

## Finance Council Meeting Agenda

SEPTEMBER 25, 2018 • 3 – 4 P.M. ET

HYATT REGENCY GRAND CYPRESS  
1 GRAND CYPRESS BLVD., ORLANDO, FL 32836  
MEETING ROOM: REGENCY HALL 5 & 6

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### Chairman's Welcome & Remarks

*Arnie Girnun*

### Discussion

- Review of Fiscal Year 2017-18 Strategic Initiatives Funding

*Andrew Collins,  
CFO/COO, CareerSource Florida*

- Department of Economic Opportunity Overview

*Damon Steffens,  
CFO, Dept. of Economic Opportunity*

- Fiscal Year 2018-19 Strategic Initiatives Funding Process and Performance Metrics

*Shila Salem,  
Bureau Chief, One-Stop and Program Support*

### Public Comment

### Chairman's Closing Remarks

*Arnie Girnun*



## CareerSource Florida

### 2018-2019 Strategic Initiative Funding Opportunity

#### Apprenticeship Expansion

#### Funding Opportunity

**Issue Date:** August 1, 2018

**Title:** Apprenticeship Expansion Projects

**Eligible Applicants:** Florida Local Workforce Development Boards (LWDBs)

**Funding:** \$1.75 million in total funding available from WIOA State Set-Aside. Maximum Award: \$100,000. One proposal per LWDB will be accepted for funding consideration.

#### Proposal Due

**Date:** Monday, October 1, 2018, 5:00 p.m. EDT

#### Award

**Announcement:** November 30, 2018

**Project Term:** Eighteen months from the date of the award

#### Background:

In the Fall of 2016, CareerSource Florida integrated Registered Apprenticeships into its statewide sector strategy initiative by leveraging its selection as one of 36 states to receive an ApprenticeshipUSA grant.

As part of a national movement, CareerSource Florida joined forces with the Florida Department of Economic Opportunity, the Florida Department of Education's Office of Apprenticeship, Local Workforce Development Boards, industry intermediaries and a host of strategic partners to expand registered apprenticeships in Advanced Manufacturing, Healthcare, Information Technology and Construction/Building Trades industries.

Visionary in scope, the strategic alignment also reflects system integration mandates outlined in the Workforce Innovation Opportunity Act (WIOA) and Florida's Unified State Plan Two-Year Modification that was adopted in 2016.

In March 2018, the State Apprenticeship Expansion partners made available \$500,000 in grant funds to LWDBs to diversify apprenticeships while capitalizing on emerging opportunities in other sectors of the states' economy. In a promising show of interest, 17 of 24 LWDBs submitted proposals to build new or expand existing Registered Apprenticeship programs or pre-apprenticeship programs, with five boards selected for funding in June 2018.

Together, state apprenticeship expansion partners and workforce boards are building Florida's pipeline of skilled workers representing women, veterans, racial and ethnic minorities, ex-offenders, young in-school and out-of-school adults, and individuals with disabilities.

As a result, new apprenticeships in high-demand industries and strategic partnerships with employers and educational partners are being solidified with funding investments, forging new pathways to careers and long-lasting transformative change.

### **Project Description:**

In May 2018, the CareerSource Florida Board of Directors approved \$1.75 million in funding to mobilize LWDBs to further integrate registered apprenticeships into their sector strategy and career pathway initiatives. **With this new infusion of funding, the applications not awarded during the Apprenticeship Florida Training Grant Opportunity solicitation will be re-evaluated under existing rating guidelines. Re-application is not required. However, if an LWDB desires to modify a previously submitted project, they are encouraged to do so.** Additional information and clarification may be requested from the applicants regarding outreach strategies for under-represented populations, total number of apprentices to be served, collaborative partners, etc. Negotiated terms may also include performance requirements and project cost adjustments based upon reasonableness of budget relative to project scope and design. The maximum amount of a single award is \$100,000.

LWDBs who did not submit proposals for apprenticeship expansion funding are strongly encouraged to apply. Only one award per local board will be granted.

