair involvement, and retention metrics.

Additionally, the provider is responsible for developing new resources and job training opportunities for youth that align with the objectives of CSBFV, while ensuring participants are connected to career pathways that meet the needs of local employers. C2 GPS is also expected to manage partnerships with community organizations, schools, and advocacy groups to expand available resources and service options for customers.

Employer outreach is another key responsibility, where the contractor establishes and fosters relationships with employers to promote job development and work-based learning opportunities. C2 GPS supervises Youth Career Advisors and Youth Workshop Leaders, ensuring staff efforts align with the program's goals. Furthermore, the provider evaluates participants' skill attainment and job readiness, ensuring progress in skill development activities. A significant focus is placed on implementing strategies to address and mitigate barriers that may hinder youth from successfully participating in training and employment opportunities.

- (e)** Describe any additional criteria⁵ the LWDB has established to ensure providers are best positioned to deliver required youth program elements resulting in strong outcomes for

youth participants are used, if applicable.

CSBFV has established additional criteria to ensure that C2 GPS is best positioned to deliver required youth program elements, which ultimately lead to strong outcomes for youth participants. Key among these criteria is the emphasis on staff recruitment, development, and continuous learning. The contractor must demonstrate the capacity to recruit and retain highly qualified staff capable of addressing the diverse needs of the youth served. To this end, C2 GPS, ensures that staff are equipped with the necessary skills and knowledge by implementing an 8-week internal training program for new hires, tailored to enhance their ability to assist youth in building career pathways and overcoming employment barriers.

Additionally, CSBFV sets performance expectations that guide providers in tracking key metrics such as youth enrollment, retention, job placement, and credential attainment. For instance, goals include having a minimum percentage of youth participants attain their GED or enter post-secondary education. These performance benchmarks help providers focus on delivering measurable, impactful services. Moreover, providers are expected to collaborate with community partners to leverage additional resources, facilitating a more comprehensive support system for the youth, ensuring their preparedness for employment or further education.

C2 GPS is expected to serve at least 450 youth each program year, including carryovers. The services provided must be creative, flexible, effective, age and culturally appropriate for youth populations.

(f) Identify and describe the youth program element(s) provided by each provider. List all program elements provided

The youth program elements provided by the service provider cover all 14 elements required by WIOA §129(c). These include a range of services designed to support youth in achieving both educational and employment success.

- **Tutoring, Study Skills, and Instruction** are offered through online platforms such as Essential Education, helping youth with academic remediation and addressing barriers like transportation by providing flexible hours.
- **Alternative Secondary School Services** or drop-out recovery services are provided to support youth in completing their secondary education, including GED programs.
- **Paid and Unpaid Work Experiences** are an important part of the program. This includes internships, on-the-job training, and summer jobs to help youth gain practical work experience. The provider focuses on matching youth, including those with disabilities, with employers who offer nurturing environments, particularly in fields like hospitality.
- **Occupational Skills Training** is available and geared toward equipping youth with industry-specific skills, particularly in high-demand sectors, ensuring that youth have the necessary credentials to enter the workforce.
- **Education Offered Concurrently with Workforce Preparation** includes training that blends classroom instruction with practical workforce experiences, helping youth develop the skills needed for both academic and career success.
- **Leadership Development Opportunities** are offered through partnerships with organizations such as the Boys and Girls Club, which focus on workforce and college readiness, fostering leadership and personal growth among participants.
- **Supportive Services** are made available, including referrals to childcare assistance, housing support, transportation, and other services that help youth overcome barriers to

participation in education and training.

- **Adult Mentoring** is provided through career advisors and other professionals who offer guidance and support to youth for at least 12 months after program completion, ensuring long-term success.
- **Follow-up Services** are offered for at least 12 months after program completion, helping youth navigate any challenges they face in employment or further education. This is facilitated through ongoing case management via SMS text and videoconferencing.
- **Comprehensive Guidance and Counseling** includes mental health counseling and substance abuse services, ensuring that youth receive the emotional and psychological support they need.
- **Financial Literacy Education** is provided through workshops that help youth understand financial management, budgeting, and saving, which are crucial for long-term financial stability.
- **Entrepreneurial Skills Training** is delivered through BuildED Entrepreneurial Bootcamps, allowing youth to explore entrepreneurship and earn certifications from the National Association of Entrepreneurship and Business Leadership (NAEBL).
- **Labor Market Information** is made accessible to participants, providing insights into in-demand industries, local job opportunities, and career pathways that align with their skills and interests.
- **Activities that Prepare for Transition to Postsecondary Education** include assistance with college applications, financial aid, and entrance exams, helping youth move smoothly from secondary education to higher education or vocational training.

These elements are designed to holistically support youth, ensuring they receive the education, skills training, and personal development needed to succeed in the workforce

(7) Career Center Staff

- (a) List the position **title and number** of positions that are considered as local county or municipality employees.

CareerSource Brevard Flagler Volusia does not employ any local county or municipality employees.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local plan must describe strategic planning elements, including:

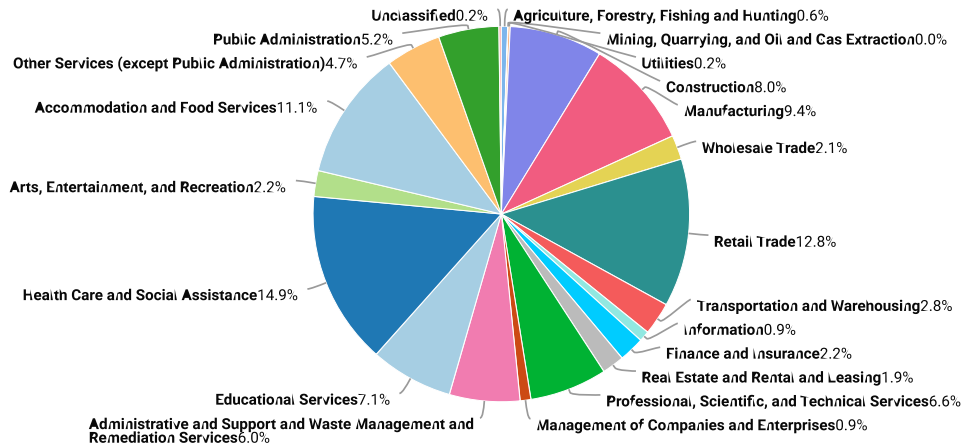
(1) A regional analysis of:

- (a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and **Brief analysis**

Industry Snapshot

The largest sector in Region 27 is Health Care and Social Assistance, employing 74,501 workers. The next-largest sectors in the region are Retail Trade (63,640 workers) and Accommodation and Food Services (55,604). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Construction (LQ = 1.33), Retail Trade (1.29), and Accommodation and Food Services (1.28).

Total Workers for Region 27 by Industry



Source: JobsEQ® Data as of 2024Q1

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2023Q4 with preliminary estimates updated to 2024Q1.

Sectors in Region 27 with the highest average wages per worker are Utilities (\$111,268), Management of Companies and Enterprises (\$100,615), and Manufacturing (\$94,037). Regional sectors with the best job growth (or most moderate job losses) over the last 4 years are Manufacturing (+7,560 jobs), Professional, Scientific, and Technical Services (+5,701), and Construction (+4,106).

Over the next 4 years, employment in Region 27 is projected to expand by 30,420 jobs. The fastest growing sector in the region is expected to be Management of Companies and Enterprises with a +2.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+5,971 jobs), Accommodation and Food Services (+3,159), and Manufacturing (+2,574).

Region 27, 2024 Q1 ¹											
NAICS	Industry	Current			4-Year History		4-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	74,501	\$61,944	1.01	3,288	1.1%	36,138	14,527	15,640	5,971	1.9%
44	Retail Trade	63,640	\$37,157	1.29	2,762	1.1%	37,978	15,778	19,784	2,417	0.9%
72	Accommodation and Food Services	55,604	\$26,808	1.28	2,482	1.1%	43,423	18,140	22,123	3,159	1.4%
31	Manufacturing	47,091	\$94,037	1.18	7,560	4.5%	22,020	7,783	11,663	2,574	1.3%
23	Construction	39,810	\$58,385	1.33	4,106	2.8%	16,333	5,718	8,384	2,230	1.4%

Region 27, 2024 Q1 ¹											
NAICS	Industry	Current			4-Year History		4-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
61	Educational Services	35,487	\$48,704	0.89	1,233	0.9%	15,809	6,729	6,978	2,101	1.4%
54	Professional, Scientific, and Technical Services	33,155	\$87,356	0.91	5,701	4.8%	13,732	4,523	6,640	2,570	1.9%
56	Administrative and Support and Waste Management and Remediation Services	30,137	\$46,484	0.97	-1,930	-1.5%	16,096	6,117	8,097	1,881	1.5%
92	Public Administration	25,886	\$71,586	1.12	695	0.7%	11,141	4,304	5,450	1,387	1.3%
81	Other Services (except Public Administration)	23,660	\$37,928	1.12	228	0.2%	12,578	4,848	6,260	1,469	1.5%
48	Transportation and Warehousing	14,085	\$53,474	0.57	3,788	8.1%	7,390	2,778	3,584	1,027	1.8%
71	Arts, Entertainment, and Recreation	11,127	\$36,500	1.11	603	1.4%	7,685	2,903	3,947	834	1.8%
52	Finance and Insurance	10,916	\$86,361	0.55	116	0.3%	4,486	1,580	2,181	725	1.6%
42	Wholesale Trade	10,418	\$87,247	0.56	605	1.5%	4,752	1,726	2,571	455	1.1%
53	Real Estate and Rental and Leasing	9,527	\$52,285	1.07	855	2.4%	4,404	1,810	1,973	622	1.6%
55	Management of Companies and Enterprises	4,651	\$100,615	0.60	1,148	7.3%	2,037	672	976	389	2.0%
51	Information	4,502	\$88,421	0.46	-404	-2.1%	1,936	651	1,002	283	1.5%
11	Agriculture, Forestry, Fishing and Hunting	2,801	\$36,674	0.46	-149	-1.3%	1,523	667	705	150	1.3%
99	Unclassified	978	\$46,324	1.05	679	34.5%	512	196	254	61	1.5%
22	Utilities	923	\$111,268	0.36	77	2.2%	379	135	195	49	1.3%
21	Mining, Quarrying, and Oil and Gas Extraction	83	\$70,012	0.05	28	10.9%	37	12	20	5	1.5%
	Total - All Industries	498,980	\$57,428	1.00	33,472	1.8%	254,038	98,610	125,008	30,420	1.5%

Source: [JobsEQ®](#)

Data as of 2024Q1

Note: Figures may not sum due to rounding.

1. All data based upon a four-quarter moving average

Exits and transfers are approximate estimates based upon occupation separation rates.

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary.

Data are updated through 2023Q4 with preliminary estimates updated to 2024Q1. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupation Snapshot

The largest major occupation group in Region 27 is Office and Administrative Support Occupations, employing 58,564 workers. The next-largest occupation groups in the region are Food Preparation and Serving Related Occupations (52,799 workers) and Sales and Related Occupations (49,463). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Architecture and Engineering Occupations (LQ = 1.68), Food Preparation and Serving Related Occupations (1.30), and Building and Grounds Cleaning and Maintenance Occupations (1.23).

Occupation groups in Region 27 with the highest average wages per worker are Management Occupations (\$122,300), Legal Occupations (\$112,600), and Computer and Mathematical Occupations (\$102,000). The unemployment rate in the region varied among the major groups from 0.9% among Legal Occupations to 5.3% among Transportation and Material Moving Occupations.

Over the next 4 years, the fastest growing occupation group in Region 27 is expected to be Computer and Mathematical Occupations with a +2.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Food Preparation and Serving Related Occupations (+3,043 jobs) and Healthcare Practitioners and Technical Occupations (+2,661). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (42,181 jobs) and Office and Administrative Support Occupations (27,636).

Region 27, 2024 Q1 ¹														
SOC	Occupation	Current						4-Year History		4-Year Forecast				
		Empl	Mean Ann Wage s ²	LQ	Uempl	Uempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support	58,564	\$44,700	0.97	2,067	2.8%	2,193	252	0.1%	29,114	13,028	14,608	1,479	0.6%
35-0000	Food Preparation and Serving Related	52,799	\$33,600	1.30	3,079	5.2%	3,024	2,017	1.0%	45,223	19,034	23,147	3,043	1.4%
41-0000	Sales and Related	49,463	\$48,300	1.13	2,358	4.1%	4,216	716	0.4%	29,514	12,587	15,047	1,880	0.9%
53-0000	Transportation and Material Moving	34,760	\$42,100	0.80	2,353	5.3%	1,597	4,820	3.8%	22,292	8,130	11,635	2,527	1.8%
29-0000	Healthcare Practitioners and Technical	32,810	\$98,900	1.12	472	1.3%	4,392	2,527	2.0%	10,618	4,469	3,489	2,661	2.0%
11-0000	Management	32,367	\$122,300	0.87	584	1.6%	3,031	5,137	4.4%	12,953	4,050	6,551	2,351	1.8%
13-0000	Business and Financial Operations	28,534	\$83,200	0.90	746	2.2%	1,645	4,512	4.4%	11,789	3,748	6,051	1,991	1.7%
47-0000	Constructi	27,79	\$49,9	1.2	1,550	4.9%	695	1,963	1.8	11,76	4,051	6,002	1,712	1.5%

00	on and Extraction	9	00	2					%	4				
51-00	Production	23,273	\$45,700	0.84	955	3.6%	927	2,197	2.5%	11,436	4,326	6,216	894	0.9%
25-00	Educational Instruction and Library	23,165	\$56,200	0.86	519	2.2%	1,248	706	0.8%	10,212	4,419	4,266	1,527	1.6%
49-00	Installation, Maintenance, and Repair	20,732	\$52,700	1.06	582	2.3%	1,577	1,799	2.3%	9,143	3,420	4,367	1,356	1.6%
37-00	Building and Grounds Cleaning and Maintenance	20,127	\$36,900	1.23	1,106	4.9%	942	125	0.2%	12,695	5,138	6,284	1,272	1.5%
31-00	Healthcare Support	20,058	\$37,600	0.89	658	2.8%	1,416	873	1.1%	13,988	5,445	6,647	1,896	2.3%
17-00	Architecture and Engineering	13,550	\$100,000	1.68	223	1.6%	1,365	2,505	5.2%	4,753	1,652	2,168	934	1.7%
15-00	Computer and Mathematical	12,928	\$102,000	0.81	323	2.0%	1,681	1,609	3.4%	4,692	1,251	2,115	1,326	2.5%
39-00	Personal Care and Service	12,795	\$37,700	1.03	560	3.7%	521	517	1.0%	10,576	3,809	5,768	999	1.9%
33-00	Protective Service	10,399	\$49,500	0.96	327	2.7%	500	-72	-0.2%	5,345	2,209	2,574	563	1.3%
21-00	Community and Social Service	8,606	\$52,900	0.95	218	2.4%	847	345	1.0%	3,923	1,449	1,768	705	2.0%
27-00	Arts, Design, Entertainment, Sports, and Media	8,323	\$66,400	0.91	309	3.4%	353	340	1.0%	4,114	1,544	2,017	553	1.6%
23-00	Legal	3,312	\$112,600	0.81	34	0.9%	177	154	1.2%	1,095	410	444	241	1.8%
19-00	Life, Physical, and Social Science	3,114	\$78,400	0.71	59	1.8%	291	485	4.3%	1,364	284	845	234	1.8%
45-00	Farming, Fishing, and Forestry	1,501	\$31,100	0.51	74	4.6%	17	-56	-0.9%	997	356	569	73	1.2%
	Total - All Occupations	498,980	\$59,100	1.00	19,158	3.3%	32,654	33,472	1.8%	267,739	104,807	132,576	30,356	1.5%

Source: [JobsEQ®](#)

Data as of 2024Q1 unless noted otherwise

Note: Figures may not sum due to rounding.

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

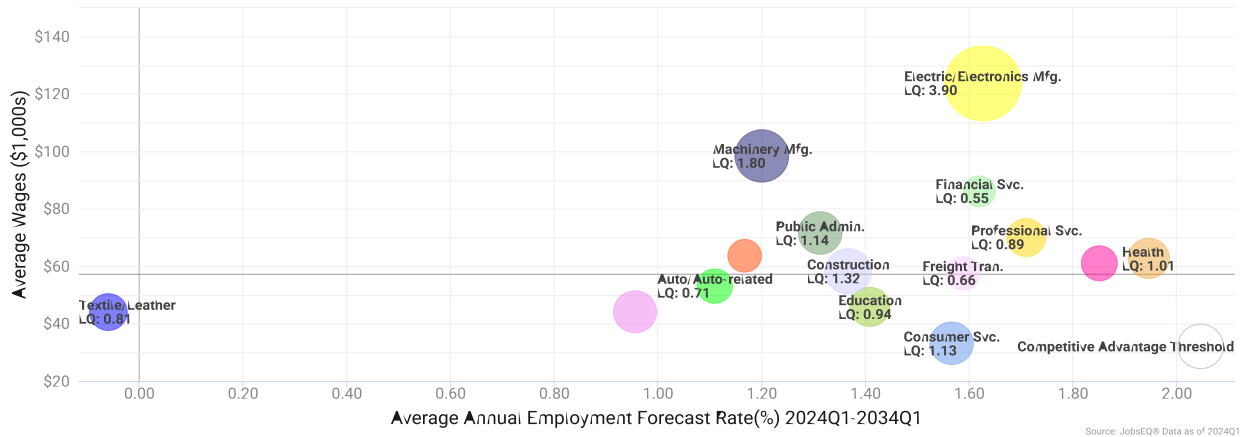
2. Wage data represent the average for all Covered Employment

3. Data represent found online ads active within the last thirty days in the selected region. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list). Ad counts for ZCTA-based regions are estimates.

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in Region 27 with the highest relative concentration is Electric/Electronics Mfg. with a location quotient of 3.90. This cluster employs 20,425 workers in the region with an average wage of \$123,685. Employment in the Electric/Electronics Mfg. cluster is projected to expand in the region about 1.6% per year over the next ten years.

Industry Clusters for Region 27 as of 2024Q1



Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2023Q4 with preliminary estimates updated to 2024Q1. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

(b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

The top posted jobs by 5-digit SOC for Region 27 are as follows (past 2 years):

Top Posted Occupations

Occupation (SOC)	Total/Unique (Sep 2022 - Aug 2024)	Posting Intensity	Median Posting Duration
Registered Nurses	38,285 / 13,600	3 : 1	27 days
Retail Salespersons	20,361 / 7,996	3 : 1	28 days
Customer Service Representatives	13,584 / 4,859	3 : 1	26 days
First-Line Supervisors of Retail Sales Workers	10,173 / 4,427	2 : 1	29 days
Computer Occupations, All Other	8,596 / 3,493	2 : 1	25 days
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	7,562 / 3,347	2 : 1	25 days
Maintenance and Repair Workers, General	6,626 / 3,301	2 : 1	28 days
Software Developers	7,586 / 3,029	3 : 1	25 days
Fast Food and Counter Workers	8,490 / 2,974	3 : 1	29 days
Heavy and Tractor-Trailer Truck Drivers	6,769 / 2,971	2 : 1	25 days

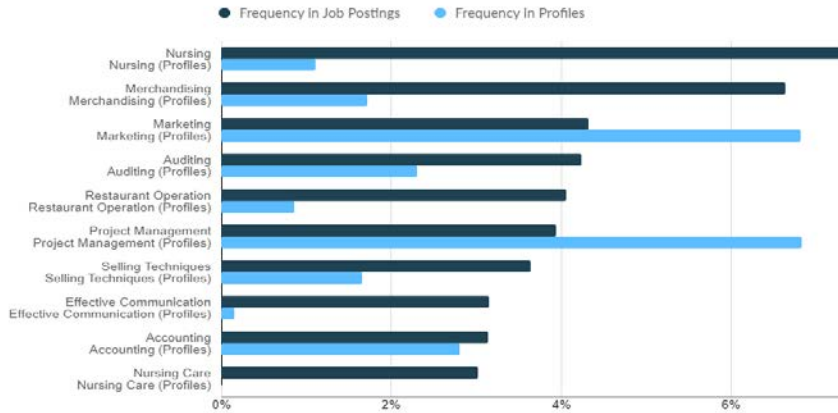
The top Industries posting jobs in Region 27 are as follows (past 2 years):

Top Industries

Industry	Total/Unique (Sep 2022 - Aug 2024)	Posting Intensity	Median Posting Duration
Health Care and Social Assistance	90,765 / 37,286	2 : 1	27 days
Administrative and Support and Waste Management and Remediation Services	57,245 / 24,636	2 : 1	24 days
Retail Trade	58,474 / 22,684	3 : 1	27 days
Manufacturing	62,851 / 22,425	3 : 1	28 days
Accommodation and Food Services	45,162 / 16,497	3 : 1	29 days
Professional, Scientific, and Technical Services	29,429 / 13,705	2 : 1	27 days
Educational Services	26,142 / 10,955	2 : 1	27 days
Other Services (except Public Administration)	14,280 / 5,651	3 : 1	27 days
Construction	10,783 / 5,035	2 : 1	29 days
Finance and Insurance	12,201 / 4,990	2 : 1	26 days

The top specialized skills listed in job postings in Region 27 are as follows (past 2 years):

Top Specialized Skills



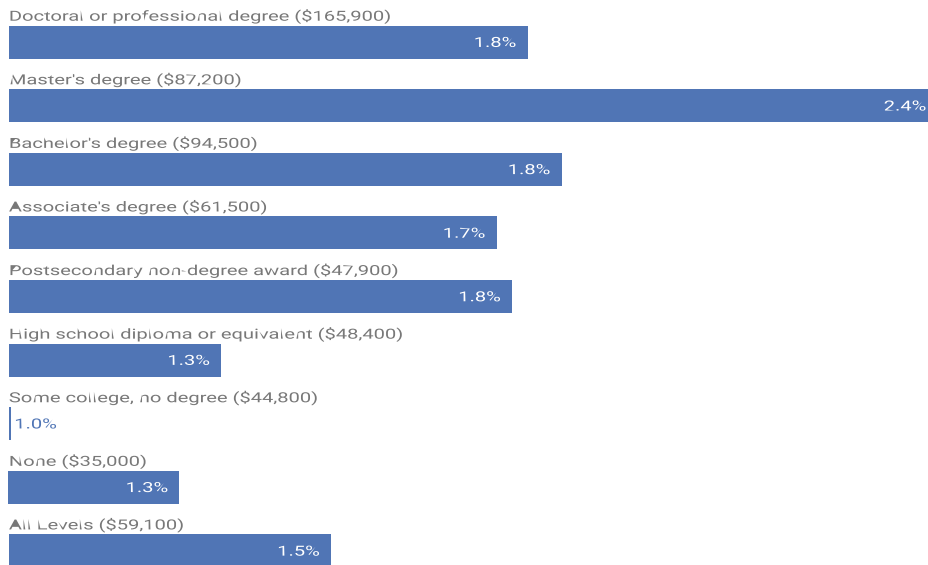
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Nursing	17,162	7%	4,550	1%	+20.1%	Rapidly Growing
Merchandising	15,630	7%	7,042	2%	+15.0%	Growing
Marketing	10,160	4%	27,875	7%	+23.0%	Rapidly Growing
Auditing	9,963	4%	9,438	2%	+21.8%	Rapidly Growing
Restaurant Operation	9,545	4%	3,497	1%	+28.0%	Rapidly Growing
Project Management	9,273	4%	27,912	7%	+19.8%	Rapidly Growing
Selling Techniques	8,580	4%	6,780	2%	-1.2%	Lagging
Effective Communication	7,429	3%	616	0%	0.0%	
Accounting	7,393	3%	11,466	3%	+24.0%	Rapidly Growing
Nursing Care	7,093	3%	0	0%	+19.1%	Growing

- (2) An analysis of the knowledge and skills, including credentials and licenses, needed to meet the employment needs of the employers in the local area, including employment needs in in- demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in Region 27 is projected to grow 1.5% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.8% per year, those requiring a bachelor's degree are forecast to grow 1.8% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.7% per year.

Annual Average Projected Job Growth by Education Levels

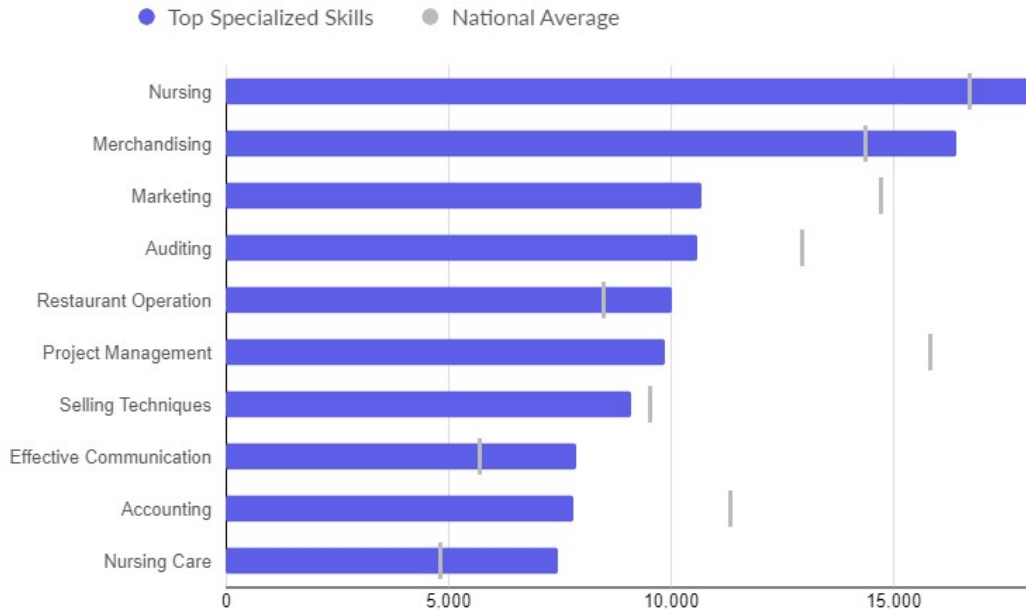


Source: JobsEQ®
Data as of 2024Q1

Employment by occupation data are estimates as of 2024Q1. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

In-Demand Skills

Nursing and Merchandising are the top specialized skills in-demand for Region 27 which also outpaces the national average. Other in-demand skills that local demand exceeds national average are restaurant operation, effective communication, and nursing care.



(3) An analysis of the workforce in the regional area, including **current labor force employment and unemployment data**, information on labor market trends, the educational and skill levels of the workforce, including individuals with barriers to employment and current skill gaps (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

Demographic Profile

The population in Region 27 was 1,286,758 per American Community Survey data for 2018-2022.

The region has a civilian labor force of 591,701 with a participation rate of 54.6%. Of individuals 25 to 64 in the Region 27, 30.4% have a bachelor's degree or higher which compares with 35.8% in the nation.

The median household income in Region 27 is \$67,487 and the median house value is \$268,188.

Demographic Profile per American Community Survey data for 2018-2022 ¹						
	Percent			Value		
	Region 27	Florida	USA	Region 27	Florida	USA
Demographics						
Population (ACS)	—	—	—	1,286,758	21,634,529	331,097,593
Male	49.1%	49.2%	49.6%	631,783	10,646,786	164,200,298
Female	50.9%	50.8%	50.4%	654,975	10,987,743	166,897,295
Median Age ²	—	—	—	47.3	42.4	38.5
Under 18 Years	17.7%	19.6%	22.1%	227,227	4,235,429	73,213,705
18 to 24 Years	7.6%	8.4%	9.4%	98,119	1,819,253	31,282,896
25 to 34 Years	11.2%	12.7%	13.7%	144,262	2,753,398	45,388,153

Demographic Profile per American Community Survey data for 2018-2022 ¹						
	Percent			Value		
	Region 27	Florida	USA	Region 27	Florida	USA
35 to 44 Years	10.8%	12.3%	12.9%	138,456	2,669,044	42,810,359
45 to 54 Years	11.9%	12.6%	12.4%	153,715	2,716,771	41,087,357
55 to 64 Years	15.8%	13.5%	12.9%	203,233	2,919,987	42,577,475
65 to 74 Years	14.0%	11.5%	9.7%	179,679	2,485,311	32,260,679
75 Years and Over	11.0%	9.4%	6.8%	142,067	2,035,336	22,476,969
Race: White	76.0%	63.8%	65.9%	978,570	13,807,410	218,123,424
Race: Black or African American	10.2%	15.5%	12.5%	130,846	3,355,708	41,288,572
Race: American Indian and Alaska Native	0.2%	0.3%	0.8%	2,913	59,197	2,786,431
Race: Asian	2.2%	2.8%	5.8%	27,767	609,990	19,112,979
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%	727	13,200	624,863
Race: Some Other Race	4.6%	4.8%	6.0%	59,411	1,045,557	20,018,544
Race: Two or More Races	6.7%	12.7%	8.8%	86,524	2,743,467	29,142,780
Hispanic or Latino (of any race)	13.2%	26.5%	18.7%	169,942	5,738,283	61,755,866
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	1,365,775	22,610,726	334,914,895
Population Annual Average Growth ⁴	1.7%	1.5%	0.6%	21,475	305,905	1,885,495
People per Square Mile ⁴	—	—	—	524.8	421.4	94.8
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	54.6%	59.2%	63.3%	591,701	10,555,633	167,857,207
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	81.4%	82.3%	82.8%	353,326	6,658,319	106,380,520
Armed Forces Labor Force	0.3%	0.4%	0.5%	3,148	74,060	1,236,378
Veterans, Age 18-64	7.9%	5.1%	4.3%	57,993	647,586	8,636,019
Veterans Labor Force Participation Rate and Size, Age 18-64	71.4%	75.1%	77.1%	41,388	486,152	6,656,238
Median Household Income ²	—	—	—	\$67,487	\$67,917	\$75,149
Per Capita Income	—	—	—	\$38,083	\$38,850	\$41,261
Mean Commute Time (minutes)	—	—	—	26.3	27.9	26.7
Commute via Public Transportation	0.6%	1.3%	3.8%	3,509	128,338	5,945,723
Educational Attainment, Age 25-64						
No High School Diploma	7.1%	10.0%	10.1%	45,671	1,100,916	17,373,867
High School Graduate	27.5%	26.9%	25.1%	176,182	2,978,879	43,176,248

Demographic Profile per American Community Survey data for 2018-2022 ¹						
	Percent			Value		
	Region 27	Florida	USA	Region 27	Florida	USA
Some College, No Degree	21.6%	19.0%	19.7%	137,915	2,104,160	33,916,989
Associate's Degree	13.4%	11.0%	9.2%	85,716	1,216,834	15,886,884
Bachelor's Degree	20.0%	21.5%	22.4%	128,017	2,377,784	38,451,123
Postgraduate Degree	10.3%	11.6%	13.4%	66,165	1,280,627	23,058,233
Housing						
Total Housing Units	—	—	—	620,475	9,915,957	140,943,613
Median House Value (of owner-occupied units) ^{2,5}	—	—	—	\$268,188	\$292,200	\$281,900
Homeowner Vacancy	1.5%	1.6%	1.1%	5,877	93,980	931,393
Rental Vacancy	7.9%	7.6%	5.5%	11,489	231,707	2,623,236
Renter-Occupied Housing Units (% of Occupied Units)	25.1%	33.1%	35.2%	132,305	2,767,517	44,238,593
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.0%	6.0%	8.3%	26,305	497,702	10,474,870
Social						
Poverty Level (of all people)	11.0%	12.9%	12.5%	138,637	2,725,633	40,521,584
Households Receiving Food Stamps/SNAP	10.9%	13.0%	11.5%	57,602	1,084,253	14,486,880
Enrolled in Grade 12 (% of total population)	1.2%	1.2%	1.4%	14,986	264,656	4,476,703
Disconnected Youth ³	1.9%	2.6%	2.5%	1,074	25,933	430,795
Children in Single Parent Families (% of all children)	36.2%	38.3%	34.0%	77,441	1,533,240	23,568,955
Uninsured	10.8%	12.3%	8.7%	137,609	2,620,725	28,315,092
With a Disability, Age 18-64	13.0%	10.0%	10.5%	94,767	1,265,090	20,879,820
With a Disability, Age 18-64, Labor Force Participation Rate and Size	42.9%	43.4%	45.5%	40,655	549,199	9,492,098
Foreign Born	9.1%	21.1%	13.7%	117,167	4,574,432	45,281,071
Speak English Less Than Very Well (population 5 yrs and over)	3.8%	11.9%	8.2%	46,695	2,436,852	25,704,846

Source: [JobsEQ®](#)

1. American Community Survey 2018-2022, unless noted otherwise

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

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

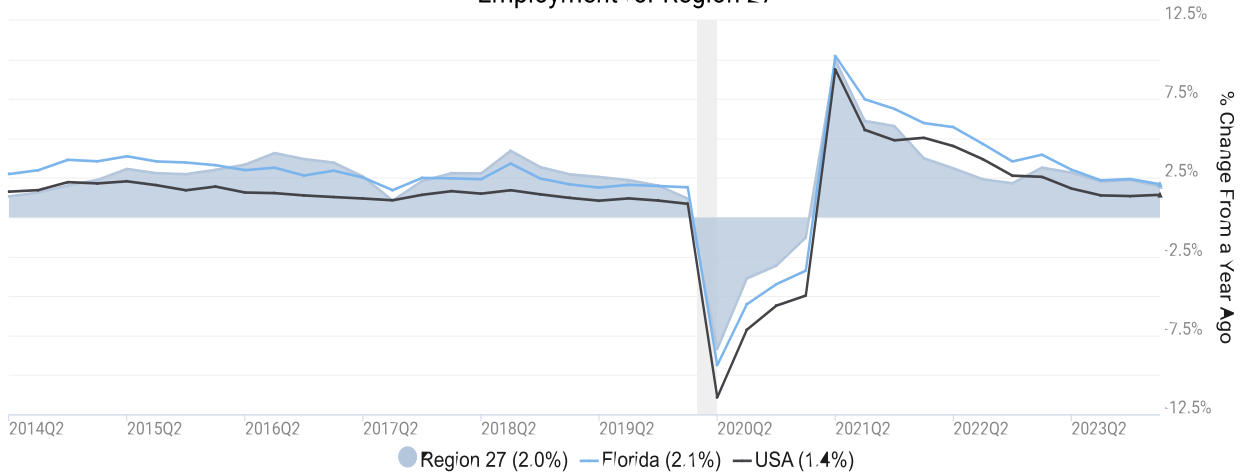
4. Census Population Estimate for 2023, annual average growth rate since 2013. Post-2019 data for Connecticut counties are imputed by Chmura.

5. The Census's method for calculating median house values changed with the 2022 data set, so pre-2022 values are not directly comparable with later data.

Employment Trends

As of 2024Q1, total employment for Region 27 was 498,980 (based on a four-quarter moving average). Over the year ending 2024Q1, employment increased 2.0% in the region.

Employment for Region 27

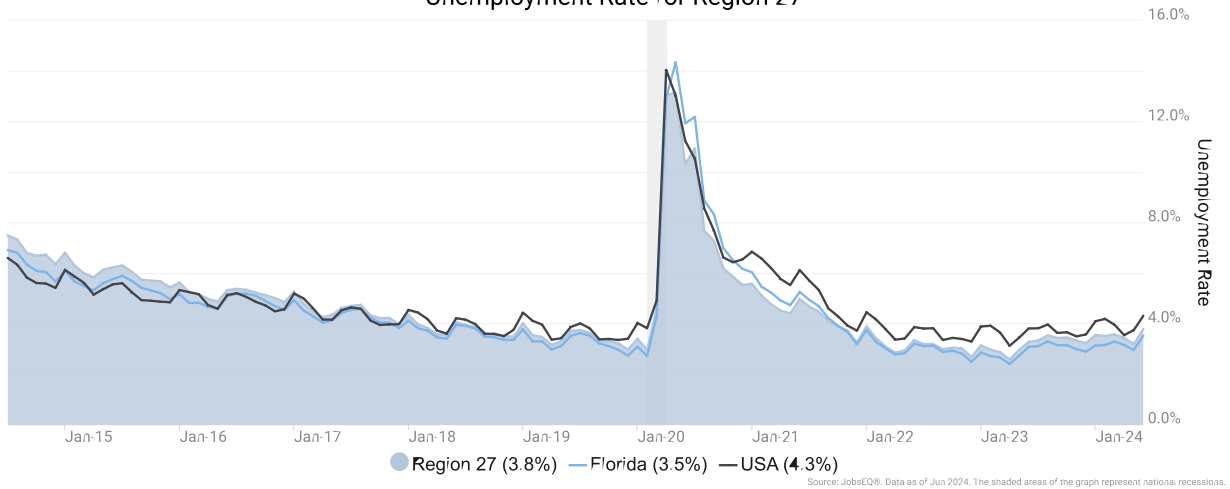


Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2023Q4 with preliminary estimates updated to 2024Q1.

Unemployment Rate

The unemployment rate for Region 27 was 3.8% as of June 2024. The regional unemployment rate was lower than the national rate of 4.3%. One year earlier, in June 2023, the unemployment rate in Region 27 was 3.3%.

Unemployment Rate for Region 27



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through June 2024.

Population Characteristics

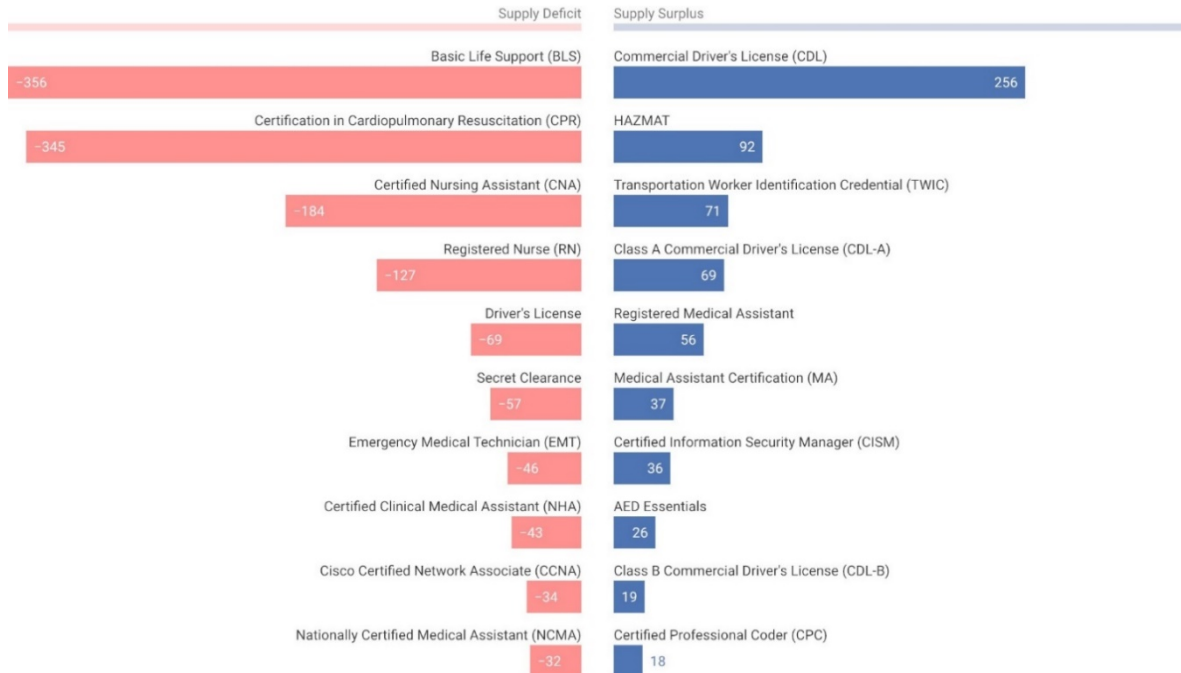
Population Characteristics indicate that Region 27 exceeds the national average for both retiree and veteran populations. Region 27's average millennial population is smaller than the national average. The retiree and millennial characteristics are evident within the local workforce system, as employers are struggling to fill the talent pipeline for those positions that will be vacated due to retirement. The pandemic only exacerbated this struggle as many individuals decided to retire early after health concerns, safety risks and personal choices.



Certification Skills Gaps

Certification Skill Gaps analysis for Region 27 shows CDL as the highest supply surplus of certifications as well as other transportation/logistics industry certifications being listed in the top 10. Meanwhile, healthcare certifications populate the majority of the top 10 certifications in deficit, with Basic Life Support and CPR at the top.

Skill Gaps
Total - All Occupations, Region 27

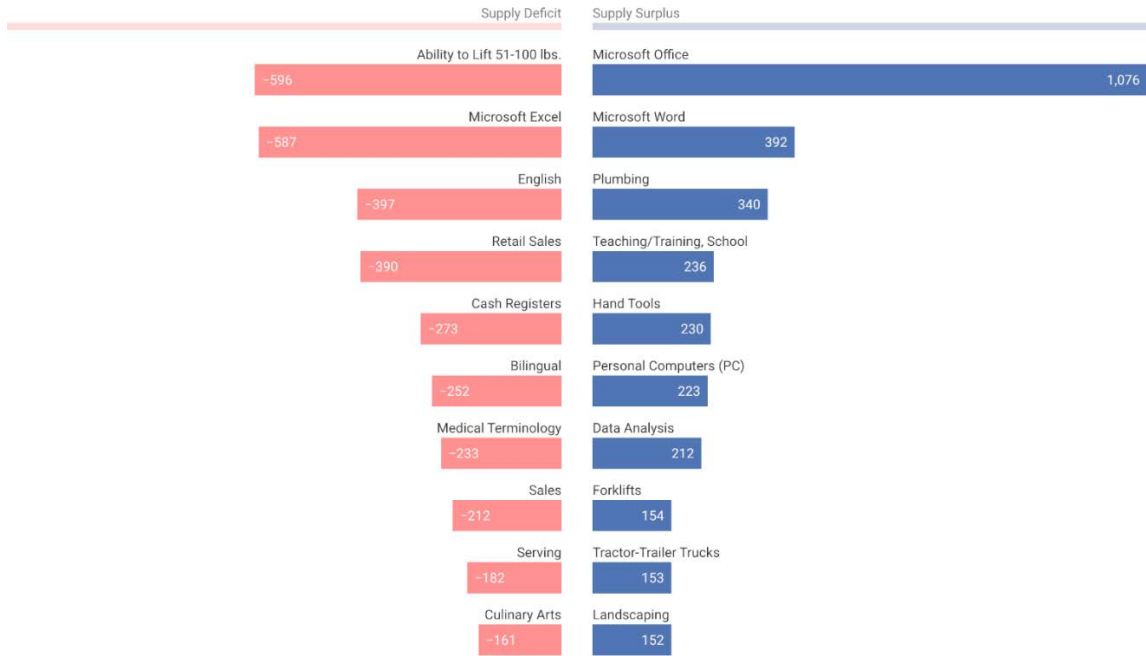


Source: JobsEQ®
Data as of 2024Q1; openings and candidate sample compiled in July 2022

Hard Skills Gaps

A hard skills gap analysis shows Microsoft Office and Word having the highest surplus while Excel and the ability to lift 51-100lbs have the highest deficit.

Skill Gaps
Total - All Occupations, Region 27

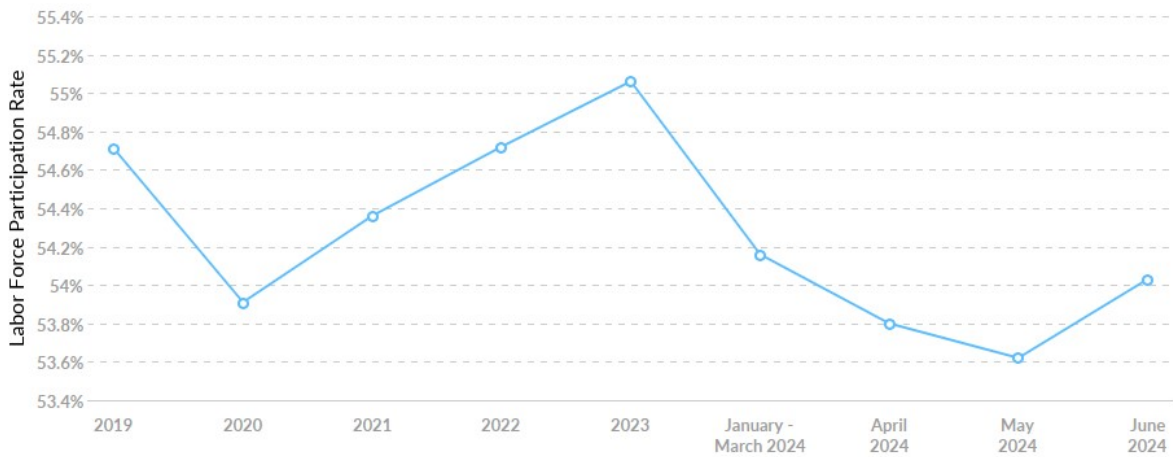


Source: JobsEQ®
Data as of 2024Q1; openings and candidate sample compiled in July 2022

Labor Force Participation

Region 27’s labor force participation rate has been decreasing this past year (2024), with a slight increase in the recent June release. Levels dropped to levels at or lower than the COVID time period.

Labor Force Participation Rate Trends



- (4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the **capacity to provide** workforce development activities to

address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).

CareerSource Brevard Flagler Volusia (CSBFV) offers a comprehensive range of workforce development activities that cater to both businesses and individuals. The services provided to job seekers include educational scholarships, vocational training, career exploration, employability skills development, networking events, and recruitment opportunities. The career centers deliver key programs such as WIOA (Adult, Dislocated Worker, and Youth), WTP (TANF), Veterans Services, SNAP, Ticket to Work – Disability Navigator, and RESEA. For businesses, CSBFV facilitates job fairs, offers labor market insights, and hosts seminars that address industry needs.

CSBFV's greatest strength lies in its ability to deliver demand-driven training and services aligned with the needs of local employers. The region's workforce benefits from diverse offerings, including technical training that enhances computer literacy, which is critical across all industries as technology rapidly evolves. Additionally, the ability to provide tailored services, including job postings, workshops, and business seminars, helps bridge the gap between job seekers and employers, facilitating better matches between skills and job requirements.

CSBFV's commitment to enhancing the skill sets of its workforce ensures that individuals are prepared to meet the challenges of an ever-changing economy. By fostering continuous skill development and offering a wide variety of career services, CSBFV empowers job seekers to confidently navigate a competitive labor market. Further, CSBFV's focus on collaboration with employers, post-secondary institutions, and job seekers ensures that emerging job opportunities are communicated effectively, allowing workers to pursue meaningful career pathways.

A challenge in our region is the ongoing need for advanced technological skills among the unemployed and underemployed. The rapid pace of technological change creates skill gaps, particularly in areas requiring digital fluency. While CSBFV offers ongoing training, there remains a persistent demand for higher-level computer skills, which may require additional resources and expanded partnerships with local educational institutions to ensure comprehensive support.

CSBFV has a solid infrastructure to provide workforce development activities and address the education and skill needs of the local workforce, including individuals with barriers to employment. The availability of WIOA programs, scholarships, and a variety of supportive services ensures that individuals with varying needs, including veterans, disabled individuals, and those transitioning from welfare, can access pathways to employment.

Moreover, the ongoing monitoring of workforce services guarantees that the region's workforce development activities remain responsive to both job seeker and employer demands, allowing for dynamic adjustments that reflect economic and technological shifts.

Overall, CSBFV's strategic approach to workforce development positions it well to meet the future needs of the region, though additional emphasis on closing the digital skills gap will be vital in maintaining a competitive workforce.

LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global

economy. Local strategies must prioritize employment, emphasize education and training, and ensure

LWDBs are responsive to Florida employers' demand for qualified workforce talent.

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

CareerSource Brevard Flagler Volusia's (CSBFV) strategic vision is to support the development of strong, vibrant local and regional economies where businesses thrive, and people are motivated to live and work. This vision is achieved by providing workforce development services that prepare an educated and skilled workforce, including youth and individuals with barriers to employment. CSBFV continually reviews its performance reporting systems to ensure alignment with the primary indicators of performance outlined in WIOA § 116(b)(2)(A) and 20 CFR 679.560(a)(5), focusing on employment rates, earnings, credential attainment, and skill gains.

The strategic plan is developed with a long-term perspective and regularly updated to adapt to changing needs, ensuring CareerSource Brevard Flagler Volusia remains at the forefront of innovative, high-quality service delivery for both businesses and job seekers. To align with regional economic growth and self-sufficiency goals, a committee structure is utilized to nurture and develop strategic objectives that support both mandated performance measures and local performance targets. There are four committees overseeing the achievement of CareerSource Brevard Flagler Volusia's strategic vision, each focused on specific aspects of the business with designated goals and strategies. Further details about these committees and their roles in achieving our goals are outlined below.

The Executive Committee

The Executive Committee oversees the overall management of board activities to ensure alignment with the board's vision and mission. Its primary goal is to provide executive oversight and governance for CSBFV. This is achieved through several key objectives:

- **Recruitment:** Identify and recommend new board members for approval by both the board and the county commission.
- **Terms Extension:** Recommend additional terms for existing board members for board and county commission approval.
- **Officer Nomination:** Nominate officers for board approval.
- **Training:** Facilitate training for board members and staff.
- **Bylaw Oversight:** Conduct reviews of bylaws and make recommendations to the board.
- **Committee Oversight:** Provide oversight for all committee activities.

The Finance Committee

The Finance Committee assists the Board in fulfilling its responsibilities related to financial oversight, reporting, budgeting, and controls, with a focus on maintaining fiscal health and accountability with government funds. Its main goal is to ensure compliance with financial standards for a non-profit board. This is achieved through the following objectives:

- **Audit Oversight:** Ensure that the audit selection process meets state and federal standards, understand audit reports, and address any findings.

- **Monitoring Review:** Review measurable results from monitoring activities.
- **Financial Oversight:** Examine finance and budgeting reports to oversee the organization's financial affairs.
- **Policy Review:** Assess financial policies and procedures.
- **Conflict of Interest:** Review and address conflict of interest issues for board members and staff.

The Industry Workforce Committee

The Industry Workforce Committee focuses on developing talent pipelines and career pathways in high-demand industries. Its main goal is to identify and address the current and future workforce needs of the business community. This is achieved through the following objectives:

- **Sector Strategies:** Implement and sustain sector strategies in key industries.
- **Industry Support:** Support additional key industries through targeted sector work.
- **Business Education:** Educate the business community on the value of CareerSource Brevard Flagler Volusia's services and the local talent pool.