Funding will be awarded for apprenticeship expansion projects that:

- Increase the number of registered apprenticeships in the Advanced Manufacturing, Healthcare, Information Technology, Building Trades/Construction, Hospitality, and Transportation and Warehousing sectors that connect Floridians to high-demand career opportunities requiring education or training beyond high school but less than a four-year degree.
- Promote training and upskilling of adults, women, out-of-school and in-school youth ages 16-24, ethnic and cultural minorities, veterans, WIOA participants, ex-offenders, and people with disabilities to build accelerated career pathways to high-wages and middle-job skills.

- Recruit apprentices from diverse ethnic, cultural, gender and social-economic backgrounds, and those living in rural or counties with low levels of degree attainment for broad-based economic advancement across underrepresented populations.
- Supply employers with the competitive edge they need to recruit, train and retain a highly-skilled workforce reaping the benefits of time-tested “earn and learn” models.
- Use data that identifies gaps between employer demand and supply of skilled workers as foundation for project design, execution strategy and outreach strategies.

### **Project Scope of Services**

Applicants are strongly encouraged to submit project proposals that clearly define how existing or new sector industry partners, employers, trade associations, community-based organizations and other collaborative entities will be engaged to expand and market Registered Apprenticeship in high-growth sectors such as Advanced Manufacturing, Information Technology, Healthcare, Construction/Building Trade, Hospitality, and Transportation and Warehousing industries for populations typically under-represented in apprenticeships.

Up to \$1.75 million will be made available for LWDBs to develop or expand a registered apprenticeship or pre-apprenticeship program to cover costs such as on-the-job-training, related instruction, curriculum development, participant support services for apprentices co-enrolled with WIOA Title I services and outreach to underrepresented populations. Maximum award amount will be \$100,000.

Only one proposal per LWDB will be accepted for funding consideration.

### **Period of Performance**

The period of performance for awarded projects will begin eighteen months from the award date.

### **Project Milestones/Timelines**

Project timelines for developing and implementing the project and proposed project deliverables within the specified timeframes should be included. Quarterly reports will be required for each award. Information about participants served through this award will be reported in Employ Florida.

It is envisioned there will be routine communication with the applicant and the CareerSource Florida professional team.

## **Project Evaluation Criterion**

Project proposals will be evaluated on the following criterion designed to build Florida's capacity for statewide apprenticeship expansion:

- **Collaboration Efforts** – Describe how the project will integrate collaboration with existing or anticipated sector partners, including:
  - Local Industry/Specific Business
  - Education
  - Economic Development
  - Entities Serving Underrepresented Populations
  
- **Resource Braiding** - Describe how the project will leverage resources beyond workforce funds to braid resources with collaborative partners to support apprenticeship expansion activities and overall project sustainability.
  
- **Apprentice Recruitment** - Describe recruitment strategies that will be used to successfully meet industry needs and work collaboratively with entities to conduct targeted outreach to women, out-of-school and in-school youth ages 16-24, ethnic and cultural minorities, veterans, WIOA participants, ex-offenders, and people with disabilities for broad-based inclusion of underrepresented populations in economic opportunities.
  
- **Program Design** –
  - Provide a detailed plan along with budget narrative that demonstrates how grant funds will be used to expand Registered Apprenticeships in Advanced Manufacturing, Information Technology, Healthcare and Construction/Building Trade industries to connect Floridians to high-wage/high skill career pathways through registered apprenticeships.
  
  - Use of funds should be realistic and reasonable relative to program design.
  
  - Integration of industry-recognized credentials that apprentices can obtain prior to completion of the apprenticeship and development of flexible, shorter-term hybrid and competency-based registered apprenticeships are strongly encouraged.
  
- **Project Sustainability** - Demonstrate how strategic partnerships will be leveraged to braid funding, share resources and execute project beyond the funding period of the grant.
  
- **Budget Narrative** - LWDB's are required to provide a budget narrative along the project plan with a clear description of costs associated with project expenditures and program design elements.

## **Eligible Use of Apprenticeship Expansion Grant Funds**

Expenses related to instruction that complement on-the-job-training and the delivery of technical and academic competencies that apply to the job.

Eligible costs include:

- Hourly salary of an in-house instructor(s) for actual hours in training that complements on-the-job learning
- Cost of books and training materials
- Contracted professional services directly related to the academic competency that apply to the job of each apprentice
- General education requirements toward a college degree and credit courses towards completion of degree work directly related to the apprenticeship
- Sustaining training that complements on-the-job-learning included in existing apprenticeship programs as well as new and creative initiatives to meet the evolving needs of the employer
- Participant support services
- Applicants are strongly encouraged to refer to TEGL 13-16 dated January 12, 2017 for additional details regarding allowable uses of WIOA funding for apprenticeships and the Terms and Conditions of the Grant

Any questions regarding Eligible or Ineligible Uses of Apprenticeship Expansion Grant Funds should be emailed to:

Tisha Womack, Chief  
Bureau of Financial Management, DEO  
[Caroline.Womack@deo.myflorida.com](mailto:Caroline.Womack@deo.myflorida.com)

Any questions regarding Allowable Activities should be emailed to:

Isabelle Potts, J.D., Supervisor,  
Program Development & Research Unit, DEO  
[Isabelle.Potts@deo.myflorida.com](mailto:Isabelle.Potts@deo.myflorida.com)

## **Grant Proposal Reviews and Award**

A project review team, which will include the Florida Department of Education's Office of Apprenticeship, will conduct preliminary review of the proposals and submit evaluation scores to CareerSource Florida. CareerSource Florida will finalize award decisions and authorize DEO to issue award Notices of Funding Availability (NFAs) that include Participant Reporting Instructions (PRIs).

CareerSource Florida retains the authority to accept or reject any or all proposals. CareerSource Florida also retains the authority to negotiate terms (i.e., performances, overall cost) with an applicant to which it is considering an award and to decline the award if such negotiations prove unsuccessful.

**Scoring**

The Project Review Team will evaluate each project using the range of points for the areas listed below:

<p><b>Collaboration Efforts</b></p> <ul style="list-style-type: none"> <li>• <b>Local Industry/Specific Business</b></li> <li>• <b>Education</b></li> <li>• <b>Economic Development</b></li> <li>• <b>Entities serving Underrepresented populations</b></li> <li>• <b>Braiding of Resources</b></li> </ul>	<p><b>Up to 15 Points</b></p>
<p><b>Recruitment of Apprentices</b></p> <ul style="list-style-type: none"> <li>• <b>Recruitment to Meet Industry Needs</b></li> <li>• <b>Recruitment of Underrepresented populations</b></li> </ul>	<p><b>Up to 10 Points</b></p>
<p><b>Program Design</b></p> <ul style="list-style-type: none"> <li>• <b>New or Expanding Apprenticeship Program</b></li> <li>• <b>Type of Program</b></li> <li>• <b>Industry-recognized credentials</b></li> <li>• <b>Use of Funds</b></li> </ul>	<p><b>Up to 15 Points</b></p>
<p><b>Sustainability Plan</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy for leveraging partnerships and funding resources for project continuation beyond grant</b></li> </ul>	<p><b>Up to 10 Points</b></p>
<p><b>TOTAL AVAILABLE POINTS</b></p>	<p><b>50 Points</b></p>
<p>Note: Only one proposal per LWDB will be accepted for funding consideration.</p>	

## **Schedule of Events**

To the extent possible, CareerSource Florida will adhere to the following timelines:

<b>Friday, August 3, 2018</b>	Funding Opportunity Issued
<b>Monday, October 1, 2018 (No later than 5:00 pm EDT)</b>	<b>DEADLINE for online <i>submission of projects via JotForm</i></b>
<b>Tuesday, October 2, 2018 - Wednesday, October 31, 2018</b>	Projects evaluated by Review Team
<b>Friday, November 30, 2018</b>	Applicants advised of approvals/denials*
<b>Monday, December 3, 2018</b>	NFAs issued by DEO

**\*Applicants will receive a notice of award via email from CareerSource Florida when award decisions are finalized. Awards will also be posted on CareerSource Florida's website. This date is a tentative date of award; if an applicant has not received an email award notice, that means that the award decision has not been made – please do not call and request information regarding the timing of the award.**

## **Point of Contact**

Any questions regarding this funding opportunity should be emailed to:

Jamaal Dickens, Director of Contracts, CareerSource Florida  
**[jdickens@careersourceflorida.com](mailto:jdickens@careersourceflorida.com)**



**CareerSource Florida**  
**2018-2019 Strategic Initiative Funding Opportunity**  
**Pathways to Prosperity**

**Funding Opportunity**

**Issue Date:** August 3, 2018

**Title:** Pathways to Prosperity Projects

**Eligible Applicants:** Florida Local Workforce Development Boards (LWDBs)

**Funding:** \$1,500,000 in total funding available from WIOA State Set-Aside. Maximum Award: \$500,000. Those proposals seeking the maximum amount of funding, must be cross-regional (i.e., two or more Local Workforce Development Boards.)