The Career Center Committee

The Career Center Committee is dedicated to achieving successful outcomes for both employers and career seekers. Its primary goal is to establish a career center model that stands out as a top choice for career seekers and businesses across Brevard, Flagler, and Volusia counties. To accomplish this, the Committee focuses on delivering high-quality workforce products and services through the following objectives:

- **Service Quality:** Provide top-quality services to career seekers to meet business talent needs.
- **Talent Attraction:** Expand the labor pool by reaching out to and attracting hidden talent.
- **Data Utilization:** Maintain a data-driven environment to measure the success of CSBFV's services.
- **Business Services:** Deliver high-quality services to businesses to fulfill their workforce needs.

(2) Taking into account the analyses described in (1) through (4) in **Section B. Analysis of Need and Available Resources** above, **describe the local area's strategy to work with entities that carry out the core programs and combined state plan partner programs** to align resources available to the local area, to achieve the strategic vision and goals described in number (1) above (20 CFR 679.560(a)(6)).

CareerSource Brevard Flagler Volusia (CSBFV) has a long-standing history of building strong partnerships with local businesses, educators, and other key partners. To achieve its strategic vision and goals, the local workforce development board (LWDB) coordinates closely with entities that carry out core programs and combined state plan partner programs to align available resources effectively. By sharing information, core program representatives develop a deeper understanding of each other's services, ensuring a seamless continuum of service delivery for customers while reducing duplication. This LWDB continues to align its programs and ensure business and individual customers are aware of the full array of available services. The ultimate objective is to help customers achieve self-sufficiency and become productive members of the workforce.

CSBFV strategically aligns its workforce development programs by ensuring that employment and training services provided by the core WIOA program entities are coordinated and

complementary. This alignment ensures that job seekers acquire the skills and credentials that meet local employers' needs. CSBFV has implemented several initiatives to accomplish this goal:

- **Collaborative Core Program Meetings:** Initial and periodic meetings with key staff from core programs foster discussions on how to best coordinate and complement service delivery, ensuring that job seekers gain the skills required by employers.
- **Employer Engagement and Strategic Meetings:** CSBFV hosts periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entity key staff have access to this plan and are invited to participate in these strategic meetings. Together, they work to determine what changes, if any, are necessary based on employer input, ensuring that services are responsive to the local labor market.
- **Gap Analyses:** Periodic gap analyses through surveys and discussions with employers identify short- and long-term skill needs in key industries. Core program staff review and act on the results to ensure training and services are aligned with employer demands.
- **Partner Training and Awareness:** Staff from all programs are invited to participate in CSBFV's "roadshows," which provide an opportunity to showcase programs and services at each career center. This interactive session enhances staff knowledge across programs, promoting seamless referrals and coordinated service delivery.
- **Co-Location of Services:** Partners such as Vocational Rehabilitation, Adult Education and Family Literacy, Division of Blind Services, Job Corps, Career & Technical Training Institutions, Community Services Block Grant (CSBG) programs, and Senior Community Service Employment Program (SCSEP), are co-located (on-site or via direct-linkage) in CSBFV's career centers to provide dual case management, direct client access, and wrap-around services. This co-location model streamlines service delivery and improves client outcomes.
- **Memoranda of Understanding and Infrastructure Funding Agreements:** CSBFV collaborates with core program entities and partners to develop, execute, and update MOUs and IFAs, ensuring that service delivery strategies, information sharing, performance outcomes, and cooperative outreach efforts to employers, workers and job seekers are effectively documented and implemented.
- **Integrated Information Systems:** Advocacy for an integrated information system at the state and local levels is ongoing, aimed at improving coordination and service delivery for joint customers through better data sharing and cross-program referrals.
- **Adult Education Partnerships:** CSBFV maintains a strong relationship with Adult Education to help students earn relevant industry-recognized certifications alongside their GEDs, further supporting their transition into the workforce.
- **Collaboration with CareerSource Florida to Achieve the Statewide Vision:** CSBFV actively aligns local strategies with CareerSource Florida's key statewide initiatives, including Hope Florida, support system improvements under the REACH Act, expansion of apprenticeship, rapid response and layoff aversion activities, and rural initiatives, with ongoing efforts to expand coordination on additional initiatives as they arise.

These strategies ensure that CSBFV's programs are aligned with the local economy's needs and provide comprehensive, coordinated services to job seekers and employers.

- (3) Describe the LWDB's strategies to work with core and combined partners to contribute to the following statewide goals:

(a) Increase local labor force participation.

To increase local labor force participation, CareerSource Brevard Flagler Volusia (CSBFV) is prioritizing outreach and engagement initiatives that specifically target underrepresented groups such as veterans, justice-involved individuals, individuals with disabilities, older workers, and those facing socioeconomic challenges. By collaborating closely with community organizations, CSBFV aims to create a network of resources that address the unique needs of these populations. This includes offering internal or external referrals as needed for tailored job readiness programs, skills training, and support services like transportation, childcare, and mental health assistance. Through these partnerships, CSBFV seeks to remove barriers to employment, enhance access to opportunities, and ensure that everyone has the tools and support necessary to participate in the workforce successfully. The goal is to foster an inclusive, vibrant local labor market that benefits both job seekers and employers.

(b) Ensure local jobseekers and employees aged 25-70 have a credential of value.

CareerSource Brevard Flagler Volusia (CSBFV) works to ensure that local jobseekers and employees aged 25-70 obtain a credential of value by providing access to training programs through Individual Training Accounts (ITAs) that lead to quality, industry-recognized credentials and occupational licenses in areas such as healthcare and information technology. In alignment with our sector strategy, CSBFV develops training programs that meet the specific needs of regional employers in partnership with industry leaders and local educational providers. This collaborative approach ensures that the training offered is relevant to the demands of the local labor market, equipping jobseekers with the skills and credentials needed to succeed in high-demand occupations.

(c) Median wages greater to or equal to 75% of the median hourly wage in Florida.

CareerSource Brevard Flagler Volusia (CSBFV) focuses on training in high-skill, high-wage fields to help individuals achieve median wages greater than or equal to 75% of the median hourly wage in Florida. Career ladders are critical to this strategy, allowing working Floridians to continue working while pursuing opportunities to return to school, increase their skills, and consequently raise their wages. By collaborating with core and combined partners, CSBFV provides access to training programs and workshops designed to equip jobseekers with the skills needed to secure and maintain jobs that offer competitive wages. These workshops focus on job search techniques, employment skills, and career development, helping individuals navigate the labor market and advance in their careers. Through these efforts, CSBFV ensures that individuals are prepared for opportunities in high-demand industries, fostering upward mobility and wage growth.

(d) Increase the second quarter after exit employment rate by 10% for each of the following populations:

- a. Individuals 55 years and older: CareerSource Brevard Flagler Volusia (CSBFV) works with core and combined partners to increase the second quarter after exit employment rate for individuals aged 55 and older through targeted programs such as the Back to Work 50+ initiative. This program is specifically designed to support older workers by providing strategies to secure and maintain employment. It offers career readiness training, personalized career coaching, and assistance in navigating the job

market within their chosen fields.

b. Youth: CareerSource Brevard Flagler Volusia (CSBFV) designs its Next Gen program to help increase the second quarter after exit employment rates for young adults. The program focuses on barrier mitigation and career exploration as key steps to achieving this goal. Upon entry, young adults receive personalized employment plans, with program staff working closely to address any hurdles and guide them toward successful employment. The Next Gen program is structured to ensure that customers are actively engaged in training, career development, and job placement, with a strong emphasis on aligning employment opportunities with their interests to increase job satisfaction and retention.

c. Individuals receiving SNAP and TANF benefits: CSBFV is committed to supporting individuals receiving SNAP and TANF benefits through a comprehensive approach that addresses employment barriers and promotes long-term success. Job matching services are enhanced by utilizing the CLIFF Tool and other assessments to identify and address these barriers. Career Advisors play a critical role in guiding individuals through the process, ensuring alignment between their skills and available opportunities.

Key strategies include:

1. Assigning appropriate workshops to enhance participants' skills,
2. Seeking training opportunities in areas that match participants' interests,
3. Collaborating with business services to find where participants' skills best meet employers' needs,
4. Using support services to help customers overcome barriers to employment,
5. Engaging participants to discuss their job applications, any interviews they may have, and showing them open jobs in Employ Florida that align with their skills and aspirations,
6. Sending an exit survey to all SNAP and TANF participants at program closure to gather feedback and improve services,
7. Providing a Career Services flyer to participants exiting the program, ensuring they have ongoing access to resources for continued success.

This well-rounded approach, in close partnership with core and combined partners, contributes meaningfully to the statewide goal of supporting individuals receiving SNAP and TANF benefits and aims to increase the second quarter after exit employment rate for these participants.

d. Individuals without a high school diploma or speakers of other languages: CSBFV, in collaboration with our adult education partner, recognizes the importance of providing both career skills and educational support for individuals without a high school diploma or those who are speakers of other languages. By integrating career development with education, CSBFV ensures participants work toward their diploma while gaining workforce skills.

Programs like our Earn and Learn summer employment initiative offer pre-employment training and case management to high school students from low-income households. These efforts contribute directly to the statewide goal of increasing the second quarter after exit employment rate for individuals without a high school diploma or speakers of other languages.

e. Individuals with disabilities: CSBFV focuses on accurately assessing the needs of individuals with disabilities and providing access to scholarship funding for upskilling, leading to credentials in demand occupations. Efforts include matching individuals with disabilities to employers who are nurturing and inclusive, while collaborating with employer partners to ensure appropriate accommodations are provided as needed. Additionally, CSBFV offers information on tax credits and other incentives, such as the Work Opportunity Tax Credit (WOTC) and On-the-Job Training (OJT) dollars, to encourage employers to hire and retain individuals with disabilities.

Equally important is partnering with organizations such as Vocational Rehabilitation and the Florida Division of Blind Services, which play a key role in supporting individuals with disabilities. CSBFV also administers the Ticket to Work program, which provides further employment support to this population.

As it pertains to job retention, CSBFV staff conducts follow-up with participants of funded workforce development programs at least quarterly after case closure/exit to offer additional support for job retention and explore opportunities for upward mobility. These combined efforts contribute to the statewide goal of increasing the second quarter after exit employment rate for individuals with disabilities.

(e) Increase total newly registered apprentices annually.

To increase the number of new apprentices each year, CareerSource Brevard Flagler Volusia (CSBFV) will employ a multi-faceted strategy that includes targeted promotion, direct outreach, and efforts to engage underrepresented populations. Apprenticeship programs will be promoted through the distribution of flyers to job seekers, ensuring widespread awareness of opportunities. Additionally, employers and program sponsors will be invited to participate in job fairs, where they can actively recruit apprentices, providing a direct link between potential candidates and available programs. The Apprenticeship Training Representative (ATR) from the Florida Department of Education will also be invited to have a table at these events, enabling recruitment for all apprenticeship programs within the region. Targeted outreach efforts will be used to reach underrepresented populations, educating them on the benefits of apprenticeship and the available opportunities in the local area.

CSBFV will also work closely with public school systems to encourage students to register as apprentices. Our apprenticeship navigator plays a key role in educating board and center staff on registered apprenticeships, enhancing their ability to communicate the advantages of these programs to both employers and job seekers. Additionally, the navigator provides in-house training to CSBFV staff to educate and promote registered apprenticeship opportunities. In turn, center staff assess job seekers and promote apprenticeships as an important training and employment solution. These comprehensive efforts will create clear pathways from education to apprenticeship, expand access, and increase participation in both new and existing programs.

(f) Increase registered apprenticeship programs.

CareerSource Brevard Flagler Volusia (CSBFV) actively supports the expansion and development of registered apprenticeship programs. CSBFV has a dedicated

Apprenticeship Navigator, who collaborates closely with businesses, community partners and the Florida Department of Education's Apprenticeship Training Representative (ATR) to educate all stakeholders on how to build their own registered apprenticeship programs by becoming a sponsor or joining existing programs as participating employers. For those interested in becoming a registered apprenticeship sponsor and creating their own program, our Apprenticeship Navigator helps guide them through the entire process from start to finish with their ATR, acting as a liaison to help the process continue moving forward, and helping the business understand how they can access WIOA training funds and other funding streams to help support their apprentices.

The CSBFV Apprenticeship Navigator also educates businesses and community stakeholders through presentations, webinars and trainings on the benefits of registered apprenticeship as a long-term training solution for their organizations, and an investment to help with talent pipeline development and retention. Our navigator regularly conducts presentations at local chamber events, trade associations, statewide workforce training conferences, and national webinars, to educate business and community partners about apprenticeship. These presentations range from an introduction to apprenticeships and how to connect with resources in the community, to educating on how WIOA funds can be utilized to support work-based training. Additionally, with one of our consolidating workforce boards being a registered apprenticeship sponsor and having had experience administering a Career Development Technician registered apprenticeship program, CSBFV will use this experience as a prime example of how a small business who may not have a large human resource department, can still successfully sponsor and manage their own tailored registered apprenticeship programs in-house.

By utilizing labor market data, our Apprenticeship Navigator helps ensure that programs are built or expanded to meet the needs of in-demand industries and growing occupations. Alignment of these programs are imperative to the regional economic ecosystem for sustainability and ability to adapt and grow as trends shift. Through employer engagement, community outreach and dedicated support, CSBFV continues to drive growth in registered apprentices and apprenticeship programs.

(g) Increase registered pre-apprenticeship programs.

CareerSource Brevard Flagler Volusia (CSBFV) employs multiple strategies to collaborate with core and combined partners to support the statewide goal of increasing registered pre-apprenticeship programs. By partnering with local schools, technical colleges, and community organizations, CSBFV focuses on raising awareness about the advantages of registered pre-apprenticeships, which serve as critical pipelines into high-demand, family-sustaining careers.

CSBFV aims to educate young adults, individuals with barriers, and career changers on the importance of pre-apprenticeships as a steppingstone toward formal apprenticeship opportunities. Through active participation in advisory committees and boards alongside education providers and community-based organizations, CSBFV ensures that it is fostering the necessary connections to promote pre-apprenticeship programs. By making these opportunities accessible to a wide range of individuals, CSBFV prepares participants for success in both registered apprenticeship programs and the broader workforce, contributing directly to the statewide goal.

(h) Increase percentage of 12th grade secondary career and technical education

enrollment.

The partnership between CareerSource Brevard Flagler Volusia (CSBFV) and Continuing Technical Education (CTE) focuses on increasing 12th-grade secondary career and technical education enrollment by creating a pipeline of students transitioning to college and trade schools to earn industry-recognized credentials. CSBFV provides comprehensive career planning support, including career and skill assessments, career pathway guidance, and career readiness training with a focus on essential soft skills. This enables students to secure work-based training opportunities or direct employment upon completing their vocational education. These efforts contribute to the statewide goal of increasing the percentage of 12th-grade students enrolled in secondary career and technical education programs.

- (i) Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials that directly support the sector.

CareerSource Brevard Flagler Volusia (CSBFV) contributes to building a talent pipeline for targeted new and emerging industries by focusing on labor market information specific to the consolidated Region 27 and key industries identified by the previous workforce boards, including the Aerospace, Healthcare, Construction, Manufacturing, Information Technology, Hospitality, and the Business & Professional sectors. CSBFV uses a sector strategy approach to identify talent pipeline needs and conducts quarterly Education & Industry Consortium to gain first-hand knowledge of the emerging needs of industries. The Education & Industry Consortium reports are made available quarterly to the CSBFV Board of Directors to help identify these sectors.

CSBFV is committed to forming regional partnerships with employers, educators, workforce development partners, and community stakeholders to create customized solutions for the workforce needs of these industries. This proven approach addresses the needs of workers seeking high-paying jobs and employers needing skilled labor, ensuring that individuals earn credentials that directly support these sectors.

⁵ The state's criteria for youth service provider selection is outlined in [CareerSource Florida Administrative Policy 120 – Youth Service Provider Selection](#).

DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as core and combined state plan partners (described in Introduction Section C, above) including, but not limited to TANF, SNAP Employment and Training (E&T), JVSG, SCSEP, CSBG programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

- (1) Workforce Development System Description:** Describe the local workforce development

system, including:

(a) All the programs included in the system; and

CareerSource Brevard Flagler Volusia (CSBFV) operates as a comprehensive workforce development system across three counties, with career centers located in Palm Coast, Daytona Beach, Orange City, Titusville, Melbourne and Palm Bay. Its mission is to meet the regional workforce needs by enhancing access to employment, training, and support services, particularly for individuals facing barriers to employment. CSBFV integrates workforce development with regional economic strategies, ensuring that local, regional, and state employers have access to a high-quality workforce.

CareerSource Brevard Flagler Volusia's workforce development system encompasses a range of core programs, including:

- **WIOA Programs:** Adult, Dislocated Worker, and Youth services
- **Labor Exchange Services: Provided under Wagner-Peyser staff**
- **Veteran's Employment Program:**
- **Trade Adjustment Assistance (TAA)**
- **TANF Programs:** Authorized under Social Security Act Title IV, Part A
- **Reemployment Services and Eligibility Assessment Program (RESEA):** Employment services local navigation assistance for FloridaCommerce's state Unemployment Compensation program
- **Title IV Services: Department of Vocational Rehabilitation**
- **Offender Reentry Services:** Ex-offender Re-entry program
- **Department of Juvenile Justice Services**
- **Senior Community Service Employment Program**
- **Adult Education and Literacy Programs: 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
- **County Community Action Team**
- **Division of Blind Services**
- **Multiple Housing Agency Authorities:** As applicable
- **Supplemental Nutrition Assistance Program (SNAP):** Employment and Training program
- **Welfare Transition Program (WTP):** TANF programs authorized under Social Security Act Title IV, Part A
- **Community-Based Job Funding Grants**
- **SSA Employment Network and Ticket to Work Program:** With Board assistance

(b) How the LWDB supports the strategy identified in the state plan under **20 CFR 676.105** and [Chapter 445.003, F.S.](#). **How does local plan fit into this strategy?**

CareerSource Brevard Flagler Volusia (CSBFV) aligns with the state workforce development strategy under 20 CFR 676.105 and Chapter 445.003, F.S., by integrating core programs and promoting effective service delivery to meet regional workforce needs. This approach helps minimize duplication and confusion among employers and job seekers while ensuring comprehensive support. CSBFV coordinates core programs such as Adult Education, Career and Technical Education (CTE), Division of Blind Services, and Vocational Rehabilitation, ensuring these are represented in long-range planning and aligned with

WIOA mandates. By analyzing employment trends, labor market needs, and workforce skill levels, the organization tailors its local strategy to address state-identified skill gaps and enhance workforce participation.

Services are made accessible through one-stop centers and “Mini Career Links” (MCLs), providing either physical access or a direct referral system for comprehensive service delivery. Collaborations with education and training providers, including those funded under Perkins V, ensure a seamless transition from education to career readiness and employment, aligning local efforts with state objectives. CSBFV continuously updates its strategies to reflect changes in program requirements and performance measures, maintaining alignment with state workforce development goals. Through these initiatives, it supports the state’s strategy by creating a coordinated, efficient, and accessible workforce development system that meets the needs of both job seekers and employers.

(c) How the LWDB works with entities carrying out core and combined programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).

CareerSource Brevard Flagler Volusia (CSBFV) collaborates closely with local education providers to ensure alignment with the workforce development programs. These partnerships focus on creating educational credentials that are directly valued by businesses, enhancing the relevance and effectiveness of training programs.

CSBFV had been proactive in assisting school districts and state colleges in gathering business intelligence to identify the credentials that meet industry needs prior to Perkins V requirements being introduced. This led to a smooth transition when working with local educational providers who receive Perkins V funding to conduct their Comprehensive Needs Assessment. Through initiatives like the bi-annual Alliance4 industry interchange, CSBFV offers a platform where education partners can engage directly with businesses, gaining insights into the workforce demands and sharing educational opportunities available in both secondary and post-secondary settings.

To further support state colleges, CSBFV participates in various advisory groups, such as Daytona State College’s Adult Learning College/Community Advisory Group and the Entrepreneurial Mindset Opportunity (EMO) Initiative group. These collaborations are designed to keep educational programs aligned with the skills and knowledge required by employers.

Additionally, there is a strong history of partnership, coordination, and referrals between CSBFV and Adult Education in the region. This extends to entities involved in Carl D. Perkins Career and Technical Education programs. Routine referrals are made between core programs to ensure that individuals benefit from the full spectrum of available services, facilitating a natural progression from adult education to postsecondary technical education, leading to career readiness and employment. Through these efforts, CSBFV ensures that workforce development strategies are effectively aligned and responsive to both educational and industry needs.

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

- (a) 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) and 20 CFR 679.560(6)). **Services and activities available**

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 Flagler Volusia 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 Flagler Volusia staff the flexibility to target services to the needs of the customer.

Basic Career Services

Basic career services also considered as "front end" basic services to job seekers will be available to all individuals seeking services in the CareerSource Brevard Flagler Volusia one-stop delivery system as needed, and include:

- Determinations of whether the individual is eligible to receive assistance from the WIOA adult, dislocated worker, or youth programs;
- Outreach, intake, and orientation to information and other services such as Re-Employment Services and Eligibility Assessment Program (RESEA), available through the local workforce system;
- Initial assessment of skill levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including job search, placement assistance, pre-employment workshops such as resume writing & interview skills and when needed by an individual, career advising, including the provisions of information on nontraditional employment and in-demand industry sectors and occupations ; and
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and when appropriate, other workforce development programs;
- Provisions of workforce and labor market employment statistics information, including

information relating to local, regional, and national labor market areas;

- Provisions of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information regarding the availability of support services or assistance, and appropriate referrals to those services and assistance internally and/or through other community partner programs;
- Provision of information and assistance regarding filing Reemployment claims for unemployment compensation;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

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 Flagler Volusia 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.

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:

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

- 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.

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. Customers closed without employment due to no longer being in the labor market, or who refused to provide employment information, are, by their actions, declining all follow up services.

Basic Skills Deficient

Staff will determine when individuals are unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the family or in society. Staff observation of English limitations documented in case notes in the primary method of documenting this basic skills deficient category. Computer literacy is necessary to function in society, and a lack of that can be shown through needing assistance to complete computer-related applications or other tasks. Locally, basic skills deficient can be defined as:

- Reading, math or language comprehension below 9th grade.
- Math computation to include word problems at or below 9th grade.
- Complete basic computer literacy through online assessment, or as evidenced by inability to complete online applications or tasks, or inability to use Microsoft Office products.
- Communicate in English via everyday conversation/interaction. May include grammar usage.

- (b)** Provide a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. 20 CFR 679.560(b)(21) **Priority of service description**

CareerSource Brevard Flagler Volusia (CSBFV) follows the CSBFV Priority of Service Policy Number: PLN 09-02, which outlines the procedures for ensuring priority access to individualized career and training services for veterans, recipients of public assistance, low-income individuals, and individuals who are basic skills deficient under the WIOA Adult program. This policy ensures that priority is given to these groups regardless of the availability of funds.

The priority of service levels, as outlined in Policy Number: PLN 09-02, are structured as

follows:

1. **Veterans and/or eligible spouses who are public assistance recipients and/or low-income adults** and/or basic skills deficient. These individuals are given the highest level of priority.
2. **Non-veterans who are public assistance recipients and/or low-income individuals** and/or basic skills deficient who meet existing program eligibility requirements.
3. **Veterans and/or eligible spouses** who meet general program eligibility requirements.
4. **Non-veterans** who meet general program eligibility requirements without being categorized as public assistance recipients, low-income individuals, or basic skills deficient.

Priority is determined at the time of program eligibility and applies to a wide range of services offered through the WIOA Adult program. These services include On-the-Job Training (OJT), Adult Work Experience, Transitional Jobs, Customized Training, and Individual Training Accounts (ITA), ensuring that veterans, recipients of public assistance, low-income individuals, and individuals with basic skills deficiencies are given the support they need to enhance their employability and secure meaningful employment.

By adhering to this structured priority of service approach, CSBFV ensures that veterans, economically disadvantaged individuals, and those with skills gaps receive the support they need to achieve meaningful employment outcomes.

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

- (a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs.

CareerSource Brevard Flagler Volusia (CSBFV) provides training services as outlined in WIOA section 134, ensuring that these services align with in-demand employment opportunities in the local area or planning region. A variety of job-driven training opportunities are available, including pre-vocational training, occupational skills training, work-based learning, registered apprenticeships, internships, and paid work experiences.

ITAs are the primary mechanism for delivering occupational skills training under WIOA. CareerSource Brevard Flagler Volusia issues ITAs to qualified WIOA participants in need of financial assistance to acquire the education and skills necessary for self-sufficient careers. The process for issuing ITAs is based on the following criteria determined through an interview, evaluation, assessment, and career planning:

- The candidate is unable or unlikely to obtain employment that leads to economic self-sufficiency through career services alone.
- The candidate requires training to secure or retain employment with wages comparable to or higher than previous employment.
- The candidate has selected a training program that is directly linked to demand occupations in the local area or planning region.

- The candidate possesses the skills and qualifications to participate in the selected training program successfully.
- The candidate does not currently possess skills in a demand occupation, or their skills do not meet the self-sufficiency wage threshold.
- The candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.
- On-the-Job Training Services: The candidate has been unable to secure self-sufficient employment with current skills and requires training in a targeted occupation to gain additional skills. The goal is to retain employment following the OJT training period.

INDIVIDUAL TRAINING ACCOUNTS (ITA)

THRESHOLDS FOR ALLOWABLE ITA INVESTMENT		
<i>Tier</i>	<i>Mean Wage</i>	<i>Maximum Investment</i>
Entry	up to \$16.00	\$ 3,500
Bridge	\$16.01 - \$19.99	\$ 7,500
High	\$ 20.00 and up	\$ 9,500

Individual Training Accounts (ITAs) are issued based on a tiered system that categorizes training programs into entry-level, bridge, and high-wage positions, with each tier defining wage expectations and maximum investment amounts. The funding allocated to ITAs and employer-based training is governed by the Scholarship Memorandum, which allows for adjustments to the tiers and service mix to accommodate both business and job seeker needs. ITAs are issued on a semester or class basis, and service providers are responsible for ensuring that the total ITA amounts do not exceed established limits. These accounts can be used to cover tuition, books, and associated fees at any approved institution listed on the Eligible Training Provider List (ETPL), with a focus on careers listed in the Regional Targeted Occupations List (RTOL) or for obtaining specific skills certifications aligned with demand occupations. While ITAs are widely utilized, exceptions are made for work-based training strategies, such as on-the-job training (OJT), customized training, incumbent worker training, and registered apprenticeships. In these cases, employer-driven contracts and other mechanisms may be used to address specific training needs.

Work-Based Training

Work-based training is an employer-driven strategy designed with the goal of securing unsubsidized employment for participants upon completion. Employers commit to fully employing successful participants after they have completed their training programs. This approach benefits both participants and employers, as participants secure high-quality jobs while employers develop a highly skilled workforce.

It is the policy of CareerSource Brevard Flagler Volusia (CSBFV) to maximize work-based training, ensuring that this strategy is applied across all programs unless otherwise dictated by a specific grant or funding source. In cases where variations from this policy are required, the grant documents, special conditions, or strategic plans governing the grant will take precedence.

The types of work-based training available include:

- **On-the-Job Training (OJT):** The participant is hired by the business and trained on-site according to a specified training plan. The business agrees to retain the participant upon successful completion.
- **Customized Training:** A business contracts with a training provider to develop specific

training tailored to its needs. The business commits to hiring participants who successfully complete the training.

- **Incumbent Worker Training (IWT):** Businesses upskill existing employees to retain, avert layoffs, or promote them into higher-level positions, with WIOA limiting IWT funding to 20% of the Adult and Dislocated Worker funds. IWT participants are not included in WIOA performance accountability calculations.
- **Registered Apprenticeships (RA):** This national training system combines paid on-the-job learning with related technical and theoretical instruction. Apprenticeships may include OJT, ITAs, or a combination of both, with incumbent worker and customized training as additional options.
- **Pre-Apprenticeships (PA):** Designed to prepare individuals for entry into registered apprenticeship programs (RAPs), pre-apprenticeships may last a few weeks to a few months and may or may not include wages.
- **Industry Recognized Apprenticeship Programs (IRAP):** A new form of apprenticeship that offers flexible, high-quality opportunities for acquiring workplace-relevant skills and progressively advancing knowledge.
- **Transitional Jobs:** These are subsidized, time-limited, paid work experiences for individuals with barriers to employment, designed to build workplace skills and job history. Transitional jobs are available to eligible Adult and Dislocated Worker participants.

This comprehensive policy ensures that work-based training is applied wherever possible to develop skilled workers and foster long-term employment opportunities.

- (b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs.

CareerSource Brevard Flagler Volusia (CSBFV) provides training services as outlined in WIOA section 134, ensuring that these services are directly linked to in-demand industry sectors or occupations within the local area, planning region, or any other area to which an adult or dislocated worker receiving services is willing to relocate. CSBFV offers a wide range of job-driven training opportunities, including pre-vocational training, occupational skills training, work-based learning, registered apprenticeships, internships, and paid work experiences. Priority is given to programs that lead to recognized post-secondary credentials and/or industry-recognized credentials aligned with in-demand sectors or occupations.

Innovative Programs and Strategies:

CSBFV has developed innovative programs designed to meet the needs of employers and job seekers. These include employed worker training programs, customized training, on-the-job training (OJT), internships, paid work experiences, sectoral and industry cluster strategies, industry partnerships, career pathway programs, and layoff aversion strategies. CSBFV fully utilizes the Eligible Training Provider List (ETPL) and contracted providers as necessary to ensure that job seekers have access to training that meets local industry needs.

To support this, CSBFV has implemented the following strategic partnerships and sector strategies:

- **University of Central Florida (UCF):** In collaboration with regional workforce boards, CSBFV established a Training Agent Contract Agreement with UCF, which provides participants access to programs leading to credentials and degrees that meet local and

regional workforce demand. UCF and its affiliates, such as the Florida Solar Energy Center, are authorized to be included on the ETPL, making their training programs available based on funding availability.

- **Eastern Florida State College (EFSC):** EFSC provides workforce training and certifications that align with local industry needs, helping individuals secure, maintain, and advance their careers in high-demand fields.
- **Adult Education Partnerships:** CSBFV collaborates with Brevard County Public Schools (BPS), Daytona State College, and Flagler Technical College to offer technical, educational, and vocational training programs, including English as a Second Language (ESOL) and literacy courses, which lead to industry-recognized credentials.
- **Disaster Worker Training:** Brevard County has benefited from USDOL National Disaster Worker Grant (DWG) funding to support recovery efforts following multiple disaster declarations. In cases where participant training is allowed, CSBFV has found that the ETPL may not fully meet the training needs of participants transitioning from public service programs. In these instances, CSBFV may enter into agreements with training vendors that are not on the ETPL, provided these vendors can demonstrate successful outcomes, such as credentials leading to employment or retention within the industry or with a current employer.
- **Sector Strategies:** To develop and expand sector strategies, focusing on growth industries and building a competitive workforce, CSBFV may enter into agreements with training vendors for programs that meet sector strategy training needs not available on the existing ETPL. While these vendors may not meet all ETPL requirements, they must provide data and outcomes demonstrating successful employment or retention of employment within the industry.

While Individual Training Accounts (ITAs) are the primary mechanism for funding training services, contracts for training services are used when ITAs are insufficient or inappropriate to meet specific needs. Under CFR 680.320, contracts are employed in certain cases, such as for customized training, OJT, incumbent worker training, sector strategies, or disaster recovery efforts. CSBFV coordinates the use of contracts alongside ITAs to ensure participants have access to the most appropriate training opportunities.

Contracts are particularly beneficial in addressing group training needs or employer-driven programs where ITAs alone may not suffice.

By coordinating ITAs with contracts for training services, CSBFV ensures training is aligned with both job seeker and employer needs, supporting workforce development across key industries while providing flexible, responsive training solutions for the region. This approach helps participants access in-demand career pathways and supports local economic growth, particularly in times of disaster recovery and through sector-specific strategies.

- (c) How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(18)).

CareerSource Brevard Flagler Volusia (CSBFV) ensures that the One-Stop Delivery System and its partners adhere to the principles of consumer choice as outlined in the provisions of WIOA.

Under WIOA Title I-B, responsibilities are assigned to both state and local levels to support participants needing training services to enhance their job readiness or career pathways.

This support includes ensuring access to career training through a list of approved training providers and programs. Training services are delivered in a way that maximizes consumer choice in selecting an eligible provider.

The Eligible Training Provider List (ETPL) and Regional Targeted Occupations List (RTOL) for CareerSource Brevard Flagler Volusia (CSBFV) are available on the CSBFV website. The RTOL is developed based on extensive research of the local, regional, and statewide labor/job markets. Additionally, the CSBFV Board of Directors, which includes local business experts, reviews and approves the RTOL annually or as needed. Customers interested in training services are encouraged to use these tools to explore and research training programs listed for occupations in growth and demand sectors. CSBFV staff ensure that each customer is aware of the full range of training services available under WIOA. While program staff do not promote any specific training provider, they do provide relevant performance outcome data to help consumers make informed training decisions.

Occupational skills training will be delivered in a way that guarantees customers can make informed choices when selecting training for regionally in-demand occupations while ensuring the prudent use of public funds. This approach promotes transparency and supports customers in evaluating and selecting appropriate training providers and programs.

Guidelines for establishing Individual Training Accounts (ITAs) are applied to access approved training programs offered by “eligible training providers” (ETPs). ETPs are vendors that are approved, maintained, and listed on the statewide ETP 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 CSBFV Executive Director or designee. It is the intent of the Board to fund only those training programs on the regional or state TOL. CSBFV customers who select a training provider and/or training program within one of the contiguous regions of Brevard, Flagler and Volusia do not have to request a waiver for approval. Contiguous regions are defined as those who share a border with Region 27 including Regions 8 (CareerSource Northeast Florida), 12 (CareerSource Central Florida) and 20 (CareerSource Research Coast).

Additionally, CSBFV ensures that there are sufficient numbers and types of providers offering career services and training services. This includes eligible providers with expertise in assisting individuals with disabilities and those specializing in adult education and literacy activities. CSBFV is committed to serving the local area in a way that maximizes consumer choice and provides opportunities leading to competitive integrated employment for individuals with disabilities.

(d) How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

CareerSource Brevard Flagler Volusia (CSBFV) prioritizes training for in-demand occupations in the current workforce and those tied to emerging industries in the region. Together with its business and education partners, CSBFV aims to provide training programs that align with employers' needs, both in specific occupations and skill levels. These programs ensure that participants gain industry-recognized certifications, meeting the

demands of the local labor market.

Board staff ensures that training programs are directly linked to occupations listed on the Regional Targeted Occupations List (RTOL). The RTOL process serves as a mechanism for the State of Florida and Local Workforce Development Boards (LWDBs) to allocate public workforce funding to programs that address high-demand and high-wage business employment needs. This process offers local discretion and flexibility, enabling CSBFV to more effectively meet the needs of local employers and workers.

RTOL revisions support occupational training—typically through Individual Training Accounts (ITAs)—that require or result in industry-recognized certifications, credentials, or degrees upon completion. Training providers from outside the region, particularly those in contiguous counties, are approved to accommodate the needs of local businesses and job seekers. Information about occupational skills training programs, as well as local and regional demands for related occupations, is available on the CSBFV website.

The Eligible Training Providers and Programs webpage provides key information: 1) the Regional Targeted Occupations List (RTOL) and 2) the Eligible Training Provider List (ETPL). This page features an easy-to-read data table that lists occupations alphabetically, along with each occupation’s projected annual growth, annual openings, average wage, and entry wage.

The ETPL includes essential details such as the type of certification issued, program length, total student costs, PELL eligibility, and minimum reading and math skills required for prospective students. It also specifies program performance metrics, including the number of program completers, employment rates for those who found jobs, and the average wage at job placement for past participants. This data empowers individuals to make well-informed decisions about their choice of training providers and programs.

Occupations in industry priority areas, as identified by our economic development partners, receive special attention when planning current and future training programs. Information regarding these priority occupations is shared with educational partners to help guide their future planning efforts. When discussing emerging industries and in-demand occupations, CSBFV collaborates with both business and educational partners, ensuring that all considerations regarding the timing of program implementation are prioritized. This allows educational institutions adequate time to develop curricula that align with industry requirements.

Career and Professional Education (CAPE) programs within the secondary education systems of Brevard, Flagler, and Volusia counties are tailored to in-demand occupations and include industry-recognized certifications that meet employer needs. As local school districts submit applications for CAPE industry certifications, CSBFV provides support by issuing letters of endorsement, when applicable, that highlight specific business demands.

The CareerSource Brevard Flagler Volusia (CSBFV) staff guides customers in using labor market resources available through Employ Florida and the Florida Research and Economic Information Database Application (FREIDA). Participants willing to relocate or those living in outlying areas of the region can access training providers listed on the State’s Eligible Training Provider List, even if those providers are outside their immediate area. Having knowledgeable staff available to assist customers in navigating these resources is crucial to ensuring effective employment outcomes. For in-demand training, CSBFV utilizes a wide range of data and resources to stay fully informed about trends and emerging issues.

FloridaCommerce provides strong support at the local workforce level, enabling data-driven strategies to address in-demand training needs.

The FloridaCommerce Bureau of Labor Market Statistics (LMS) produces industry and occupational employment forecasts and wage estimates for Florida and each of its 21 Workforce Regions. LMS presents the latest statewide employment forecasts and generates a statewide Demand Occupations List, which is based on the previous year's wage data adjusted by the U.S. Bureau of Labor Statistics' Employment Cost Index. This Demand Occupations List helps identify the labor market needs of Florida's business community and promotes job training programs that focus on high-demand, high-skill, and high-wage jobs, which are essential criteria for establishing Regional Targeted Occupations Lists (RTOLs). After the statewide Demand Occupations List is developed, FloridaCommerce releases both the Statewide and Regional Demand Occupations Lists and sends announcements to CareerSource Florida and the Local Workforce Development Boards (LWDBs). CSBFV follows the structured process to develop its RTOL as detailed below, ensuring alignment with the identified labor market needs.

REGIONAL TARGETED OCCUPATIONS LIST (RTOL) DEVELOPMENT PROCESS		
Step/Timeline	Activity	Resources Used/Action Required
1 Early March	Establish Draft Regional Targeted Occupations List	<ul style="list-style-type: none"> Review Statewide/Regional TOL Internal Review by Industry Relations, Program Managers and Staffing Specialists Utilize Labor Market Information (LMI) from multiple sources.
2 Mid- March	Key Partner & Training Vendor Filtering	Solicit Feedback from <ul style="list-style-type: none"> Training Vendors School District Other Economic & Business entities
3 Late March	Alignment with Economic Development Priorities	Determine how occupations fit with LWDB 27 Key Industry Analysis which include: <ul style="list-style-type: none"> Florida Targeted Industries Florida Infrastructure Industries Local Economic Development Priorities
4 April	Business & Industry Filtering	Solicit Feedback from the following groups: <ul style="list-style-type: none"> Training Vendors provide CIP to SOC crosswalk information when available and pertinent. Reviewed by the Career Center Committee which includes business and other organizations.
5 April	Customization	<ul style="list-style-type: none"> This includes reviewing State Demand Report and determining which occupations should be added or removed and the coding for training.
6 May/ June	Final Approval by the Board of Directors	<ul style="list-style-type: none"> Consent Action Item at the May/June BOD Meeting

7 June	Final Actions	<ul style="list-style-type: none"> • Post final RTOL on website by June 30th.
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Levels of training subsidy issued to participants through Individual Training Accounts (ITAs) in Local Workforce Development Board (LWDB) 27 are established in local policy and updated periodically. CSBFV employs a wage tier model that links the subsidy amount to the projected average entry wage for a given occupation. The tiers include "entry," "bridge," and "high wage," with each tier reflecting different wage expectations and corresponding subsidy levels to support participants effectively based on their training and career goals.

The local planning strategy for the Regional Training Occupation List (RTOL) includes several key decisions that shape its development:

- **Demand-Driven Solutions-Based Model:** CareerSource Brevard Flagler Volusia (CSBFV) employs a Demand-Driven Solutions-Based model for organizing and operating its One-Stop or career centers. This approach prioritizes business needs over traditional funding silos, ensuring that job seekers receive services that align with current industry demands. CSBFV aims to enhance business and industry involvement in updating and developing the RTOL.
- **Industry Engagement:** The Industry Relations Department at CSBFV is responsible for ongoing and periodic business engagement events. This department actively seeks feedback from industry groups to inform the development and updates of the RTOL.
- **Annual and Provisional Updates:** CSBFV plans to update the RTOL annually but has also established provisional methods to incorporate emerging occupations or those needed to address specific industry requirements.

(e) How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.

CareerSource Brevard Flagler Volusia (CSBFV) employs an industry sector focus to deliver effective training opportunities for both businesses and job seekers in Brevard, Flagler and Volusia Counties. All training initiatives are aligned with occupations listed on the Regional Training Occupation List (RTOL).

Collaboration is crucial in this process. Industry Relations staff and Career Advisors work closely together to develop and deliver training opportunities that meet the needs of both businesses and job seekers. Industry Relations staff, who specialize in key industries, use their expertise to design training programs, including on-the-job (OJT), work-based training (WBT), and customized training (CT), ensuring that these programs align with business needs. Additional support is provided to employers through industry-specific job fairs and recruiting events.

To effectively prepare job seekers for training opportunities, Career Advisors at CareerSource Brevard Flagler Volusia (CSBFV) use comprehensive assessments, labor market information, and the Eligible Training Provider List (ETPL) to identify potential career pathways and support career exploration. They also review relevant job openings with job seekers to ensure alignment with current market demands. Once a job seeker expresses interest in training, staff follow the established process to connect them with appropriate training opportunities and resources.

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

- (a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).
- (b) Include the local area's design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

(Responses to a & b) CSBFV has various programs focusing on youth workforce development, including initiatives by faith-based, community, educational, and government entities. CareerSource Brevard Flagler Volusia's youth program, "NextGen," offers eligible young adults no-cost opportunities to gain work experience, enter the job market, and plan or launch their careers. Services include occupational skills exploration, pre-employment training, academic skill building, job development, work experiences, job placement, and ongoing support.

The NextGen model, recognized by USDOL for effectively serving a larger number of out-of-school youth (OSY), targets three groups:

- **Out of School Youth (OSY):** Includes young adults with a high school diploma or equivalent who can participate in MAPS training, covering essential work skills, goal setting, and job placement assistance.
- **OSY-Partner Programs:** Focuses on youth in Adult Education programs, providing tailored services and coordination with educational partners, including Career Live webinars for career guidance.
- **In School Youth (ISY):** Targets students attending school and facing significant barriers, prioritizing those with disabilities, pregnant or parenting, homeless, or involved with juvenile justice or foster care systems. CSBFV has an OSY Expenditure Rate in excess of 8% 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.

Our youth programs offer work experience, on-the-job training, internships, apprenticeships, and job shadowing, prioritizing paid opportunities for those with the most significant barriers. CSBFV also works closely with various community partners to support youth transitions into employment, further education, or training. Accommodation is provided as needed, especially for youth with disabilities.

NextGen engages youth through partnerships with schools, juvenile justice, and community organizations, focusing on at-risk and hidden talent. Notable partnerships include AMI Kids, Ready for Life, and local foster care providers. NextGen aligns with the WIOA's 14 program elements to foster successful career paths by providing holistic support, education, and tailored training to meet each participant's needs. At orientation, youth participants are introduced to the full range of services available, with a comprehensive overview of the 14 program elements. Each element is explained to show how it supports their goals and is available to them throughout their journey. During the assessment phase, participants are guided into specific tracks based on their educational levels and individual needs, ensuring their service plan incorporates relevant WIOA elements that will best support their growth and success

- **Tutoring and Dropout Prevention:** Youth have the opportunity to attend GED prep

classes or earn a high school diploma. CareerSource Brevard Flagler Volusia works with Adult Education partners, providing instructors and utilizing the "Essential Education" program for computer-based remediation and one-on-one tutoring.

- **Alternative Secondary School Services:** CSBFV 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 MOUs 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.
- **Work Experiences:** Paid and unpaid work opportunities, including summer jobs and ongoing work experiences, are available through coordination with a work-based training coordinator.
- **Pre-Apprenticeship Programs:** The region develops and fosters ongoing activities associated with pre-apprenticeships in partnership with Brevard, Flagler & Volusia county's Adult Education's programs.
- **Internships and Job Shadowing:** Focuses on paid internships, with listings of unpaid opportunities available through the Employ Florida site.
- **On-the-Job Training (OJT):** OJT programs and Paid Work Experiences have been a priority. Many of the youth lack experience and need employer-based training strategies. An 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:** 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.
- **Concurrent Education and Workforce Training:** Programs like "Get There Faster" offer education, technical training, and workforce preparation simultaneously, allowing students to earn credentials while completing their GED.
- **Leadership Development:** Includes community service, peer-centered activities, and Metrix learning modules focused on leadership and workplace skills.
- **Supportive Services:** Provides transportation, clothing, and employment-related supplies, with additional support from community and faith-based partners. WIOA funds may be used only when it has been determined that other partner agencies' services are not available, per CFR 680.910. Supportive services may only be provided to individuals who are (1) participating in career or training services as defined in WIOA secs. 134 (c) (2) and (3); and (2) unable to obtain supportive services through other programs providing such services.
- **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. CSBFV will actively recruit mentors from employers who hire through PWE/OJT, AmeriCorps, and faith and community-based organizations.
- **Follow-up services:** F0102 or not less than 12 months after the completion of participation, as appropriate. CareerSource policies and procedures require post exit follow up services 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 until follow-up is completed, serving as a mentor to the

program participant, too. Those who don't require as intensive a follow-up is transferred to the follow-up unit where designated staff provide those services.

- **Guidance and Counseling:** Comprehensive career counseling, including referrals for substance abuse or other barrier-related counseling as needed.
- **Financial Literacy Education:** Training on financial responsibility and budgeting, supported by partnerships with financial institutions and community organizations.
- **Entrepreneurial Skills Training:** Offers programs like BuildED Entrepreneurial Bootcamps, allowing youth to explore entrepreneurship and earn certifications from the National Association of Entrepreneurship and Business Leadership (NAEBL) to develop an entrepreneurial mindset and career-building skills.
- **Labor Market Information Services:** Provides career awareness, counseling, and exploration with access to labor market data and in-demand occupation information.
- **Transition to Postsecondary Education:** 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.

CSBFV 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:

- **Cocoa Works:** Using funding from the City of Cocoa, CSBFV facilitated a 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 opportunity with the city. Since inception, this program has hosted over 100 students. This remains an ongoing program offered annually.
- **City of Titusville:** Each year, CareerSource Brevard Flagler Volusia supports the City of Titusville's summer youth employment program by providing a four-hour work readiness training. The City hosts their program internally, but all youth are pre-screened for NextGen eligibility as well.
- **Job Corps:** Job Corps provides comprehensive career development services to at-risk youth ages 16 to 24, preparing them for successful, high-paying careers. The program integrates academic, vocational, employability, and social skills through classroom and hands-on learning. Key features include core competencies in essential skills, standardized systems for accountability, and nationally established performance standards. Job Corps emphasizes individualized instruction tailored to meet student and employer needs, ensuring quality and effective resource use. Administered by the U.S. Department of Labor, Job Corps has supported over 1.6 million young people nationwide, with CSBFV having a history of a strong partnership with the program.
- **TANF Summer Youth Earn and Learn:** A county-wide summer youth employment program targeting TANF-eligible youth between the ages of 16 – 18. Similar to the other programs, youth complete a two-day work readiness training before receiving a paid internship. Employer partners are countywide and represent a variety of industries. Since the program's inception, we have served over 100 youth in this program. As long as the budget is available, CSBFV plans to offer the program every summer.

These efforts reflect CareerSource Brevard Flagler Volusia's commitment to preparing

young adults for stable, rewarding careers and supporting their transition into the workforce.

- (c)** Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [Administrative Policy 095 – WIOA Youth Program Eligibility](#).

Using industry-recognized standardized assessments, staff will identify when individuals are unable to perform basic math, solve problems, or read, write, or speak English at a level necessary for functioning effectively at work, within the family, or in society. The primary method of documenting basic skills deficiencies is through staff observations of English language limitations, which are recorded in case notes. Computer literacy is also essential for functioning in today's society, and a deficiency in this area can be demonstrated by the need for assistance with computer-related applications or tasks.

- (d)** Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).

CSBFV has chosen to define “a youth who is unable to compute or solve problems or read, write or speak English at a level necessary to function on the job, in the individual's family, or society” based on the youth meeting one of the criteria listed below:

- Reading, Math or Language comprehension below 9th grade level..
- Math computation to include word problems at or below 9th grade level.
- Complete basic computer literacy through online assessment, or as evidenced by inability to complete online applications or tasks, or inability to use Microsoft Office products.
- Communicate in English via everyday conversations/interaction. May include grammar usage.

The primary assessment tool is the CASAS (Comprehensive Adult Student Assessment System). Wonderlic General Assessment of Instructional Needs (GAIN) is also used. In the event that the youth have been assessed by Adult Education they will be assessed by TABE (Test of Adult Basic Education) and CSBFV will use those tests as the Individuals who score below a ninth-grade level in reading or math are referred to adult basic education programs or to Essential Education for prescribed computer-based classes in areas of need. Career Advisors will assess an individual's verbal, written, and computer skills during the WIOA objective assessment 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. Staff observation is a means to determine lack of computer or English proficiency. This may not include enrollment into the LWDB youth program if it's not in the individual's best interest.

- (e)** Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).

The term “requires additional assistance” is used for youth facing economic, social, or

academic barriers that prevent educational or employment success. Circumstances include:

- Are doing poorly in school based on indicators such as poor attendance rates, achievement test scores, grades, or other measurements related to successful learning;
- 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 WIOA section 3;
- Currently have a job below an adequate level for self-sufficiency; in other words, termed "underemployed";
- Have a family history of teen pregnancy or underemployment;
- Have been terminated from paid employment during the past 12 months;
- Have worked less than three consecutive months in the same job during the past 12 months, including never worked;
- 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.
- 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.