**Proposal Due**

**Date:** Monday, October 1, 2018, 5:00 p.m. EDT

**Award**

**Announcement:** November 30, 2018

**Project Term:**

Eighteen months from the date of award

**Background**

Florida's workforce investment system is targeted toward increasing the prosperity of Florida workers and employers. The goal of the collective efforts of the CareerSource Florida network is to reduce welfare dependency and increase economic self-sufficiency while meeting the needs of employers and enhancing both productivity and competitiveness. In support of this goal, the CareerSource Florida Board of Directors set aside \$1.5 million in funding to further strengthen broad-based strategies and service delivery opportunities that help low-income working Floridians and those with significant barriers to employment increase their earnings through skills development and employment. This initiative will result in outcomes to assist individuals and with sustaining earnings and economic prosperity.

Successful approaches to expand Pathways to Prosperity will position the CareerSource Florida network to more effectively engage low-income individuals in locally-identified training programs and career pathways. Stakeholder involvement may include public and private

education training providers, organizations providing social service programs, as well as public and private businesses.

### **Project Description**

The CareerSource Florida Board is seeking high-value projects. Projects should be data driven and directed to developing concepts and ideas resulting in outcome-based workforce solutions. Project concepts should include workforce system effectiveness and efficiency strategies such as cross-regional collaboration and leveraged resource commitments through, public, private and non-profit organizations. Local boards should take into consideration projects designed to assist job seekers with significant barriers to employment including formerly incarcerated individuals, homeless individuals, adults and students with disabilities including those who are deaf and visually impaired, juvenile offenders, school drop-outs, those in or aging out of foster care, children of migrant and seasonal farmworkers, youth for whom English is a second language, reemployment assistance claimants, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) participants, veterans, and welfare transition program participants.

Projects should also consider identifying ways to support adult job seekers and students in poverty, early learning programs including those that provide educational opportunities to secondary and post-secondary students, increased access to employment and other services for those in rural areas including transportation for those who are unable to drive or have limited access to transportation.

Projects should align with the Workforce Innovation and Opportunity Act (WIOA), Chapter 445.001, Florida Statutes (The Workforce Innovation Act of 2000), the Workforce Innovation and Opportunity Act Statewide Unified Plan and Local Workforce Development Area WIOA Plans. Additional consideration will be given to proposals representing:

- Rural Local Workforce Development Boards
- Cross-regional collaboration

Each submission must include a plan for assessment with metrics suggested by the applicant that defines success, measures progress toward goals, investigates outcomes and points to opportunities for improvement. Please include data reflecting evidence of need in the targeted area.

### **Project Scope of Services**

This section provides a detailed overview of the projects that CareerSource Florida will fund. Applicants should pay attention to the requirements listed in this section. Applicants are encouraged to establish project collaborations with cross-regional, private, public or non-profit

organizations. Applicants with collaborative partners are required to obtain letters of commitment from their partners and include those letters with their proposal. The letters should include the activities and the financial support to be provided by the partners. Regional project applicants with two or more Local Workforce Development Boards must enter into Memorandums of Understanding (MOUs), agreements and contract with regional partners specifying the partners' roles and responsibilities to implement this project. **NOTE: Proposals with multiple regional applicants without detailed MOU(s) will be considered non-responsive.**

Local Workforce Development Boards are encouraged to state their objectives clearly and be creative in how they plan to achieve them. Objectives may include the following:

- Better results for job seekers and employers
  - Directly address skills gaps – identification of skills/credentials required for in-demand jobs and just-in-time training programs
  - Integration of career pathways, including apprenticeships
  - Partnerships with business and/or business associations to meet the area's needs
- Greater efficiency in the delivery of quality services
  - Use of data analytics to focus decision-making on targeted populations and/or services
  - Shared services/resources among local boards and core / primary /partners
  - Key customers served (job seekers/social service providers/employers)
  - Faster entry into employment
- Effectiveness of programs, partners, and funding streams
  - Faster entry into employment
  - Seamless service delivery system
  - Integrating services at a local level
  - Developing apprenticeship opportunities and other credentialing efforts to strengthen and improve talent pipeline pools for key sectors within the regional economy

### **Project Components**

- **Organization/Implementation Plan**  
Describe issue(s)/need(s) to be addressed and outline of proposed project solutions. The plan should include:
  - **Strategic Approach** - Projects should include a clear pathway of direction in implementing the initiative with identified goals and objectives.
  - **Strategic Leadership** - Identify strategic leaders engaged with the project to include the Local Workforce Development Board executive director and key project leaders,

as well as a project coordinator to be accountable for overall project management. Strategic leadership is essential to sustainability beyond the life of the project.

- **Collaborative Partners** - This component will describe recruitment and engagement of all local and regional partners i.e., economic development, education, business associations, community-based organizations, etc. Letters of commitment among collaborative partners should be included to solidify the collaboration and clearly outline roles and responsibilities of each partner involved including opportunities for future project sustainability.
- **Project Milestones/Timelines** - Project timelines for developing and implementing the project and proposed project deliverables within the specified timeframes should be included. Quarterly reports will be required for each awarded project. Applicants should note that CareerSource Florida expects that all project and participant data will be entered into Employ Florida. It is envisioned there will be routine communication with the applicant and the CareerSource Florida professional team.
- **Performance Tracking Plan/Metrics of Success** - Proposals must identify the qualitative and/or quantitative objectives of the proposal (i.e. the derived benefit to the state or local area) and how performance will be tracked. Suggested metrics of success should be included.
- **Sustainability Plan** - This component will consider and offer recommendations on sustainability of the initiative after the grant ends without further investment needs from the state. It should describe how the valued initiative will continue after the grant funding period, the components of the project that have applicability for replication in other areas, the components of the project that make it noteworthy for addressing sector talent pipeline needs for continued improvement in a local area, and how the innovative solutions may be promoted within other local areas to employers and job seekers.

○ **Budget**

Local area applicants are required to provide a budget for their project. The budget should include broad project goals, timetables, resources, allocations and leveraged funding support (as appropriate) with consideration of project sustainability and should quantify a high-level budget. The proposed budget should include the following:

- **Revenue** - The Budget must include project revenue details—CareerSource Florida funding and additional fund sources with specific amounts, if applicable.
- **Costs** - The projected overall costs broken down by (1) administrative costs and (2) direct program costs for project implementation. ‘Administrative’ costs would be those costs associated with managing the project; ‘direct program services’ costs

would be those for program development, implementation and delivery of services. Administrative costs CANNOT exceed 10% of the funds CareerSource Florida will provide. Administrative costs that are being donated or paid for by other sources are not subject to this 10% limitation.

- **Leveraged Resources** - Local Workforce Development Boards are encouraged to obtain and document leveraged resources within the project budget. Leveraged resources may be in the form of financial gifts or in-kind services. In-kind services are services that are provided to enhance the project at no charge or at discounted charges. Leveraged resources accomplish three things:
  - Contributes to the success of the project
  - Strengthens partnerships for future outreach
  - Promotes the sustainability of the project

All leveraged resources must be identified by source. Leveraged resources may be obtained from:

- Local Workforce Development Board formula dollars
- Participating businesses or business groups
- Educational institutions (public/private) or
- Other sources to contribute financially to the project, including cross-regional collaboration.

### **Performance and Reporting**

CareerSource Florida, along with DEO, will establish guidelines for funding expenditures and reporting requirements based on successful applicant projects and scope of services. There may be negotiations regarding services, performance and funding during the review and award of projects resulting in some modifications. Quarterly written reports are required and should include project challenges/successes, benchmarks/milestones, timetable updates and budget updates, and metrics of success to date. Applicants should note that CareerSource Florida expects that all quarterly project and participant data reports will be entered into Employ Florida.