(5) Self-Sufficiency Definition: Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. **Describe the definition of "self-sufficiency" used by your local area for: (if exceeds 250%, give explanation)**

(a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and

CareerSource Brevard Flagler Volusia (CSBFV) defines self-sufficiency as the ability of an individual or household to meet their basic expenses independently without relying on public or private assistance. This involves earning wages sufficient to cover living expenses and maintain financial independence. CSBFV also addresses the needs of underemployed individuals who are working but not earning enough to be considered self-sufficient. CSBFV focuses on equipping individuals with the skills needed for higher-paying, stable jobs to help them build financial stability.

- Unemployed Adults: Self-sufficiency is defined as having an individual or household annualized income above 250% of the Lower Living Standard Income Level (LLSIL).
- Employed Adults: Self-sufficiency is defined as having an individual or household income above 250% of the Lower Living Standard Income Level (LLSIL), or when an individual holding a full-time permanent job, earns \$34.54 per hour or more. This rate is based on the median hourly rate in Volusia, Flagler and Brevard Counties, as indicated on the MIT Living Wage Calculator (mit.edu) for an adult with one child.

Individuals, whether unemployed or employed, are not eligible if their spouse's income alone exceeds 250% of the Lower Living Standard Income Level (LLSIL) for their household size. This guideline ensures that CSBFV's assistance is directed toward those who genuinely need support to achieve self-sufficiency through targeted training and employment opportunities.

(b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).

CSBFV's definition of "self-sufficiency" for Dislocated Workers focuses on those employed in "income maintenance" jobs, where the pay is lower than their previous job at the time of dislocation. To qualify for training services, these Dislocated Workers should not earn more than 80 percent of their dislocation wage. An exception is made for individuals working in contract or temporary positions with a known end date, recognizing the need for retraining to help them achieve long-term self-sufficiency and regain economic stability.

(c) If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of "self-sufficiency" used for those programs as well. NOTE: If the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area's self-sufficiency standard.

CSBFV adopts a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) due to the additional costs necessary to become truly self-sufficient in our region. These costs account for the rising costs of housing, healthcare, childcare, transportation, and other essential expenses, which are often not fully captured by the LLSIL. The [MIT Living Wage Calculator](#) highlights that these costs vary significantly based on local economic conditions, making the median wage of the three counties in Region 27 a more accurate measure of what is needed for individuals to achieve financial independence.

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

As WIOA regulations grant local areas discretion in providing supportive services, CareerSource Brevard Flagler Volusia has developed and maintains operational policies and work instructions to guide the issuance and coordination of these services and needs-related payments, as outlined in PLN00-92. CareerSource Brevard Flagler Volusia expects that supportive services be considered individually and creatively to help customers fully participate in the education and training activities specified in their employment plans. Furthermore, decisions regarding appropriate funding should, whenever possible, be made by the staff member most familiar with the customer and be accompanied by well-documented rationale in the customer's employment plan and case file.

To qualify for supportive services, a customer must demonstrate a need that will prevent successful access to services or hinder acceptance or retention of employment. They must also be unable to afford the cost associated with addressing this need and show that it cannot be met through other programs offering similar services. Additionally, the customer must be determined eligible for one or more CSB funding sources and provide required participation hours when applicable.

A participant budget is created and maintained according to allowable service levels for non-transportation services, with annual issuance tracked. The procedure includes monthly or quarterly reviews of program issuances, participant budgets, and program resources to manage overall service delivery and maintain coordination.

Locally, supportive services are capped at \$2,000 per person per program year (July 1 to

June 30). Staff may authorize non-budgeted support services up to \$350 per program year, provided the assistance is a line item listed in the policy and the customer meets all eligibility criteria. For assistance estimated to exceed \$350, the Career Advisor must submit a scholarship support service request to the scholarship unit for review and final approval.

Supportive services to the customer may include:

- Assistance with transportation.
- Assistance with childcare and/or dependent care.
- Support with first impressions, such as clothing (non-uniform related), hygiene, hair care, and grooming.
- Assistance with uniforms or other work-appropriate attire.
- Assistance with books, materials, supplies, and tools required for participating in a training program or accepting employment.
- Coverage for test preparation fees, testing fees, and other fees necessary to establish a credential not part of an approved ITA.
- Assistance with medical, eye, corrective lenses, dental examinations, and procedures/evaluations not covered by any insurance or community programs.
- Assistance with fees for fingerprinting, badging, background checks, drug testing, physicals, Driver's License, and Vehicle Registration.
- Assistance with overnight lodging required for testing or training.
- Assistance with automobile repair.
- Assistance with entrepreneur services legally required for business start-up, such as business licenses and bonds.
- Assistance with computers, technology, internet access, and associated peripherals to support a training strategy as outlined in the customer's plan and/or meet mandatory participation requirements.
- Other support for services, items, or activities not specifically listed elsewhere in this policy but necessary for removing barriers and/or participating in training or work activities.
- Assistance for reasonable accommodation for individuals with disabilities. This support is for removing barriers that meet the ADA definition of a disability and cannot cover employer or educational required accommodations. Reasonable accommodations focus on modifications or adjustments to tasks, the environment, or standard procedures that enable individuals with disabilities to participate equally in academic programs or jobs.
- Assistance with disaster/emergency situations for items necessary to provide services under National Dislocated Worker Grants (DWG) work.

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

One of the goals of CareerSource Brevard Flagler Volusia is 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. CareerSource Brevard Flagler Volusia plans to accomplish this goal by use of 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.
- Using the newly implemented Crosswalk Agency Referral Portal, CareerSource Brevard Flagler Volusia continues to establish robust official referral processes with key partners in the community who serve individuals with disabilities.
- 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.
- Assess 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. CSBFV hosts quarterly meetings with Vocational Rehabilitation and Adult Education and Family Literacy partners to increase collaboration and strengthen partnerships to serve individuals with disabilities. Vocational Rehabilitation provides a Senior Counselor to CSBFV's centralized career center on a weekly basis to meet with customers seeking information and specialized services.
- Continue to strengthen our local partnership with Brevard Achievement Center (BAC), whose mission is to "provide persons with disabilities innovative services and opportunities to achieve personal success." We currently share space with BAC and offer some introductory and orientation workshops for persons with disabilities who are also customers of BAC. We host targeted on-site recruiting events for BAC to increase placement opportunities for individuals with disabilities, and BAC participates in our annual job fairs.
- 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, which enable them to compete for employment along a career pathway in targeted industries and other high-demand and emerging occupations.

CareerSource Brevard Flagler Volusia utilizes the Ticket to Work (TTW) 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 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., Microsoft Teams) and a personal computer.

Phase		Service Method	Summary
1	Pre-Employment	Virtual by EN	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 (EN) 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. EN will make a case note in employflorida.com which in turn will be a turnover point for Phase 2 to begin.
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 EN	Once the eligible job seeker with a disability is exited from the WIOA program with a positive outcome of employment, the EN 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 Flagler Volusia coordinates with various agencies who provide services to persons with disabilities. As specified in Section 188 of the Opportunity Act and 29 CFR §38, 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 27’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 Chief Operating Officer for further investigation. If no resolution is obtained, they are able to provide a written grievance to the CareerSource Brevard Flagler Volusia Executive Director 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.

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

Re-employment Services

Re-employment services are provided to unemployment claimants and participants in the Reemployment Services and Eligibility Assessment (RESEA) program. These programs share common elements: written notice or invitation to participate in services, orientation to the one-stop center and available services, and completion of an initial assessment. In addition to these services, staff provide job search and resume building. For RESEA participants specifically, staff also conduct additional activities, including creating an employment development plan, providing an overview of labor market information, and assigning a work search activity.

The Initial Assessment is used by staff to recommend appropriate programming options for reemployment assistance clients. During center orientation, the work test is covered, including registration in EF, completion of the background wizard, and resume building. If a job seeker refuses a job referral or employment offer, they are reported to FloridaCommerce Re-employment Assistance Services.

FloridaCommerce jointly managed staff located in the career centers assist customers with Unemployment Insurance Claims. Recognizing the overwhelming nature of unemployment, CareerSource Brevard Flagler Volusia provides dedicated banks of computers in each career center for filing claims, searching for work, and updating resumes. FloridaCommerce staff are cross trained to answer basic questions and assist with issues such as address changes and 1099s. They ensure that customers receive help with filing their unemployment claims and answer questions regarding the initial claims process and their rights and responsibilities.

CSBFV provides tools to help job seekers meet their weekly work search requirements. These tools include access to computers, fax machines, telephones, workshops, career counseling, and referrals to suitable job opportunities at each one-stop career center. If a skills gap or training need is identified, the job seeker will be referred to WIOA orientation for further services.

CSBFV's career services provider, C2 Global Professional Services, LLC., manages the RESEA program. According to Chapter 443.091, F.S., enacted by the Florida Legislature in 2010, Reemployment Assistance (RA) claimants must register with FloridaCommerce using the state's management information system, Employ Florida (EF), and report to the career center as directed by CSBFV for reemployment services. This ensures that RA claimants have access to the full range of employment and training services through the CareerSource Brevard Flagler Volusia delivery system while complying with State requirements to actively seek work as a condition of receiving benefits.

(9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB's

strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

CareerSource Brevard Flagler Volusia (CSBFV) is highly dedicated to providing outstanding services to veterans and eligible spouses, fully integrating veteran services throughout our six career centers. We have established strong Community Involvement and Outreach partnerships to coordinate supportive services for veterans and their families, including seasonal events, hiring initiatives, and local activities that address their specific needs. Disabled Veteran Outreach Program (DVOP) specialists conduct outreach to build capacity with community resources, engage with current participants, and recruit eligible veterans to expand their caseloads.

CSBFV offers virtual overviews of services for both businesses and jobseekers, accessible via QR codes on outreach materials. Veterans can use this platform during intake and virtual visits, while Local Veterans Employment Representatives (LVERs) use it to provide businesses with information about available programs, including Work Opportunity Tax Credit (WOTC), Federal Bonding, On-the-Job Training (OJT), and more. Additionally, we have the capability at most of our centers to accommodate virtual appointments through the use of our Zoom Room. By utilizing our "Zoom Room," this ensures immediate "warm handovers" for veterans to a DVOP. If a veteran qualifies for DVOP services but the specialist is at another location, staff can use TEAMS to arrange a virtual "warm handover" via the Zoom Room. This private space allows DVOPs to conduct Objective Assessments, develop Individual Employment Plans (IEPs), and assist veterans with job searches and navigating job search platforms such as Employ Florida. The Zoom Room has become a multi-functional space for providing a wide range of services to veterans.

Priority	Application of Priority
1	Veterans and/or eligible spouses ("covered persons") who are public assistance recipients and/or low-income adults; and/or basic skills deficient who meet existing program eligibility requirements.
2	Nonveterans ("non-covered persons") who are Public Assistance recipients and/or Low-Income Adults ; and/or basic skills deficient who meet existing program eligibility requirements
3	Veterans ("covered persons") and/or spouses who meet existing program eligibility requirements.
4	Nonveterans ("non-covered persons") who meet existing program 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 CareerSource Brevard Flagler Volusia (CSBFV) to identify veterans and eligible spouses at the “point of entry,” whether within our career centers or through virtual delivery points such as Employ Florida (EF). CSBFV staff are trained to inform all veterans and eligible spouses upon their arrival at any CareerSource Brevard Flagler Volusia One-Stop Center about their entitlement to priority of service. Staff provide information on their priority of service rights, the full range of employment, training, and placement services available, and any applicable eligibility requirements for these programs and services.

Priority of service means Veterans and eligible spouses (“covered persons”) shall be given priority over nonveterans (“non-covered persons”) in obtaining all employment, training and placement 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. Identification of priority of service does not require veterans or eligible spouses to immediately verify their status at the point of entry. However, if they plan to enroll in other programmatic services that require eligibility determination, they will be asked to provide validation of any required items.

CareerSource Brevard Flagler Volusia’s (CSBFV) priority of service applies to programs such as WIOA, Youth, Trade Adjustment Assistance (TAA), Wagner-Peyser programs, and reemployment services/referrals. Eligible veterans who are employed and visit the One-Stop Center can access Wagner-Peyser program services with priority status. Nonveterans and non-eligible spouses who meet mandatory target criteria receive the secondary level of priority. This means that nonveterans and non-eligible spouses within the mandatory service category will be prioritized over veterans and eligible spouses who do not meet the mandatory priority criteria.

(10) Entities Carrying Out Core Programs and Combined State Plan Partner Programs: Describe how the LWDB works with entities carrying out core and combined state plan partner programs to:

- (a)** Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; (20 CFR 679.560(b)(2)(i))

The consolidated CareerSource Brevard Flagler Volusia entity has a strong tradition of partnerships with local businesses, educational institutions, and other community organizations, which plays a crucial role in expanding access to services. A key strategy involves convening initial and periodic meetings of core program staff to ensure coordinated and complementary service delivery. These meetings foster a deeper understanding of each other's programs, which helps reduce duplication of services and create a seamless continuum for customers. CSBFV organization aligns its programs to raise awareness among both business and individual customers about the full range of available services.

A specific focus is placed on assisting individuals with barriers to employment, such as those with disabilities, recipients of TANF and SNAP, and residents in underserved areas. CSBFV collaborates with community-based and faith-based organizations to conduct outreach initiatives, including neighborhood-based career fairs, and outreach initiatives aimed at bringing employment opportunities directly to target populations. This targeted approach ensures equitable access to employment, training, and supportive services, enabling participants to become self-sufficient and productive.

- (b)** Facilitate the development of career pathways and co-enrollment, as appropriate, in core

programs; (20 CFR 679.560(b)(2)(ii) and

CareerSource Brevard Flagler Volusia facilitates the development of career pathways that align with the needs of local employers by engaging in continuous dialogue with the business community. The organization conducts periodic strategic meetings to understand the skills and credentials in demand, ensuring that training programs are effectively tailored to meet these needs. This collaborative approach helps to create career pathways that are relevant and responsive to market demands.

CareerSource Brevard Flagler Volusia also conducts periodic gap analyses through surveys and discussions with employers to identify skill shortages in key industry sectors. The results are reviewed collaboratively by core program staff and local employers, and final reports are disseminated to guide program adjustments and improvements. These analyses help CSBFV remain responsive to labor market demands, ensuring that training programs and services are aligned with the evolving needs of employers.

Co-enrollment strategies are a crucial component of CSBFV's approach. "Work Ready" individuals are co-enrolled in programs like Wagner-Peyser and the Workforce Innovation and Opportunity Act (WIOA), maximizing the support and resources available to job seekers. This integration promotes comprehensive service delivery and career development opportunities, fostering a more efficient and effective workforce system.

- (c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii), to include credentials contained on Florida's Master Credentials List.

CareerSource Brevard Flagler Volusia prioritizes improving access to training that results in recognized postsecondary credentials, including those that are portable and stackable. The organization collaborates with educational partners, such as Adult Education providers, to help students obtain relevant industry-recognized certifications alongside their GEDs. This dual approach not only addresses basic educational needs but also equips individuals with valuable skills that enhance their employability.

Contracts with service providers within the consolidated entity place a strong emphasis on industry-recognized credentials that align with established career pathways. By focusing on credentials that are included on Florida's Master Credentials List, CareerSource Brevard Flagler Volusia ensures alignment with state and federal standards for workforce development, thereby supporting job seekers in achieving sustainable employment and career advancement.

The consolidation of CareerSource Brevard and CareerSource Flagler Volusia into a single entity has strengthened the ability of the LWDB to collaborate with core and partner programs. This unified approach enhances the expansion of access to services, the development of relevant career pathways, and the improvement of access to recognized credentials. These efforts align with the strategic goals outlined in the 2024-2028 WIOA Combined State Plan, emphasizing access, alignment, and accountability to meet the needs of both job seekers and employers

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

- (a) Facilitate engagement of employers in workforce development, including small employers

and employers in in-demand industry sectors and occupations; (20 CFR 679.560(b)(3(i))
and

CareerSource Brevard Flagler Volusia employs multiple strategies to actively engage employers, including small businesses and those in in-demand industry sectors and occupations. The Business Services Unit plays a pivotal role in this engagement by educating business customers about the financial incentives and other advantages of using workforce services. This unit reaches out to businesses through various channels such as job fairs, business development events, economic development activities, human resource associations, local chambers of commerce, and other economic development efforts. Additionally, CSBFV targets outreach efforts toward registered employers within Employ Florida who have not utilized workforce services in the past year, ensuring that all employers are aware of and have access to the available resources.

Specific initiatives to engage employers include offering On-the-Job Training (OJT), Incumbent Worker Training (IWT), work experience programs, apprenticeships, and customized training for in-demand jobs or high-growth industry sectors. By providing these tailored services, CSBFV helps employers meet their immediate workforce needs and supports the development of a skilled human capital base in the region. Additional engagement strategies include:

- **Recruitment and Pre-Screening:** CSBFV provides recruitment services and pre-screens qualified applicants, helping employers efficiently find suitable candidates.
- **Job Posting Access:** Employers have easy access to post job listings through Employ Florida (EF), increasing their reach to potential job seekers.
- **Labor Market Information:** CSBFV provides information on job and industry growth trends, wage data, and valuable labor market insights, helping employers make informed hiring and training decisions.
- **Hiring and Training Incentives:** Employers are educated about various financial incentives, such as On-the-Job Training (OJT), Incumbent Worker Training (IWT), apprenticeships, and customized training programs that support in-demand jobs and high-growth industry sectors.
- **Virtual and On-Site Recruiting Events:** CSBFV hosts events like job fairs, virtual recruiting sessions, and specialized events, including the annual “Paychecks for Patriots,” which focuses on veteran employment opportunities.
- **“Ask the Recruiter” Panels:** Monthly virtual sessions provide a platform for multi-industry employers to discuss their companies, job opportunities, and best practices in resume building, interviewing, and networking. These panels also offer strategies to overcome job search fatigue, tips on job retention, and professional branding advice.

(b) Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3(ii))

CSBFV supports a robust local workforce development system through various services and strategic planning efforts to meet the needs of businesses in the region:

- **Enhanced Career Services:** CSBFV offers employability workshops, skills assessments, job referrals, and WIOA eligibility screening for UI claimants. Additionally, referrals are provided to UI claimants for training and education resources, broadening their career options.
- **Strategic Partnerships:** By partnering with education and training providers, CSBFV conducts strategic planning to analyze and apply workforce intelligence, enhancing

the talent pipeline for sectors in demand. Partnerships with other community organizations also help maximize the outreach of training and employment opportunities.

- **Talent Pipeline Mapping:** CSBFV maps talent pipelines for various sectors to identify where talent is currently needed and where it will be required in the future. This mapping ensures a continuous supply of qualified talent and aligns training programs with employer needs.
- **Career Pathways Development:** CSBFV focuses on increasing the quantity and quality of the talent pool by defining career pathways that ensure a steady supply of qualified workers for high-demand industry sectors.
- **Communication of In-Demand Skills:** The organization communicates the specific skills required by high-growth industries to educational and training organizations, helping to improve program responsiveness and better prepare the workforce for sector needs.
- **Rapid Response and Layoff Aversion:** CSBFV provides assistance to employers managing reductions in force, coordinating rapid response activities, and developing strategies to avert layoffs. This includes delivering employment and training activities to support affected employees.
- **Economic Development Organizations (EDO) Engagement:** EDO representatives are integral members of CSBFV's Committees and are valued consultants. The Business Services Unit maintains regular communication with EDOs and practitioners through quarterly meetings to listen and share information. CSBFV will continue to strengthen communication with its economic development partners and share the intelligence it gains from them with training partners.

- (c) Utilize community-based information related to educational programs and industry needs contained in the quarterly reports submitted to the LWDB by the local area's education and industry consortium. (CareerSource Florida Strategic Policy 2023.09.19.A.2)

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, [U.S. Chamber of Commerce Foundations' Talent Pipeline Management](#), utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

CSBFV leverages community-based information from quarterly reports submitted by the local area's education and industry consortium to guide strategic planning and ensure alignment with industry needs:

- **Aligning Training with Industry Needs:** CSBFV uses data from consortium reports to align training programs and career pathways with the current and future needs of local employers, ensuring that job seekers acquire relevant skills and credentials.
- **Sector Strategies and Career Pathways:** Information from consortium reports helps CSBFV implement industry and sector strategies, career pathways initiatives, and other business services to meet regional employer needs effectively.
- **Improving Responsiveness:** By utilizing community-based data, CSBFV can remain adaptable to the changing economic landscape, ensuring that both job seekers and employers are well-supported.

CareerSource Brevard Flagler Volusia's comprehensive employer engagement strategies and services create a robust local workforce development system that effectively meets the

needs of businesses in the region. Through proactive outreach, strategic planning, and targeted training initiatives, CSBFV enhances the quality and availability of the local talent pool, helping employers find the skilled workers they need to thrive.

(12) Enhancing Apprenticeships: Describe how the LWDB enhances the use of registered apprenticeships to support the local economy and comply with [CareerSource Florida Strategic Policy 2019.02.13.A.1 – Registered Apprenticeship Strategic Policy](#). Describe how the LWDB and apprenticeship navigators work with industry representatives, education partners, and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners.

Describe strategies and operations that promote and support statewide apprenticeship goals that include, but are not limited to:

(a) Increasing total number of new apprentices and pre-apprentices per year

To increase the number of new apprentices and pre-apprentices each year, CareerSource Brevard Flagler Volusia (CSBFV) will employ a multi-faceted strategy that includes targeted promotion and direct outreach. First, apprenticeship programs will be promoted through the distribution of flyers to job seekers, ensuring widespread awareness of opportunities. Additionally, employers and program sponsors will be invited to participate in job fairs, where they can actively recruit apprentices, providing a direct link between potential candidates and available programs. The Apprenticeship Training Representative (ATR) from the Florida Department of Education will also be invited to have a table at these events, enabling her to recruit for all apprenticeship programs within her region. Furthermore, CSBFV will work closely with public school systems to convert existing Career and Technical Education (CTE) programs into pre-apprenticeships, while also encouraging students to register as apprentices.

Our apprenticeship navigator also plays a key role in educating board and center staff on registered apprenticeships, enhancing their ability to communicate the advantages of these programs to both employers and job seekers. These comprehensive efforts will create clear pathways from education to apprenticeship, expand access, and increase participation in both new and existing programs.

(b) Increasing total number of registered apprenticeship programs and program occupations

CSBFV enhances the use of registered apprenticeships to support the local economy through a collaborative approach with industry representatives, education partners, and local businesses. Our efforts focus on developing apprenticeship programs that address the region's workforce needs. Our apprenticeship navigator works closely with Apprenticeship Training Representatives (ATRs) from the Florida Department of Education to guide businesses through creating apprenticeship programs that are aligned with local economic priorities.

To increase the number of registered apprenticeship programs and expand into new occupations, the CSBFV focuses on community education and strategic partnerships. We educate the community on the unique benefits of registered apprenticeships, including how they can develop talent pipelines in unconventional sectors. In collaboration with industry associations, the CSBFV identifies growing occupations and fills gaps by developing apprenticeship programs that meet industry demand. First responders—police, fire, and paramedics—have been a key area of focus, as high turnover rates in these professions can

be addressed through registered apprenticeships that improve retention, reduce training costs, and give employers access to additional funding streams.

Our apprenticeship navigator also plays a critical role in educating businesses about how they can access Workforce Innovation and Opportunity Act (WIOA) funding to support the training component of their programs. By helping businesses offset training costs, WIOA funding makes apprenticeship programs more viable and sustainable, fostering long-term workforce development and economic growth in the region.

(c) Increasing total number of registered pre-apprenticeship programs

CareerSource Brevard Flagler Volusia (CSBFV) will increase the number of registered pre-apprenticeship programs by focusing on the needs of the region and aligning pre-apprenticeships with the registered apprenticeship programs being developed. This approach ensures a steady talent feeder pipeline into registered apprenticeships, supporting workforce development from the ground up. CSBFV will work closely with public school systems, community partners, and existing registered apprenticeship programs to create a supportive environment for developing pre-apprenticeship opportunities. These collaborations will help build a strong foundation for skills training, preparing participants for seamless transitions into full apprenticeship programs and meeting the region's workforce demands.

(d) Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.

CareerSource Brevard Flagler Volusia (CSBFV) will expand registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries by leveraging targeted outreach and strategic partnerships. Speaking engagements at industry-specific events across the region have helped raise awareness and promote apprenticeships in these key sectors. Small business engagement meetings have also been instrumental in exploring industry-specific needs, such as in IT and healthcare, leading to the development of programs like the Pharmacy Tech registered apprenticeship. CSBFV is actively working to expand IT apprenticeships by building on existing programs and recruiting new occupations and employers. Additionally, by utilizing national-level resources, CSBFV has driven research and engagement with industries such as semiconductors, manufacturing, and aerospace, tapping into available funding to help develop new programs. These efforts ensure that CSBFV continues to fortify and expand registered apprenticeships in demand industries, supporting workforce development and regional economic growth.

(e) Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.

CareerSource Brevard Flagler Volusia (CSBFV) can leverage Workforce Innovation and Opportunity Act (WIOA) funding to support apprentices through various aspects of their apprenticeship experience, particularly in on-the-job training (OJT) and overcoming barriers. WIOA funding plays a crucial role in offsetting costs associated with OJT by providing financial assistance to employers, which helps cover wages and training expenses for apprentices. This support enables businesses to invest in apprentices without bearing the full financial burden, fostering a more sustainable and scalable apprenticeship model.

Additionally, WIOA funding provides essential supportive services to help apprentices navigate and overcome barriers that may arise, especially in the early stages of their apprenticeship when wages might be lower. These supportive services can include financial

assistance for necessary items such as uniforms and tools, which are crucial for the apprentices to perform their jobs effectively. Funds can also be used to cover costs for books and related instructional materials, ensuring that apprentices have access to the educational resources they need to succeed.

Moreover, WIOA funding can assist with transportation costs, making it easier for apprentices to commute to their training sites and maintain consistent attendance. In some cases, the funding may also be used to help with childcare expenses, which can be a significant barrier for apprentices with young children. By addressing these practical challenges, WIOA funding supports apprentices in completing their programs, thereby increasing their chances of success and contributing to a more skilled and capable workforce.

DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

- (1) General System Description:** Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners (WIOA §108(b)(6)).
 - (a)** Describe how WIOA core partners and combined state plan partners contribute to the LWDB’s planning and implementation efforts. If any core or required partner is not involved, explain the reason.

All required WIOA partners are included in the CareerSource Brevard Flagler Volusia (CSBFV) one-stop delivery system. CSBFV’s network of career centers directly offers a comprehensive range of employment services and connects customers to work-related training and education. CSBFV delivers high-quality career services, education, training, and supportive services that help individuals secure and retain good jobs. It also assists businesses in finding skilled workers and accessing additional support, such as training and education for their existing workforce.

CSBFV has established strong, robust, and sustained partnerships with core programs. The local workforce development board provides guidance and oversight across a wide range of these programs. Coordination is managed through a direct line of supervision to ensure effective service delivery and accountability. The core WIOA programs are outlined below:

Six CORE WIOA Programs		
TITLE	PROGRAM	DESCRIPTION
WIOA TITLE I	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.
WIOA TITLE II	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.
WIOA TITLE III	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.
WIOA TITLE IV	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 career centers:

- Career and Technical Education (Perkins V)
- Community Services Block Grant
- HUD Employment and Training Programs (as applicable)
- Job Corps (via a Referral)
- 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:

PARTNER PROGRAMS ACCESSIBLE THROUGH THE ONE-STOPS	
PROGRAMS	CONTRIBUTIONS/ROLES/RESOURCES
	<ul style="list-style-type: none"> • Board and planning representation • Adult Education – basic skills training, GED training and testing

<p align="center">Career and Technical Education (Perkins V)</p>	<ul style="list-style-type: none"> • Post-Secondary- occupational Skills Training through ITAs • Job placement assistance • Promotes CSBFV programs and services in their Career and Technical Education Centers by providing collateral materials flyers etc. • Involves CSBFV management staff on Advisory Boards.
<p align="center">Community Services Block Grant</p>	<ul style="list-style-type: none"> • Planning and coordination of services • Training services provided through community block grants and limited supportive services • Job placement assistance • Promotes CSBFV programs and services in their offices by providing collateral materials flyers etc.
<p align="center">HUD Employment and Training Programs (WHEN APPLICABLE)</p>	<ul style="list-style-type: none"> • Board and planning representation • Workforce Services Agreement and coordination of referral between entities • Financial literacy workshops and seminars • Individual counseling services on home buying, credit repair, etc. • Job placement assistance • Promotes CSBFV programs and services in their offices by providing collateral materials flyers etc.
<p align="center">Job Corps</p>	<ul style="list-style-type: none"> • Direct Linkage to the career centers • When a local resident is released from Job Corps and requests assistance – services are provided.
<p align="center">Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program</p>	<ul style="list-style-type: none"> • CSBFV provides direct services as approved by CS Florida
<p align="center">Senior Community Service Employment Program (SCSEP)</p>	<ul style="list-style-type: none"> • Board and Planning representation • Co-location of staff onsite at the career centers • Job placement assistance • Promotes CSBFV programs and services in their offices by providing collateral materials flyers etc.
<p align="center">Temporary Assistance for Needy Families (TANF)</p>	<ul style="list-style-type: none"> • CSBFV provides direct services as approved by CS Florida
<p align="center">Trade Adjustment Assistance Programs</p>	<ul style="list-style-type: none"> • CSBFV provides direct services as approved by CS Florida
<p align="center">Unemployment Compensation Programs</p>	<ul style="list-style-type: none"> • CSBFV provides information and local navigation assistance to Commerce's centralized State Unemployment Compensation program.

(b) Identify any optional/additional partners included in the local one-stop delivery system and how their inclusion in the local system achieves state and local strategies, operations and performance outcomes.

CareerSource Brevard Flagler Volusia has implemented the allowable flexibility in WIOA to include the following additional partners in the one-stop centers:

- **SSA Employment Network and Ticket to Work:** This program assists individuals with disabilities in obtaining and maintaining employment, reducing their dependency on Social Security benefits.
- **AARP Foundation BTW50+:** This program provides specialized services for older workers, helping them reenter the workforce or transition to new careers.

In addition, CareerSource Brevard Flagler Volusia continually seeks out opportunities within the region to develop workforce services agreements with partner organizations, including community-based, faith-based, and nonprofit organizations, as well as employment, education, and training programs that align with our vision, mission, and strategic goals. Ongoing partnership development is paramount to success, ensuring that CareerSource Brevard Flagler Volusia is sharing promising and proven practices to enhance overall economic development in the community.

To ensure we remain attuned to the evolving needs of our community, members of the CSBFV board staff actively serves on a number of community boards, including but not limited to the Early Learning Coalition, local chambers of commerce, the Department of Children and Families' Community Alliance, Transportation Disadvantaged Local Coordinating Board (TDLCB), and the Circuit 7 Juvenile Justice Council. Through these associations, we maintain strong relationships within our community to determine where our resources can be most effectively used and leveraged. Each target population has unique needs, and by serving in volunteer roles within the community, we are better equipped to identify and address those needs.

These additional partnerships allow CareerSource Brevard Flagler Volusia to offer a broader range of services and support, directly contributing to achieving state and local strategies, operational efficiency, and performance outcomes. By fostering these collaborations, CareerSource Brevard Flagler Volusia ensures that all job seekers and employers have access to the comprehensive resources they need to thrive in the local economy.

(2) Customer Access: Describe actions taken by the LWDB to fully implement [CareerSource Florida Strategic Policy 2021.09.15.A.1 – Availability of Services to Floridians](#) and promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.

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

CareerSource Brevard Flagler Volusia is committed to fully implementing CareerSource Florida Strategic Policy 2021.09.15.A.1 to ensure that all Floridians, including those with disabilities, have access to comprehensive services through the one-stop delivery system. The CSBFV has taken several actions to promote maximum integration of service delivery for both business customers and job seekers.

- **Physical and Programmatic Accessibility**

Career centers and partners within this LWDB region prioritize accessibility for all job seekers, including individuals with barriers to employment, such as those with disabilities. CSBFV is fully compliant with the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, ensuring both physical and programmatic accessibility.

- **Assistive Technology and Staff Training**

CSBFV ensures that assistive technology and materials are readily available in all career centers. These resources are crucial in helping individuals with disabilities access the services they need. Front-line staff members receive ongoing training in the use of this technology, enabling them to assist job seekers effectively and ensure that services are accessible to all. The policy on reasonable accommodation is communicated clearly to all staff, training providers, and partner agencies, outlining the procedures to follow when a job seeker requests or appears to need an accommodation.

- **Policy on Reasonable Accommodation**

CSBFV has established a comprehensive policy on reasonable accommodation that aligns with the ADA and the Rehabilitation Act of 1973. This policy is designed to provide reasonable accommodations to qualified individuals with disabilities, enabling them to perform essential job functions and participate fully in the programs and services offered by CareerSource Flagler Volusia. The policy emphasizes that accommodations will be provided unless they impose an undue hardship on the organization. Reasonable accommodations may include modifications or adjustments such as more intensive staff assistance or the provision of language interpreters. The policy also makes it clear that individuals with disabilities must be served in the most integrated setting possible, alongside individuals without disabilities, and without additional fees for accessibility.

- **Consultation and Feedback Incorporation**

In line with the requirements of Section 188 of WIOA, CareerSource Brevard Flagler Volusia actively seeks input from its partners, including local Independent Living Centers and board members, on matters related to accessibility and compliance. The feedback received during these consultations is incorporated into policies and procedures whenever possible and allowable. This collaborative approach ensures that the region's services continuously improve and remain aligned with the needs of the community.

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

CareerSource Brevard Flagler Volusia, in collaboration with its partner programs and entities responsible for workforce and economic development, education, and other workforce initiatives, has established a seamless, customer-focused one-stop delivery system. This system integrates service delivery across all programs, enhancing access to services for all job seekers, including those in remote areas and individuals with barriers to employment, such as individuals with disabilities.

The region's career centers and partners are committed to providing job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. Accessibility is a priority, and the local workforce board ensures that all Career Centers and program services are fully compliant with accessibility requirements for individuals with disabilities.

Career centers in the region assist job seekers with disabilities across all programs and conduct annual assessments of both physical and programmatic accessibility. This includes

ensuring that assistive technology and materials are available and that front-line staff members are trained in using this technology. Additionally, CareerSource Brevard Flagler Volusia and its partners adhere to the principles of universal design in the facility, materials, service delivery, and technology, whenever possible and practical.

UNIVERSAL DESIGN PRINCIPLES		
Principle	Design	Description
Equitable Use	Useful for people with diverse abilities	<ul style="list-style-type: none"> 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.
Flexibility in Use	Accommodates a wide range of individual preferences and abilities.	<ul style="list-style-type: none"> a. We provide choice in methods of use. b. We provide adaptability to the user's pace.
Simple and Intuitive Use	Use is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.	<ul style="list-style-type: none"> a. We eliminate unnecessary complexity. b. We try to always meet user expectations. c. We accommodate a wide range of literacy and language skills.
Perceptible Information	Communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	<ul style="list-style-type: none"> 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.
Tolerance for Error	Minimizes hazards and the adverse consequences of accidental or unintended actions.	<ul style="list-style-type: none"> a. We arrange facility furniture, equipment and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded.
Low Physical Effort	The design can be used efficiently and comfortably and with a minimum of fatigue.	<ul style="list-style-type: none"> a. Allow user to use reasonable operating forces. b. Minimize repetitive actions. c. Minimize sustained physical effort.
Size and Space for Approach and Use	Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.	<ul style="list-style-type: none"> 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) 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) and 20 CFR 560 (b)(5)(ii)).

CareerSource Brevard Flagler Volusia facilitates access to services through a combination of strategically located career centers and an array of online resources accessible through our website. These career centers are positioned throughout the three-county region to ensure physical access for job seekers and employers. To ensure customers are aware of CareerSource Brevard Flagler Volusia's programs and services, internal and external communications plans are designed to reach its customers and stakeholders where they are. These plans engage social media marketing, email marketing, advertising, events, media relations, digital and print collateral and other tactics, each leading the customer to CareerSource Brevard Flagler Volusia's website. Additionally, CareerSource Brevard Flagler Volusia has developed online videos and forms for job seekers, program applicants, and employers, enabling them to access essential services remotely. These online services include program orientation, training service applications, e-signature forms, job search assistance videos, an internship website, virtual job fairs, and basic job exchange activities through Employ Florida.

The 2020 pandemic acted as a catalyst for enhancing our virtual services. This transformative period prompted us to innovate and adapt our approach to meet the evolving needs of our community. We transitioned all workshops to a virtual format, introducing new programs such as "Mastering the Virtual Interview," "So You Want to Work from Home," and "Microsoft Teams 101" to better equip job seekers for a technology-driven environment.

The introduction of PandaDoc, an electronic signature system, streamlined document processing and ensured uninterrupted service delivery during virtual operations. This tool has become a key component of our operations, enabling both remote and in-office staff to efficiently manage contract administration and continuously support job seekers and businesses.

To bolster service coordination, we are actively using the Crosswalk Agency Referral Portal. This portal ensures seamless referrals and provides a warm hand-off for customers, enhancing our ability to collaborate with community partners and streamline service delivery.

Additionally, the Unite Us platform is utilized to improve referral management for the Hope Florida statewide initiative. This system facilitates collaboration with community and workforce partners, enhancing the effectiveness of referral coordination and management.

Premier Virtual was another key tool that emerged during this time, allowing us to host virtual recruiting events, job fairs, and consortiums. This platform facilitated significant engagements, such as our virtual annual job fair, which successfully connected 50 employers with approximately 200 job seekers. It continues to support our virtual job fairs and informational sessions.

We also established a remote Customer Solutions Representative (CSR) role to provide basic services during extended hours from Monday to Saturday. This position helps us cater to customers who cannot visit or connect with us during traditional office hours, enhancing our accessibility.

Finally, we have expanded the free self-directed learning platform, Metrix Learning, to Flagler and Volusia counties, in addition to Brevard County. This free online learning platform offers

over 7,000 courses accessible via computer, tablet, or mobile phone, including courses in Spanish. Metrix Learning empowers individuals by enabling them to upskill to meet the demands of today's employment landscape. This platform supports customers in acquiring in-demand skills and preparing for certifications in various industries.

These advancements reflect our commitment to leveraging technology to expand access and improve service delivery for all job seekers and employers in our region.

(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 Flagler Volusia (CSBFV) is committed to advocating for and supporting an integrated information system at both the state and local levels. This system would allow entities carrying out core programs to better coordinate service delivery for mutual customers and facilitate cross-program referrals. CSBFV actively collaborates with state and local organizations to explore and potentially implement integrated intake, case management, and reporting systems to improve customer services and program management. Wherever possible, CSBFV maximizes the utilization of technology to consolidate and streamline services, enhancing the overall customer experience.

CSBFV has established policies that support the integration of services across the region's career centers, creating a customer-centered, fully integrated service delivery system. This system ensures that customers and employers have maximum access to the full range of education, employment, training, and supportive services offered through the programs available under WIOA.

Through Memorandums of Understanding (MOUs) with core program entities and other key partners, CSBFV has documented agreed-upon strategies to enhance service provision to employers and job seekers. Additionally, several strategic goals of CSBFV promote maximum integration of service delivery within our career centers, ensuring that both customers and employers benefit from a comprehensive and cohesive service experience.

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

The competitive process used by CareerSource Brevard Flagler Volusia (CSBFV) to award sub-grants and contracts for WIOA-funded activities follows strict procurement policies and procedures that comply with Federal and State regulations, specifically adhering to 2 CFR 200 sections 200.318 through 200.326. Below are the detailed steps involved in this process:

- **Issuance of RFP/ITN and Public Notification:**
The process begins with the issuance of a Request for Proposal (RFP) or Invitation to Negotiate (ITN). CSBFV makes the opportunity public by notifying interested parties and issuing a legal public notice to ensure broad participation. This step aims to attract as many qualified proposals as possible.
- **Receipt and Review of Proposals:**
Once proposals are received, an internal committee is responsible for reviewing each submission. During this review, the committee checks that the responding companies are

not on any excluded lists and that there are no conflicts of interest. Proposals are then thoroughly evaluated based on the criteria set forth in the RFP or ITN.

- **Tentative Selection:**
The internal committee makes a tentative selection of a winning proposal. The selection considers any strengths, opportunities, weaknesses, and threats identified during the review process, and clarification or additional information is gathered as needed.
- **Internal Review and Approval:**
The committee's tentative selection is then forwarded to the Executive Director of CSBFV for approval. Once approved by the Executive Director, the selection is presented to the Executive Board and Board of Directors for final review and approval.
- **Single Handling of Bids:**
If only one bid is received after the RFP or ITN has been advertised for 30 days or more, due diligence is performed in accordance with FAR 14.408(1)(b). This includes ensuring that at least three responsible and capable firms were solicited, that the scope of work was consistent with market conditions, and that the timeline for submitting proposals was reasonable (a minimum of 30 days). The review committee will evaluate the single bid based on the strengths, opportunities, weaknesses, and threats identified during the review process and make a recommendation to the Board of Directors if no conflicts exist.
- **Non-Competitive or Single-Source Process:**
In rare cases where there is only one source of supply, or if the requirement is exigent, the award may be made through a non-competitive or single-source process. A justification is prepared to document the reasoning behind such a decision.
- **Final Approval and Contract Drafting:**
Upon final approval by the Board of Directors, CSBFV drafts a contract with the winning bidder. This contract includes all necessary provisions outlined in 2 CFR 200 sections 200.318 through 200.326 and Appendix II to Part 200, ensuring full compliance with Federal requirements.
- **Audit and Monitoring:**
These procurement policies and procedures are audited by independent CPAs during the annual single audit and are monitored by state staff as part of their fiscal and programmatic monitoring processes.

This transparent, competitive process ensures that CSBFV awards sub-grants and contracts for WIOA-funded activities in a manner that maximizes competition, ensures fairness, and adheres to all regulatory requirements.

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

CareerSource Brevard Flagler Volusia ensures that service providers consistently meet the program quality and outcome standards required by federal, state, and local programs through a rigorous and continuous improvement process. This process includes:

- **Providing Technical Assistance and Guidance:** Support is offered as needed to help service providers meet their performance goals.
- **Regular Monitoring:** Service providers are regularly monitored to compare results with federal

and state standards. Corrective actions are required when discrepancies are found.

- **Corrective Action Follow-Up:** Progress is documented through regular reporting, and follow-up is conducted to ensure that all corrective actions are effectively implemented. Service provider contracts specify the required outcomes and quality standards established by CSBFV. This approach, coupled with continuous improvement teams, supports our ongoing efforts to enhance service quality.

The progress and success of contracted service providers are reviewed through performance reports and feedback from the community, including the committee process. These reports cover the performance and expenditures of service providers. Staff compare outcomes, success rates, cost-effectiveness, and the service provider's value to the community based on performance reports, monitoring reports, committee information, and data from the State's management information systems.

Training provider information is available on our website for review by customers interested in training opportunities and is updated regularly. Complaints from participants or the community regarding the performance of a training provider are initially addressed by administrative staff. CSBFV staff will reach out to training providers either by telephone or through on-site visits to verify the details of the complaint. If a complaint is validated, a corrective action plan may be requested. If staff is unable to resolve the complaint with the training provider and the participant, it will be reviewed by the Chief Operating Officer for resolution.

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

COORDINATION OF SERVICES

- (1) Coordination of Programs/Partners:** Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers. 20 CFR 679.560.

The coordination of services across programs and partners in one-stop career centers is managed through a collaborative approach led by CSBFV. This involves the creation of a Memorandum of Understanding and an Infrastructure Funding Agreement among all necessary partners, which may include Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy programs. The aim of these agreements is to outline a cooperative strategy for workforce training, employment, and economic development initiatives that align with state requirements for a successful one-stop delivery system.

This system ensures that activities are not duplicated and services to customers are enhanced by establishing joint processes and procedures. These procedures facilitate the integration of partners into the existing one-stop delivery system, offering a unified and extensive range of services. Specifically, this includes education, human services, job training, and other workforce development services tailored for individuals with disabilities in Region 27.

The parties involved commit to coordinating their activities and services within the legal framework of their respective programs, services, and agencies, as detailed in the CSBFV-2427-MOU-IFA document. This structured coordination aims to prevent activity duplication and

improve service delivery to customers, ensuring an efficient and customer-focused approach to workforce development.

CareerSource Brevard Flagler Volusia (CSBFV) has established strong, robust and sustained partnerships with core programs where core programs fall under the direct oversight of CSBFV and the one-stop system. CSBFV 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 programs.
- 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 FloridaCommerce's state Unemployment Compensation recipients.
- Unemployment Compensation program via information and local navigation assistance to FloridaCommerce's state Unemployment Compensation program.

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

- Title IV program services through the Department of Vocational Rehabilitation.
- Offender reentry services through the Brevard Reentry Task Force & our tri-county reentry program, Project Reconnect.
- Department of Juvenile Justice.
- Senior Community Service Employment program.
- Adult Education and Family Literacy Act (AEFLA) programs through local educational institutions.
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act (Perkins V) through multiple educational institutions, training partners and apprenticeship programs.
- Community Services Block Grant; and
- The Florida Department of Education, Division of Blind Services.

Other workforce employment and training programs managed through direct services:

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

Upon the assessment that personalized career services are deemed necessary for an individual's employment attainment or retention, such services are provided via the resources of

the CSBFV center, its personnel, or affiliates. Career Advisors, well-versed in the operational aspects, fundamental eligibility criteria, and offerings of each program, are equipped to guide clients in accessing CSBFV's programs and services. They also facilitate informed referrals to ancillary programs when suitable and within the authorized parameters of the program. CSBFV, along with its partners, endeavors to structure and amalgamate services based on function rather than by distinct program, adhering to the stipulations of each program's guidelines where feasible. The CSBFV collective is dedicated to synchronizing communication, developmental initiatives, and educational endeavors among staff and partners. The emphasis on service integration is to deliver a comprehensive suite of services to all clientele, including specialized groups, managed by teams proficient in the objectives, extent, and stipulations of each program.

The Florida Department of Education's Division of Vocational Rehabilitation (VR) plays a pivotal and compulsory role as a component of WIOA. VR's integration within our career centers enables its personnel to support individuals with disabilities who qualify for vocational rehabilitation services. The spectrum of services encompasses assessments, counseling, mentorship, job search skill enhancement, physical and psychological rehabilitation, training, assistive technology engineering, aid in obtaining equipment and licenses, employment placement, and subsequent follow-up actions. All career center staff are equipped to assist individuals with disabilities. WIOA case management orchestrates the provision of services, thereby mitigating service redundancy. Interactions between Center staff and VR for cross-referrals may transpire in person, via telephone, or email.

(2) Coordination with Economic Development Activities: Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)).

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

CareerSource Brevard Flagler Volusia employs several strategies to effectively coordinate workforce development programs with local economic development activities. Economic development representatives hold required positions on the LWDB, ensuring their input into workforce planning efforts. CSBFV annually reviews state, local, and regional economic development goals to ensure alignment with the Regional Targeted Occupations List (RTOL) and key industries, achieving over 90% alignment. CSBFV is actively involved with the Economic Development Commission of Florida's Space Coast (EDC) and collaborates with municipal, county, and community development efforts, maximizing partnerships at local, regional, and statewide levels.

Examples of coordinated efforts include:

- **EDC Referrals:** The EDC refers new employers to the workforce system, promotes workforce services, and supports programs like Incumbent Worker Training and Quick Response Training (Florida Flex). CSBFV's Business Liaisons help employers navigate these processes.
- **Support for New Enterprise Opportunities:** CSBFV actively participates in new project developments by providing letters of support and allocating training resources for expanding companies. To qualify, companies must meet WIOA requirements, document their training needs, and ensure that participant employees meet applicable criteria.
- **Sector Strategy Participation:** CSBFV collaborates with the EDC on the AIM (Advancing in Manufacturing) Sector Strategy, which focuses on Advanced Manufacturing. CSBFV also

supports the EDC's Certified Production Technician (CPT) program by participating in the CPT Advisory Council, hosting workshops, co-hosting job fairs, and providing scholarships.

- **Business Association Collaboration:** CSBFV partners with local business associations to identify workforce needs and increase regional service awareness. Through participation in collaborative workgroups, meetings, and serving on boards of directors, CSBFV ensures alignment with economic development objectives.
- **Economic Development Partners:** CSBFV works closely with local economic development partners, including the Flagler County Commission, Economic Development Commission of Florida's Space Coast (EDC), Volusia County Division of Economic Development, and TEAM Volusia EDC. These collaborations help CSBFV present workforce data to support planning efforts, while economic development partners provide labor market information (LMI) on local economies to help align workforce initiatives.
- **FloridaCommerce:** CSBFV refers clients to FloridaCommerce, which offers business support resources to enhance Florida's global competitiveness by attracting, retaining, and growing businesses.
- **Veteran Entrepreneur Portal:** This portal provides veteran entrepreneurs with direct access to federal resources and best practices to support their ventures.
- **Local Chambers of Commerce:** CSBFV collaborates with local and regional chambers of commerce, including the Cocoa Beach, Daytona Beach, Hispanic Chamber of Commerce of Central Florida, Melbourne, Ormond Beach, Palm Bay, Palm Coast, Port Orange, and Southeast Volusia Chambers of Commerce. These partnerships help align workforce initiatives with regional economic priorities.

Entrepreneurship is a vital economic driver and a key element in community development. It goes beyond profit-making; it fosters business growth and job creation. CareerSource Brevard Flagler Volusia believes in starting "at home" by supporting entrepreneurship within our centers through quarterly seminars, provided in collaboration with weVENTURE, an initiative at the Florida Institute of Technology that supports women entrepreneurs on the Space and Treasure Coasts with personalized consultations, educational seminars, and the IGNITE 360® Mentoring Program.

Our support extends into the community through the following partnerships:

- **Volusia Business Resources (VBR):** Connects local entrepreneurs with business support resources through quarterly workgroups and online tools.
- **Florida Small Business Development Center (SBDC):** Offers resources, workshops, and free consulting through partnerships with Eastern Florida State College and Daytona State College.
- **SCORE:** Delivers free or low-cost mentorship and education through over 340 chapters nationwide, with CSBFV collaborating to integrate SCORE's services into local economic development efforts.
- **SBA – U.S. Small Business Administration:** Provides free counseling and low-cost training for small businesses.
- **1 Million Cups Daytona Beach:** This entrepreneurial community supports and engages entrepreneurs through weekly local meetups. Each event features presentations from startups and small businesses, providing a platform for feedback and networking with other entrepreneurs, investors, and community members. The program aims to build strong, collaborative ecosystems for entrepreneurial success. CSBFV staff serve in a lead organizer role at these weekly meetings.
- **ELI Entrepreneurial Mindset Training:** Several members of CSBFV staff are certified to teach the ELI Entrepreneurial Mindset Training, using Daytona State College's curriculum. This

program equips trainees with entrepreneurial thinking skills. Career center staff also facilitate this training at the local jail, helping soon-to-be-released inmates explore entrepreneurship opportunities.

Together, these initiatives and partnerships foster a robust support system for entrepreneurship. By connecting entrepreneurs with tailored resources, educational opportunities, and expert guidance, they collectively advance entrepreneurial skills training and microenterprise services, empowering individuals and businesses to thrive in a dynamic economic landscape.

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

As required by WIOA, CareerSource Brevard Flagler Volusia (CSBFV) employs a Rapid Response Coordinator (RR Coordinator), a local representative responsible for planning and coordinating assistance for employers and workers affected by temporary and permanent layoffs. This coordinator is part of a comprehensive Rapid Response Team that includes local and state RR Coordinators, a Rapid Response Manager, Targeted Industry representatives, local career center staff, TAA, Veterans, and Communications staff. The provision of Rapid Response activities is mandated in the event of a disaster, mass layoff, plant closing, or other events that result in a significant increase in unemployment. The Worker Adjustment and Retraining Notification Act (WARN) mandates that employers provide 60 days' notice before covered plant closings and mass layoffs, protecting workers, their families, and communities.

- **Initial Response and Coordination:** Upon receiving a WARN notice from the state, the notice is forwarded to the Vice President of Industry Relations, who will then engage with the local RR Coordinator. The RR Coordinator may also be informed of layoffs through media or direct contact from company representatives. Upon receipt of a WARN notice, the RR Coordinator initiates Rapid Response services by arranging a meeting with the company representative. This meeting is used to complete the "On Site Rapid Response Visit Report" and to schedule informational meetings for affected workers based on their needs.
- **On-Site Visits and Meetings:** The RR Coordinator arranges on-site visits and informational sessions to address the immediate needs of affected workers. This involves contacting agency partners to determine their availability and crafting a response plan tailored to the employer and employee needs. This may include scheduling informational meetings, job fairs, and workshops at the employer's location, as well as inviting partner agencies to discuss their services.
- **Information Dissemination:** During informational meetings, materials such as career center brochures are distributed. Career center staff, including Employer Services representatives, may assist in encouraging future participation and registering affected employees for services using Quick Registrations.
- **Layoff Aversion and Tracking:** For state employee layoffs, affected workers have access to Rapid Response services. Reports are completed after employer visits and attempts to contact non-responsive employers are documented. Public awareness marketing materials are distributed to inform about career center services, and the effectiveness of services is tracked through participation rates and employment outcomes.

Layoff Aversion Strategies

Continued engagement, partnerships, and relationship-building activities with local businesses are crucial for effective layoff aversion and prompt reemployment assistance. This approach aligns with CareerSource Florida Strategic Policy 2021.06.09.A.2 – Rapid Response and Layoff Aversion System and CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration, ensuring compliance with state and federal guidelines for effective Rapid Response and layoff aversion strategies. Key strategies include:

- **Ongoing Engagement:** Building relationships with businesses to create a supportive environment for layoff aversion and quick reemployment assistance.
- **Managing Reductions in Force:** Assisting employers with early identification of at-risk firms and addressing their needs through targeted services.
- **Incumbent Worker Training:** Developing and managing training programs to enhance worker skills as part of layoff aversion strategies.
- **Connecting to Programs:** Linking companies to state Short-Time Compensation and other resources for business needs
- **Economic Development Linkages:** Connecting with federal, state, and local economic development activities.
- **Partnering with Business-focused Organizations:** Assessing risks and implementing strategies to mitigate them.
- **Identifying Economic Transition Opportunities:** Proactively identifying growth opportunities and training needs.
- **Coordination for Disasters:** Planning and responding to natural and other disasters with local organizations.
- **Connecting to Training Programs:** Facilitating connections to on-the-job or customized training programs.

Early Warning Network

An early warning network allows CSBFV to quickly alert community partners of potential dislocations and address affected workers' needs. Strong partnerships with local Economic Development Agencies and Chambers of Commerce facilitate rapid information exchange and support. Key partnerships include:

- **Economic Development Practitioners Advisory Boards:** CSBFV Leadership and staff engages and collaborates with Economic Development agencies in their county and when appropriate, serves as an advisory board member.
- **County Economic Development Committees:** Participation in various business resources meetings and the Business Input Committees
- **Chambers of Commerce:** Active involvement in chamber-led initiatives such as workforce taskforce committees, ribbon cuttings, and symposiums.
- **Industry and Education Consortiums:** Participation in Alliance4 Interchanges, the Florida Atlantic Workforce Alliance Consortium, and other education and industry consortiums.

In the event of WARN, non-WARN, TAA, or natural disasters, the Business Services Team promptly assesses business needs and provides information to mitigate impacts. For instance, following a natural disaster, the Business Services Team may be dispatched to evaluate and address community needs.

(4) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key

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

(a) Selected industries or sectors are driven by high-quality data (cite data source used);

To identify and collaborate with key industry partners, CareerSource Brevard Flagler Volusia (CSBFV) employs a data-driven approach aligned with WIOA §108(b)(4)(A). CSBFV uses data from multiple sources such as FloridaCommerce's Bureau of Workforce Statistics and Economic Research's - Florida Insight, local labor market information (LMI), and Lightcast Data Analytics to pinpoint high-growth sectors and trends. Additionally, feedback from industry partners serves as a crucial data source, guiding investments and collaborations toward industries with significant economic impact.

CSBFV reviews industry activity using additional resources such as the U.S. and Florida Chambers of Commerce, local universities, and industry publications. This comprehensive data review informs strategic adjustments.

When partnerships are underdeveloped, CSBFV focuses on building infrastructure through outreach to local businesses, industry associations, and educational institutions. Leveraging data from these various sources, CSBFV identifies gaps and invests in initiatives like forums and workshops.

A principal goal of the region is to build long-term economic vitality through the attraction and retention of employers offering above-average wages in targeted industries. Employers play a leading role in all workforce committees, with community employers serving as chairpersons. These committees ensure the workforce system is demand-driven by providing valuable input and feedback on the local economy. Their first-hand knowledge of current employment needs is essential for providing customers with up-to-date information on local labor market details, ensuring competitiveness in the region.

The selection of industries or sectors is guided by high-quality data from FloridaCommerce - Florida Insight, local LMI reports, and Lightcast. By continuously analyzing and updating this data, CSBFV ensures that its strategies remain responsive to changing economic conditions and workforce needs, in line with WIOA §108(b)(4)(A).

(b) Sector strategies are founded on a shared, regional vision;

CSBFV's sector strategies are grounded in a shared regional vision aimed at enhancing economic vitality. This vision involves attracting and retaining employers offering above-average wages in targeted industries. The region's workforce committees, led by community employers, provide valuable input and feedback, ensuring that sector strategies align with the regional economic goals and the needs of local businesses.

(c) The local area ensures that sector strategies are directed by industry;

CSBFV ensures that sector strategies are directed by industry through active participation of industry leaders in workforce committees. These committees, composed of community employers, provide valuable input on current employment needs and trends, ensuring that strategies are relevant and effective. CareerSource Brevard Flagler Volusia assigns Business Liaison staff to key industry sectors, including Aerospace/Aviation, Healthcare, Construction,

Information Technology, Business & Professional, and Manufacturing. Business Liaison staff are dedicated to these sectors to deliver tailored sector strategy services and ensure that industry needs are continuously validated and integrated into local planning.

Additionally, CSBFV will continue to host the Alliance4 Interchange, a bi-annual convergence of business, workforce development, economic development, and education stakeholders. This event serves as a strategic platform for candid discussions on community workforce needs. Through real-time conversations, local leaders articulate business challenges and workforce requirements, providing first-hand direction on industry needs. Planning committees, representing the four community partnerships in Alliance4, meticulously shape each meeting's agenda to ensure it remains relevant to the dynamic business landscape.

- (d) The local area ensures that sector strategies are aimed at strategic alignment of service delivery systems;

CareerSource Brevard Flagler Volusia will ensure that sector strategies are aimed at the strategic alignment of service delivery systems by fostering collaboration between key industry stakeholders and service providers. CSBFV coordinates with industry representatives to identify specific needs and gaps, then integrates these insights into tailored service delivery models. This approach includes aligning training programs, career services, and educational resources with industry requirements to ensure that job seekers and employers receive relevant and effective support. By maintaining open communication channels and continuously adjusting strategies based on industry feedback, CSBFV ensures that service delivery systems are well-aligned with the evolving needs of the local economy

- (e) The local area transforms services delivered to job seekers/workers and employers through sector strategies; and

CareerSource Brevard Flagler Volusia (CSBFV) transforms services delivered to job seekers, workers, and employers through sector strategies by tailoring career services and training programs to meet the specific needs of key industries. CSBFV collaborates with industry partners to design and implement programs that address sector-specific skill gaps and workforce requirements. This includes offering specialized training, customized career counseling, and targeted job placement services that align with industry demands. By focusing on industry-driven needs, we are able to enhance the relevance and effectiveness of our services, ensuring that job seekers are equipped with the skills needed by employers and that businesses receive the support required to fill critical positions.

- (f) The sector strategies are measured, improved and sustained.

CSBFV measures, improves, and sustains sector strategies through a continuous process of evaluation and feedback. CSBFV tracks the effectiveness of its sector strategies by analyzing performance data, soliciting feedback from industry partners, and monitoring outcomes such as job placements and training completions. This data-driven approach allows for the identification of areas for improvement and the implementation of adjustments to enhance strategy effectiveness. Regular reviews and updates ensure that sector strategies remain responsive to changing industry needs and workforce trends. By maintaining a focus on measurement and continuous improvement, CSBFV ensures that its sector strategies are both effective and sustainable over the long term.

- (5) Coordination with Relevant Secondary and Postsecondary Education:** Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities (including activities related to the

Credentials Review Committee, as appropriate) to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

Effective coordination between secondary and postsecondary education programs and workforce investment activities is crucial for aligning educational outcomes with regional labor market demands. CareerSource Brevard Flagler Volusia (CSBFV) plays a pivotal role in this process, ensuring that educational institutions and industry partners collaborate to meet the evolving needs of the workforce.

CSBFV serves as a key broker and facilitator, working closely with core partner programs and educational institutions, including community colleges and technical training institutions, to develop career pathways in targeted industry sectors. These pathways help individuals at all skill levels complete the education and training necessary to attain industry-recognized credentials, ensuring that programs meet the skill requirements of local businesses in in-demand industries.

Strategies for Coordination:

- **Engagement with Educational Providers:** CSBFV actively engages with a range of local educational institutions, including Eastern Florida State College, Daytona State College, Bethune-Cookman University, Stetson University, Flagler Technical College, Daytona College, and Independent Florida Colleges. These strong relationships ensure that job seekers receive the necessary skills training to meet employer needs and maintain employment.
- **Participation in Industry Advisory Councils:** CSBFV regularly attends Industry Advisory Councils at Eastern Florida State College, focusing on sectors such as Manufacturing & Engineering Technology, Computer Science & Information Technology, Business Administration & Office Technology, and Healthcare & Life Sciences. Additionally, CSBFV participates in local Chamber of Commerce workforce committees that include both business and education leaders. These councils and committees offer platforms for sharing labor market insights, ensuring that educational programs are effectively aligned with local workforce requirements.
- **Hosting the Alliance4 Industry Interchanges:** CSBFV organizes the bi-annual Alliance4 Industry Interchange, which brings together leaders from business, workforce development, economic development, and education. This event facilitates real-time discussions about workforce needs and collaborative solutions, aligning workforce development, education, and economic efforts. Additionally, this event supports the local secondary and post-secondary schools like Daytona State College, who uses Alliance4 as its Workforce Advisory Committee, and schools in Volusia and Flagler counties, who use it to conduct their Community Local Needs Assessment required under Perkins V. We will be expanding Alliance4 to Brevard County now that we are a consolidated region.
- **Industry & Education Consortiums:** Under Senate Bill 240 (2023), CSBFV convenes quarterly Industry & Education consortiums to align workforce training with regional labor market needs. Information gathered from these meetings is reported to the CSBFV board of directors and shared publicly on the CSBFV website. This process ensures that training programs are responsive to current and future job demands, supporting workforce readiness and regional economic growth.

By fostering partnerships between education and workforce systems, CSBFV enhances services, avoids duplication, and supports WIOA's goal of increasing access to postsecondary credentials. Over the next four years, CSBFV will build on these efforts to spearhead collaborative innovations,

ensuring that education programs are responsive to workforce demands and that individuals are prepared for success in high-demand sectors.

WIOA also requires coordination of training costs with financial sources like Pell Grants, FSEOG, and PSAV Grants to prevent duplicate payments and maximize federal funds, ensuring participants avoid student loans. CSBFV encourages participants to apply for these aids during the training eligibility process. The "Scholarship Unit" (SU) at CSBFV serves as a key financial aid resource, overseeing the approval of Individual Training Accounts (ITAs) and supportive services for eligible customers. The SU reviews each training request to ensure it is a sound investment, aligns with the customer's career plan, and meets local labor market needs. Customers select training from an approved provider list, and the SU may deny funding if there is no agreement on the occupational choice or if the customer holds a viable degree. The SU also manages WIOA and WT funds, provides financial aid information, tracks training budgets, and approves On-the-Job Training, Work Experience, Employed Worker Training, and Transitional Job opportunities.

These comprehensive efforts help coordinate strategies, enhance services, and avoid duplication of services in line with WIOA §108(b)(10) and 20 CFR 679.560(b)(9).

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

CareerSource Brevard Flagler Volusia (CSBFV) coordinates WIOA Title I workforce investment activities with transportation assistance and other supportive services to ensure participants can access the resources needed for employment and training programs. CSBFV has established operational policies for distributing transportation assistance, which includes bus passes, reloadable debit cards for gasoline, and partnerships with local agencies that provide transportation services. Additionally, when it is economical and effective, CSBFV may offer assistance with car repairs. A participant budget is maintained to track the annual issuance of supportive services, including non-transportation assistance, and program resources are reviewed monthly or quarterly to ensure coordinated and efficient delivery.

CSBFV board staff participates on the Transportation Disadvantaged Local Coordinating Board for the Space Coast Transportation Planning Organization (SCTPO) in Brevard, and the River to Sea Transportation Planning Organization (TPO) in Volusia and Flagler counties, to address the transportation needs of disadvantaged individuals facing both economic and physical challenges, along with the senior citizen population. This involvement ensures that workforce development efforts are aligned with regional transportation planning, supporting WIOA's goal of removing barriers to employment and providing effective supportive services to individuals.

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

CareerSource Brevard Flagler Volusia (CSBFV), in partnership with the state agency FloridaCommerce, provides employment services through the one-stop system under the Wagner-Peyser Act. Funding for state employees is provided through FloridaCommerce, which also oversees human resources and provides policy guidance for the delivery of WP employment

services. CSBFV management directly hires and terminates employees under approval of the FloridaCommerce and is responsible for developing and training state employees and supervising all day-to-day functions, including WP service delivery. The coordination of WP services within the CSBFV one-stop system is integrated with all other programs and services to avoid duplication. Local state employees are key members of the CSBFV team, playing a vital role in delivering labor exchange and career services, especially to individuals with barriers to employment, as defined in WIOA sec. 3(24). FloridaCommerce employees work closely with center staff to ensure a seamless delivery of services, identifying as CSBFV staff and taking pride in the overall quality of customer service.

CSBFV has developed and maintains operational policies and work instructions for the delivery of WP services under the Wagner-Peyser Act. Supervision, training, and development are seamlessly integrated across board, partner, and state staff. All CSBFV staff, including those employed by FloridaCommerce, manage and track the delivery of services through a single integrated state management system, Employ Florida (EF), which captures staff-assisted and self-service labor exchange activities. CSBFV uses Content Central, a document management system that automates processes and forms not contained in EF.

CSBFV strives to offer universally accessible services through its career centers, providing the following services to job seekers:

- Center orientation
- Registration in Employ Florida (EF)
- 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 (e.g., resume writing, online job search, interviewing skills)
- Assistance with filing claims for Reemployment Assistance benefits, navigating the Connect system, and claiming reemployment weeks
- Comprehensive and specialized assessments
- 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, including occupational skills training, On-the-Job Training (OJT), private sector training programs, skills upgrading, job readiness training, and customized training. At each CSBFV career center, staff greet all visitors and direct them to the appropriate orientation, workshop, or service. Visitors are tracked using a Client Tracking System that monitors wait and service times.

New job seekers receive a center orientation and referrals to appropriate partner agencies to help overcome employment barriers. After the orientation, they are assisted with registration in Employ Florida, development of a basic resume, and recommendations for workshops or job referrals. All job seekers are provided services such as labor market information, resume development or editing, interview coaching, assessments, networking, and help navigating Employ Florida for self-directed job searches. Additionally, tools like computers, fax machines, telephones, and copiers are available at no cost to job seekers.

CareerSource Brevard Flagler Volusia also provides comprehensive assessment services and uses the assessment results during pre-screening. Job seekers are evaluated through the CSBFV

assessment center, which employs a battery of tools to identify the best match of talent to employers' needs. The career assessments offered are state-of-the-art and designed for all levels of job seekers, from CEO to associate, PhD to GED, ticket-to-work participants, youth, and candidates with varying backgrounds. This ensures that job seekers across the universal population can access the right tools for career advancement.

These services and activities ensure that CSBFV meets the basic labor exchange requirements as defined in Section 7(a) of the Workforce Innovation and Opportunity Act (WIOA).

Re-employment Services: Reemployment services are provided to unemployment claimants and Reemployment Services and Eligibility Assessment (RESEA) program participants. These programs share common elements, including written invitations to participate, orientation to the one-stop center and available services, and completion of an initial assessment. In addition to these services, staff also conduct activities for RESEA participants, such as creating employment development plans, providing labor market information overviews, and assigning work search activities. Staff also provide job search and resume-building services. If a skills gap or training need is identified, job seekers are referred to WIOA orientation for further services.

CSBFV provides tools to help job seekers meet their weekly work search requirements, including access to computers, fax machines, telephones, workshops, career counseling, and referrals to appropriate job opportunities at each career center.

An initial assessment is conducted during center orientation to recommend appropriate program options and refer job seekers to employment opportunities. If a job seeker refuses a job referral or employment offer, they are reported to FloridaCommerce Reemployment Assistance Services.

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

CareerSource Brevard Flagler Volusia (CSBFV) has established and maintained effective relationships with Brevard Adult and Community Education, Daytona State College, and Flagler Technical College to provide essential literacy and educational services. This collaboration facilitates the delivery of basic literacy and adult general education services, addressing the goals and objectives of both state and national resources. CSBFV's partnership with Adult Education and Family Literacy Act (AEFLA) programs is crucial for integrating their Title II Adult Education program with the workforce development activities at all career centers.

CSBFV continues to work collaboratively with AEFLA partner programs to implement the Workforce Innovation and Opportunity Act (WIOA). One of CSBFV's strategic goals is to align its workforce development programs with those of Adult Education to ensure that training services are coordinated and complementary. This approach helps job seekers acquire the skills and credentials needed to meet employers' demands effectively.

Title II of WIOA emphasizes the importance of partnerships among the federal government, states, and local workforce development boards to deliver adult education and literacy activities. The overarching goals of WIOA for Adult Education include:

1. Assisting adults in becoming literate and obtaining the knowledge and skills necessary for employment and economic self-sufficiency.

2. Supporting adults who are parents or family members in acquiring the education and skills needed to contribute to their children's educational development and enhance their family's economic opportunities.
3. Helping adults attain a secondary school diploma and transition to postsecondary education and training through career pathways.
4. Aiding immigrants and English language learners in improving their reading, writing, speaking, comprehension skills in English, and mathematics skills, as well as understanding the American system of government, individual freedoms, and citizenship responsibilities.

These goals align closely with the WIOA Adult, Dislocated Worker, and Youth program services. Adult Education utilizes space in CSBFV's career centers to offer community classes and has added some occupational skills programs to the Eligible Training Providers List (ETPL) to support job seekers needing training. The Memorandum of Understanding (MOU) with AEFLA partners provide opportunities for individuals with limited English proficiency to access ESOL group or individual resources. Brevard Adult and Community Education students who qualify for WIOA can simultaneously pursue their GED at the Titusville career center, where on-site classes are available. This program not only facilitates the acquisition of sought-after skills but also sets the stage for rapid advancement into prosperous careers.

(9) Reduction of Welfare Dependency: Describe how the LWDB coordinates workforce investment activities to reduce welfare dependency, particularly regarding how services are delivered to TANF/Welfare Transition and SNAP E&T participants, to help individuals become self-sufficient. This description must include:

- (a)** How the CLIFF suite of tools is used to support the case management of participants, consistent with CareerSource Florida Strategic Policy 2023.06.07.A.5;

CareerSource Brevard Flagler Volusia (CSBFV) coordinates workforce investment activities to reduce welfare dependency by providing comprehensive services to TANF/Welfare Transition and SNAP E&T participants, helping them become self-sufficient. A key component in this effort is the use of the CLIFF suite of tools, which supports ongoing case management in line with CareerSource Florida Strategic Policy 2023.06.07.A.5.

The CLIFF tools allow Career Advisors to visually demonstrate the financial impacts of a participant's change in income and benefits over time. The CLIFF Dashboard is used to:

1. Discuss potential "cliffs" with participants, helping them plan and prepare for income changes as they progress in their employment journey,
2. Compare the participant's desired career with another similar career or a job near minimum wage, highlighting the point at which they might achieve self-sufficiency in their chosen career versus other employment options,
3. Use this comparison to explore training opportunities available through the LWDB that could help the participant succeed in their employment and training journey.

Through these strategies, CSBFV equips participants with the knowledge and resources needed to make informed career decisions, reduce welfare dependency, and ultimately achieve long-term self-sufficiency.

- (b)** Information and data on activities related to initiatives in the local area that support the self-sufficiency of public benefit recipients (i.e., Hope Florida); and

CareerSource Brevard Flagler Volusia (CSBFV) coordinates workforce investment activities to reduce welfare dependency by delivering comprehensive services to TANF/Welfare

Transition and SNAP E&T participants, helping them achieve self-sufficiency. Referred customers receive tailored support to enhance their job readiness and career development through a variety of initiatives.

Participants engage in mock interviews to build confidence and refine their responses, and they have access to platforms such as Metrix Learning/SkillUp, LinkedIn Learning (free for Volusia County), and Udemy (free for Flagler County) for targeted online courses that develop essential skills. Resume reviews and job referrals connect them with potential employers, while relevant workshops offer further insights and practical knowledge. In addition to career development, participants are provided with practical support, such as interview attire and uniform allowances, to cover necessary expenses. Funding is available for additional educational services, and participants are guided toward community resources that offer further assistance and networking opportunities.

Local initiatives, such as Hope Florida, play a vital role in supporting the self-sufficiency of public benefit recipients by connecting them to these resources and services. CSBFV is committed to working with resource partners, including Hope Florida, to ensure that participants are connected with community organizations that can provide additional support. Hope Florida unites private, faith-based, nonprofit, and government entities to help individuals overcome barriers and reach self-sufficiency. Through this collaboration, participants are connected with Hope Navigators, who guide them in identifying barriers, setting goals, and accessing community-based resources to support their journey to economic independence.

This comprehensive approach ensures participants are well-prepared for training and employment, ultimately reducing welfare dependency and helping them achieve long-term success.

(c) Strategies and services used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620.

CareerSource Brevard Flagler Volusia (CSBFV) coordinates workforce investment activities to reduce welfare dependency by fully integrating TANF/Welfare Transition (WT) and SNAP Employment and Training (E&T) programs into its career centers. These programs are co-located with services such as Vocational Rehabilitation, Adult Education, Wagner-Peyser, and WIOA, allowing seamless access to coordinated case management, support services, and training opportunities. TANF and SNAP E&T participants can be co-enrolled in the WIOA Adult or Youth programs, providing tailored services based on individual needs. This comprehensive model ensures that participants receive support to overcome barriers, build skills, and advance toward self-sufficiency.

To further expand opportunities for TANF and SNAP E&T participants, CSBFV maximizes the use of discretionary grants awarded by state and federal agencies, the Social Security Administration, and the U.S. Department of Labor. This allows for a broader range of services, including career center resources like workshops, access to computers, telephones, and fax equipment, and financial assistance for transportation and work attire. Educational training and work-based learning opportunities, such as paid work experience, are also provided to help participants gain valuable skills and experience.

In alignment with CareerSource Florida's mission to reduce welfare dependence, CSBFV offers follow-up and transitional services after participants secure employment. These

services include ongoing support and professional development for up to two years to promote job retention and reduce recidivism. This transitional phase allows participants to continue accessing resources that help ensure long-term success and economic independence.

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and chief local elected official(s) with WIOA § 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))

CSBFV negotiates with the state bi-annually for the Primary Indicators of Performance (PIP). The first negotiation for the newly combined region is anticipated to begin in the September/October 2024 timeframe. Local levels of performance will be determined upon completion of the negotiation process and acceptance of proposed levels by both state and CSBFV. The following table shows the last negotiated measures for each region prior to the consolidation:

Measures	LWDB 11	LWDB 13
Adults:		
Employed 2nd Qtr After Exit	85.00	90.40
Median Wage 2nd Quarter After Exit	\$7,939	\$8,837
Employed 4th Qtr After Exit	80.00	86.10
Credential Attainment Rate	72.00	77.00
Measurable Skill Gains	78.00	75.00
Dislocated Workers:		
Employed 2nd Qtr After Exit	79.10	90.10
Median Wage 2nd Quarter After Exit	\$6,096	\$11,831
Employed 4th Qtr After Exit	77.70	90.20
Credential Attainment Rate	64.40	72.20
Measurable Skill Gains	71.20	75.00
Youth:		
Employed 2nd Qtr After Exit	80.40	83.50
Median Wage 2nd Quarter After Exit	\$2,799	\$3,855
Employed 4th Qtr After Exit	78.30	81.50
Credential Attainment Rate	93.30	75.50
Measurable Skill Gains	86.00	65.30
Wagner Peyser:		
Employed 2nd Qtr After Exit	65.00	65.60
Median Wage 2nd Quarter After Exit	\$5,598	\$6,002
Employed 4th Qtr After Exit	65.00	64.20

In addition, CSBFV utilizes local measures designed to be leading indicators of performance on the PIP measures. Local goals are established at levels intended to ensure the best performance outcomes on the PIP.

The local measures include:

1. Five **Entered Employment** measures for Adult, Dislocated Worker, Welfare Transition, Wagner-Peyser and Positive Outcome for Youth (*Did customers obtain employment?*)
2. Four **Wage Rate** measures for Adult, Dislocated Worker, Youth, and Wagner-Peyser (*Were customers earning a wage above the poverty level?*)
3. Three **Retention** measures for Adult, Dislocated Worker, and Youth (*Did customers remain employed for 1 year after leaving the program?*)
4. Three **Measurable Skills Gain** measures for Adult, Dislocated Worker, and Youth (*Did customers demonstrate continued improvement/progress during training?*)
5. Three **Credential Attainment** measures for Adult, Dislocated Worker, and Youth (*Did customers successfully complete training?*)
6. Two Training Enrollment measures for WT/SNAP and WP/WIOA served (*Did customers receive work related training services?*)
7. Three measures designed to monitor performance on Special Projects and Grants. (FAWA, DWYER, and NCPEP)

(2) Actions the LWDB will take toward becoming or remaining a high- performing board, consistent with the factors developed by the state board pursuant to WIOA §101(d)(6).

CSBFV will adopt previously proven practices and processes that have resulted in a high-performing board that is business-led, market-responsive, results-oriented and integrated with other workforce development system partners. Our high-performing board will foster customer service excellence, seek continuous improvement, and demonstrate 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, CSBFV accomplishing the following:

- Analysis of strategic alternatives and adjust as necessary the 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; CSBFV maintains a strong focus on performance, results and measures of success.
- CSBFV's agenda includes financial, strategic, governance, operational and other key workforce issues that provide the structural framework for the board's oversight.
- CSBFV solicits and considers input from the community and customers.
- CSBFV maintains a governance structure/framework that is responsive to its stakeholders.
- CSBFV practices pro-active governance, especially related to board member recruitment and reappointment.
- CSBFV oversees the quality of leadership and management.
- CSBFV maintains and adheres to a board leadership succession plan.
- CSBFV maintains constant communication with key stakeholders on the organization's achievements and plans.

In addition to the Board's efforts, CSBFV establishes a performance model in the contract with the one-stop operator and workforce services provider that allows performance-based incentive awards for meeting or exceeding performance goals on three (3) elements:

- Element A – Minimum Performance – Meet or exceed minimum performance goals on 80% of locally defined measures designed to be performance indicators for federal Primary

Indicators of Performance measures.

- Element B – Accelerated Performance – Achieve or exceed accelerated performance goals on 50% of locally-defined measures.
- Element C – Programmatic Monitoring – This element is paid at the end of the year and is based on results of FloridaCommerce and Local Monitoring results. The contractor must have shown improvement over previous year monitoring results in order to earn payment for this element.

The CSBFV aims to prioritize effectively serving job seeker customers in a way that will enhance their lives, beyond just getting a job, by helping them envision bright futures.

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

- (3) How the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

Customer Surveys (Job Seeker and Employer) are conducted, and results are reviewed monthly by CSBFV and One-Stop Operator and Workforce Services Provider staff to ensure early identification of system issues and continuous improvement of One-Stop services.

- (4) Actions the LWDB took to implement and assess the use and effectiveness of the following WIOA waiver(s) in effect for Florida, if applicable.

- (a) Waiver associated with the requirement at WIOA § 129(a)(4)(A) and 20 CFR 681.410 that State and local areas expend 75 percent of local formula youth funds on out-of-school youth. The response should include programmatic outcomes including the increase of:
- Youth that attained a measurable skill gain;
 - Youth that attended post-secondary education;
 - Youth that participated in occupational skills training;
 - ISY who participated in work experience opportunities; and
 - Youth that earned an industry-recognized credential.

CSBFV maintains a strong focus on serving Out-of-School Youth. The combined numbers are shown in the following table:

	PY 22-23	PY 23-24
In-School Youth Served	39	20
Out-of-School Youth Served	347	300
Percent Out-of-School	88.76%	93.33%

a.	Youth Measurable Skills Gains (IOP 4 th Quarter of PY)	78.45%	85.90%
b.	Youth Enrolled in Post Secondary Education (439s)	3	3
c.	Youth Enrolled in Occupational Skills Training (416s and 430s)	10	4
d.	ISY in Work Experience (425s)	1	1
e.	Credential Attainment (IOP 4 th Quarter of PY)	75.15%	83.85%

Not included in Data above:

- During PY 22-23 There were 18, 300 Occupational Skills Training (ITA) services active on Youth applications but the 300 was funded with Adult funds.
- During PY 23-24 There were 24, 300 Occupational Skills Training (ITA) services active on Youth applications but the 300 was funded with Adult funds.

(b) Waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY). The response should include programmatic outcomes including:

- a. Improved response of the LWDB and youth providers' to the workforce needs of ISY;
- b. Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;
- c. Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and
- d. Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.

While primary focus remains on Out of School Youth every effort is made to ensure access and continued success through high quality services to In-School Youth whenever possible.

END OF LOCAL AND REGIONAL PLAN INSTRUCTIONS

ATTACHMENTS

#	Attachment Description	Link
A	Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected officials (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B).	<p>To view plan attachments, please visit:</p> <p>https://careersourcebr evard.com/who-we-are/operation-and-leadership/local-workforce-plan</p>
B	Executed agreement between the chief local elected official(s) and the LWDB.	
C	Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official(s).	
D	Current bylaws established by the chief local elected official(s) to address criteria contained in 20 CFR 679.310(g) and Administrative Policy 110 –Local Workforce Development Area and Board Governance.	
E	Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board’s vote on the local plan.	
F	Organizational chart that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include: <ul style="list-style-type: none"> (a) Regional Security Officer. (b) Chief Ethics Officer. (c) Custodian for purchased property and equipment. (d) Personnel Liaison. (e) Public Records Coordinator. (f) Equal Opportunity Officer. (g) Person who promotes opportunities for persons with disabilities. 	
G	Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.	
H	Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).	
I	Executed Infrastructure Funding Agreements with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).	
J	Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering	

	<p>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.</p>	
K	<p>A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.</p>	
L	<p>Planning Region Agreements between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.</p>	



SIGNATURE PAGE



This plan represents the best efforts of CareerSource Brevard Flagler Volusia to maximize the resources available under the various funding sources establishing the One-Stop Career Center System in Brevard, Flagler, and Volusia Counties for the Local Workforce Development Board 27. The plan was electronically submitted on or before October 2, 2024, and meets the requirements specified by the state which includes: Local Board Approval & Chief Elected Official. The plan covers the period of January 1, 2025 through December 30, 2028 and has been updated in accordance with the instructions provided by the CareerSource Florida (CSF). The plan contains local information and data necessary to provide the vision, goals, objectives and strategies necessary to ensure that Region 27 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 Flagler Volusia to implement the Workforce Innovation and Opportunity Act. Region 27 will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

CAREERSOURCE BREVARD

Gregg Lloyd

Gregg Lloyd, Board Chair

Marci Murphy

Marci Murphy, Executive Director

09/30/2024

Date

**CHIEF ELECTED OFFICIAL (CEO)
Tri-County Consortium**

Rob Feltner, Consortium Chair

Date



CareerSource Brevard Flagler Volusia Executive Director's Goals for PY 24-25

- **INCENTIVE COMPENSATION.** Employee is eligible for incentive compensation. The incentive compensation fund is a percentage of the Employee's annual Base Salary at the beginning of the fiscal year. Actual payment of the incentive compensation is based upon attainment of pre-determined goals mutually established by the CSBFV Executive Committee and the Employee. The target incentive amount is 10%. Each goal is weighted and contains a Threshold Objective (75%), a Target Objective (100%) and a Superior Objective (125%). A Threshold Objective for a goal must be met in order to receive any kind of incentive compensation for that goal. See Table 1 for the incentive formula application example. The payment of the incentive compensation will occur in the first pay period following approval by the CSBFV Executive Committee. CSBFV reserves the right to modify, amend or discontinue the Incentive Compensation at any time, and as mutually agreed to, upon thirty (30) days written notice to the Employee specifying the effective date of the modification, amendment or discontinuance, and tendered in accordance with Paragraph 21 – NOTICES.

Incentive Table Example

	Goal 1 (10%)	Goal 2 (25%)	Goal 3 (20%)	Goal 4 (20%)	Goal 5 (25%)	Total
Threshold 75%	X		X			
Target 100%				X	X	
Superior 125%		X				
Factor	$.75 \times 10 = 7.5$	$1.25 \times 25 = 31.25$	$.75 \times 20 = 15$	$1 \times 20 = 20$	$1 \times 25 = 25$	98.75%
Total Score = Total Factor of 10% (98.75% of 10% = 9.9%)						
Incentive (Salary X .099) = Incentive Dollars						

24-25 Goals

Goals	Threshold 75%	Target 100%	Superior 125%
10% Letter Grade Ensure CareerSource Brevard Flagler Volusia receives an "A" grade.	Letter grade data shows a B or B+ when 3 rd quarter data comes out.	Letter grade data shows an A- when 3 rd quarter data comes out.	Letter grade data shows an A or A+ when 3 rd quarter data comes out.
25% Increase customer traffic in the Volusia and Flagler county's three Career Centers combined.	Increase Center Traffic by 10%	Increase Center Traffic by 20%.	Increase Center traffic by 30%

24-25 Goals

Goals	Threshold 75%	Target 100%	Superior 125%
20% Partner with Dwyer Workforce to expand their CNA program to Volusia and Flagler Counties to augment the talent pipeline in the Healthcare industry while building business partnerships.	Graduate 50 participants in CNA	Graduate 50 participants ensuring 20 have been trained in the Volusia/Flagler area.	Graduate 55 participant ensuring 20 have been trained in the Volusia/Flagler area. Develop 3 new agreement partnerships with businesses in the Volusia/Flagler area to hire graduates.
20% Redesign the Sector Strategy business model to enhance the success of this strategy over three counties.	Design a new implementation plan for Sector Consortiums and Alliance 4 events.	Hold a re-designed Alliance 4 Event in the North end of the region.	Collect the data, prioritize issues to be resolved and hold a subcommittee meeting to start the resolution process. Implement one improvement.
25% Implement the designation of a Regional Planning Area	Board approval of regional area with letter of intent to CareerSource Florida in November 2024.	Tri-County Consortium designation of Regional Area by the end of the third quarter (March 2025).	Regional Plan draft outline completed by June 2025.

Services: Q1 PY 2023-2024 vs Q1 PY 2024-2025

UNEMPLOYMENT DATA

	Sep 2023	Sep 2024
Brevard	3.2% (10,065)*	3.6% (11,069)
Florida	3.1%	3.4%
US	3.6%	3.9%

*Not seasonally adjusted

AVERAGE ANNUAL WAGES

	2022	2023
Brevard	\$61,753	\$64,922
Florida	\$63,781	\$66,443

TOTAL RECEIVING SERVICES		CENTER TRAFFIC	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
5,511	5,507	5,173	8,673
VETERANS SERVED		TRAINING PROVIDED	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
670	743	635	723
BUSINESSES SERVED		WELFARE TO WORK TRANSITION	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
977	623	254	333
POSITIONS POSTED		TOTAL PLACEMENTS	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
2,035	1,244	38	40
		Average Placement Wage for Brevard - \$20.81	Average Placement Wage for Brevard - \$21.43

Report Timeframe – 7/1/2023 through 09/30/2023 vs. 7/1/2024 through 9/30/2024

CareerSource Brevard Flagler Volusia brings together business and community partners, economic development leaders and educational providers to connect employers with qualified, skilled talent and candidates with employment and career development opportunities.

CareerSource Brevard Flagler Volusia is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this website may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. CareerSource Brevard is the direct service provider for various workforce programs which are fully supported by the U.S. Department of Labor, Health and Human Services, and Agriculture as part of awards totaling \$10.5 million. All statements, press releases, requests for proposals, bid solicitations, public statements, social media, tool kits.

Services: Q1 PY 2023-2024 vs Q1 PY 2024-2025

UNEMPLOYMENT DATA

AVERAGE ANNUAL WAGES

	Sep 2023	Sep 2024
Volusia	3.5% (9,581)*	3.9% (10,690)
Florida	3.1%	3.4%
US	3.6%	3.9%

	2022	2023
Volusia	\$49,911	\$51,988
Florida	\$63,781	\$66,443

*Not seasonally adjusted

TOTAL RECEIVING SERVICES		CENTER TRAFFIC	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
2,720	3,017	1,902	3,518
VETERANS SERVED		TRAINING PROVIDED	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
194	189	319	315
BUSINESSES SERVED		WELFARE TO WORK TRANSITION	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
297	252	295	327
POSITIONS POSTED		TOTAL PLACEMENTS	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
1,143	265	64	28
		Average Placement Wage for Volusia - \$17.81	Average Placement Wage for Volusia - \$22.59

Report Timeframe – 7/1/2023 through 09/30/2023 vs. 7/1/2024 through 9/30/2024

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Services: Q1 PY 2023-2024 vs Q1 PY 2024-2025

UNEMPLOYMENT DATA

	Sep 2023	Sep 2024
Flagler	4.1% (2,155) *	4.4% (2,265)
Florida	3.1%	3.4%
US	3.6%	3.9%

*Not seasonally adjusted

AVERAGE ANNUAL WAGES

	2022	2023
Flagler	\$45,803	\$48,051
Florida	\$63,781	\$66,443

TOTAL RECEIVING SERVICES		CENTER TRAFFIC	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
660	588	706	461
VETERANS SERVED		TRAINING PROVIDED	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
48	50	51	61
BUSINESSES SERVED		WELFARE TO WORK TRANSITION	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
115	13	37	65
POSITIONS POSTED		TOTAL PLACEMENTS	
Q1 -23/24	Q1 -24/25	Q1 -23/24	Q1 -24/25
220	236	14	7
		Average Placement Wage for Flagler - \$18.96	Average Placement Wage for Flagler - \$19.10

Report Timeframe – 7/1/2023 through 09/30/2023 vs. 7/1/2024 through 9/30/2024

CareerSource Brevard Flagler Volusia brings together business and community partners, economic development leaders and educational providers to connect employers with qualified, skilled talent and candidates with employment and career development opportunities.

CareerSource Brevard Flagler Volusia is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this website may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. CareerSource Brevard is the direct service provider for various workforce programs which are fully supported by the U.S. Department of Labor, Health and Human Services, and Agriculture as part of awards totaling \$10.5 million. All statements, press releases, requests for proposals, bid solicitations, public statements, social media, tool kits.



November 21, 2024

Information Brief

Financial Reports

Background

The three reports that follow this brief will provide the Finance Committee with the status of CareerSource Brevard Flagler Volusia (CSBFV) funding, budgets, and expenditures for the fiscal period beginning on July 1, 2024 and ending on September 30, 2024.

Report Descriptions

CSBFV BUDGET TO ACTUAL REPORT (ATTACHMENT 1)

The report provides a comprehensive analysis of funding and spending in the first quarter of the program year 2024-2025 as follows:

- Displays all grant revenues for the current year, including carry-in funding from the prior year, current year grant awards, and planned carryover for the next program year. Major funding streams are detailed in separate columns.
- The annual budget and cumulative expenditures are summarized into eight major categories: (1) staff salaries and fringe benefits; (2) program operations and business services costs; (3) infrastructure and maintenance related costs; (4) IT and technology related costs; (5) contracted service provider costs; (6) customer training activities; (7) customer support services; (8) indirect administrative costs.
- Expenditures are displayed in separate columns for each major funding stream. Total expenditures and percentages of the annual budget expended within each category are also shown.
- Actual indirect administrative costs incurred to date are shown in the right column for each expenditure category. The total indirect administrative cost applied to the grants using our approved indirect cost allocation method is deducted at the bottom of the column to arrive at the total indirect cost recovered to date.

CSBFV FISCAL DASHBOARD INDICATORS (ATTACHMENT 2)

- Temporarily Omitted Graph - Calculates the CSBFV total quarterly spending per job placement (total quarterly expenditures divided by total quarterly job placements). Compares the previous year's quarterly calculation to the current quarter's calculated spending per job placement
 - Please note for this period and last – State published placement numbers were not reported; therefore, this graph of “Spending by Job Placement” is omitted.
- Displays the quarterly calculations for required spending caps:
 - 1) Administration – limited to 10% of total grant expenditures at year-end
 - 2) ITA Spending – minimum of 30% of total grant expenditures at year-end
 - 3) Youth Spending – minimum of 75% for out-of-school youth

CSBFV FEE FOR SERVICE ACTIVITIES (ATTACHMENT 3)

- Reports current balance of unrestricted funds available.
- Displays revenue, expenses and the resulting profit or loss for each Fee for Service project in the current year (since July 1).
- Calculates each revenue and expense category as a percentage of total revenue earned for each revenue and expense category.

CSBFV VENDOR PAYMENTS (ATTACHMENT 4)

- Reports vendor payments over \$1,500.



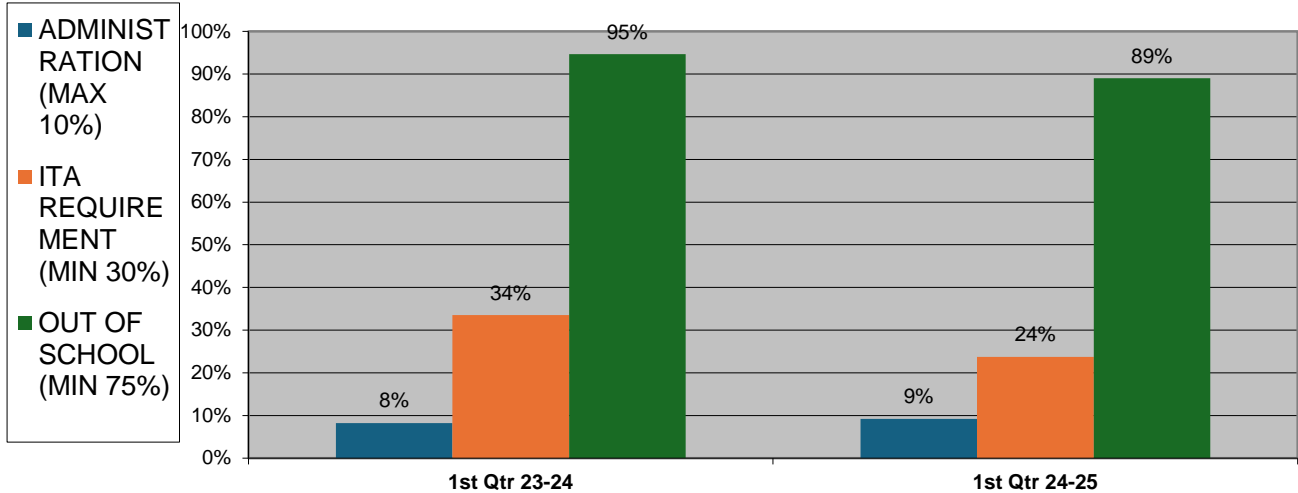
Budget to Actual Report
As of September 30, 2024

Revenue PY 2024 - 2025	Annual Budget	FAWA/Space						INDIRECT POOL
		WIOA Adult/DW	WIOA Youth	Welfare Transition	NEG Grants	Coast Alliance	Other Grants	
Carry In Funds From PY 23 - 24	4,844,531	338,852	968,528	260,187		1,939,567	1,337,397	
PY 23 - 24 Base Awards	14,287,748	2,886,897	1,208,458	2,595,229	3,480,982		4,116,182	
Award Total - Available Funds	19,132,279	3,225,749	2,176,986	2,855,416	3,480,982	1,939,567	5,453,579	
LESS planned Carryover For PY 25 - 26	(1,197,482)	-	(906,344)	-	-	-	(291,138)	
Total Available Revenue	17,934,797	3,225,749	1,270,642	2,855,416	3,480,982	1,939,567	5,162,441	

Expenditures	Total Expenditures - 9/30/24								% of Budget - 9/30/24	
Staff Salaries/Fringe Benefits	1,627,798	25,722	11,378	23,078	34,056	14,574	57,350	166,157	10.2%	271,486
Program Operations/Business Services	2,822,065	102,917	96,436	94,864	242,618	97,032	436,161	1,070,029	37.9%	9,857
Infrastructure/Maintenance Related Costs	1,429,337	19,832	8,773	17,793	26,258	11,237	44,218	128,111	9.0%	28,241
IT Costs/Network Expenses	560,806	3,053	1,351	2,739	4,042	1,730	6,807	19,722	3.5%	176
Contracted One-Stop Services	5,672,948	173,161	159,584	168,276	81,171	103,833	474,514	1,160,539	20.5%	-
Customer Training Activities	4,048,083	63,707	4,002	-	250,820	106,450	14,092	439,071	10.8%	-
Customer Support Services	248,759	3,576	1,758	54,003	-	-	3,126	62,462	25.1%	-
Indirect Cost (Budgeted at 7% of Direct)	1,525,000	43,973	18,864	32,313	80,869	45,486	88,254	309,759	20.3%	(309,759)
TOTAL EXPENDITURES	17,934,796	435,942	302,145	393,066	719,834	380,341	1,124,521	3,355,850	18.7%	-
REMAINING AVAILABLE FUNDS		2,789,807	968,497	2,462,350	2,761,148	1,559,226	4,037,920			
% OF FUNDS EXPENDED BY GRANT THROUGH 9/30/24		13.5%	23.8%	13.8%	20.7%	19.6%	21.8%			



ANNUAL SPENDING CAPS BY QUARTER



	1st Qtr 23-24	1st Qtr 24-25			
PROGRAM SPENDING:					
ADMINISTRATION (MAX 10%)	403,971	309,759			
PROGRAM ACTIVITIES	4,497,697	3,046,090			
CUSTOMER SPENDING:					
STATE ITA COSTS (MIN 30%)	225,385	103,428			
OTHER PROGRAM COSTS	446,751	332,514			
YOUTH SPENDING:					
IN-SCHOOL	13,940	31,161			
OUT-OF-SCHOOL (MIN 75%)	246,268	252,120			



CURRENT YEAR FEE FOR SERVICE ACTIVITIES (07/01/24-09/30/24)

Unrestricted Balances: Cash in Hand \$282,790 Certificates of Deposit \$78,857 Total Cash & Equivalents \$361,647
 Unrestricted Balances: Beginning \$306,928 Current Year \$49,973 Total Fund Balance \$356,901

	AARP BTW 50+ & Skills Accelerator		Truist Grant		Cocoa Works Program		Ticket to Work, TFF & Other Fee for Service Activities		TOTALS	
	% of Revenue		% of Revenue		% of Revenue		% of Revenue		% of Revenue	
Revenue										
Grant Awards	\$ 32,000	100.0	\$ 30,266	100.0	-	-	\$ 10,433	83.3	\$ 72,699	97.2
Contract Revenue	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Sponsorship Revenue	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Donated Revenue	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Charges For Services	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Website Licenses	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Interest Earnings	-	0.0	-	0.0	-	-	2,088	16.7	2,088	2.8
Total Revenue	\$ 32,000	100.0	\$ 30,266	100.0	\$ -	-	\$ 12,521	100.0	\$ 74,787	100.0
Expenses										
Personnel	\$ -	0.0	\$ -	0.0	\$ -	-	\$ -	0.0	\$ -	0.0
Travel / Training	-	0.0	-	0.0	-	-	2,646	21.1	2,646	3.5
Outreach	600	1.9	-	0.0	-	-	200	1.6	800	1.1
Software	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Supplies	-	0.0	-	0.0	-	-	22	0.2	22	0.0
Equipment	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Professional Services	9,946	31.1	-	0.0	-	-	3,527	28.2	13,473	18.0
Customer Training	-	0.0	-	0.0	-	-	-	0.0	-	0.0
Customer Support	4,759	14.9	650	2.1	-	-	-	0.0	5,409	7.2
Indirect Costs	1,121	3.5	130	0.4	-	-	1,213	9.7	2,464	3.3
Total Expenses	\$ 16,426	51.3	\$ 780	2.6	\$ -	-	\$ 7,608	60.8	\$ 24,814	33.2
Net Profit (Loss)	\$ 15,574	48.7	\$ 29,486	97.4	\$ -	-	\$ 4,913	39.2	\$ 49,973	66.8