### **Project Submittal Requirements**

Applicants are advised to carefully read and follow these instructions for submitting projects for funding consideration. A project review team will be established to evaluate projects received based on the requirements in this funding opportunity. All projects must be submitted via JotForm. Using this template not only streamlines the submission process, but also ensures that CareerSource Florida obtains required information in a consistent format, as needed by the project review team.

## **Documentation of Collaboration and Commitment**

Respondents are encouraged to submit letters of commitment from regional economic development and education partners. Local Workforce Development Board projects where two or more local boards are serving as project applicants, an MOU, agreement or contract must be submitted with proposals in response to this funding opportunity and MUST commit the regional partner to: (a) specific activities the partnering regions will provide during the project; (b) the funding regions will provide to the project (if appropriate); and (c) any ongoing support, both programmatic and financial the local areas will provide to enhance the project's success.

## **Project Reviews and Award**

Projects will be reviewed by a project review team. The review team will submit evaluation scores and findings to CareerSource Florida. CareerSource Florida will finalize award decisions and authorize DEO to issue Notices of Funding Availability (NFAs). CareerSource Florida retains the authority to accept or reject any or all projects. CareerSource Florida also retains the authority to negotiate terms (i.e., performances, overall cost) with an applicant to which it is considering an award and decline its award if such negotiations prove unsuccessful.

## **Scoring**

The Project Review Team will evaluate each project using the range of points for the areas listed below:

<b>Organization/Implementation Plan (Include strategic approach and leadership, project milestones/timelines, collaborative partners, etc.)</b>	<b>Up to 30 Points</b>
<b>Performance Tracking Plan/Metrics of Success</b>	<b>Up to 30 Points</b>
<b>Budget/Leverages Resources</b>	<b>Up to 30 Points</b>
<b>Sustainability Plan</b>	<b>Up to 10 Points</b>
<b>TOTAL AVAILABLE POINTS</b>	<b>100 Points</b>
<b><i>Multiple Local Area Projects (if applicable)</i></b> Attach detailed Memorandums of Understanding (MOUs), agreements or contracts for local area project applicants with two or more local areas specifying the partner's roles and responsibilities.	

**Note: Proposals with multiple local area applicants without a detailed MOU, agreement or contract will be considered non-responsive.**

### **Schedule of Events**

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**\*Applicants will receive a notice of award via email from CareerSource Florida when award decisions are finalized. Awards will also be posted on CareerSource Florida’s website. This date is a *tentative* date of award; if an applicant has not received an email award notice, that means that the award decision has not been made – please do not call and request information regarding the timing of the award.**

### **Point of Contact**

Any questions regarding this funding opportunity should be emailed to:

Jamaal Dickens, Director of Contracts, CareerSource Florida  
[jdickens@careersourceflorida.com](mailto:jdickens@careersourceflorida.com)



**CareerSource Florida**  
**2018-2019 Strategic Initiative Funding Opportunity**  
**Sector Strategies**

**Funding Opportunity**

**Issue Date:** August 3, 2018

**Title:** Sector Strategy Solutions Projects

**Eligible Applicants:** Florida Local Workforce Development Boards (LWDBs)

**Funding:** \$2,500,000 in total funding available from WIOA State Set-Aside. Maximum Award: \$500,000. Those proposals seeking the maximum amount of funding, must be cross-regional (i.e., two or more Local Workforce Development Boards.)

**Proposal Due**

**Date:** Monday, October 1, 2018, 5:00 p.m. EDT

**Award**

**Announcement:** November 30, 2018

**Project Term:** Eighteen months from the date of award

**Background**

As a continuation of industry sector-focused work throughout the CareerSource Florida network, the CareerSource Florida Board of Directors set aside \$2.5 million in funding to further promote implementation and strengthening of broad-based sector strategy approaches. These approaches will position the CareerSource Florida network to more effectively engage employers in locally-identified sectors, address current and emerging skills gaps within those sectors, engage community residents in need of assistance through training and more effectively align and leverage programs and resources to build sector talent pipelines.

Sector strategies help businesses in key sectors recruit and retain skilled workers while also helping under-skilled workers gain requisite occupational skills and obtain good jobs in these sectors. In a continuation of Florida's progress, these funds will assist the network with critical

next steps to build on existing efforts and momentum, regionally and statewide. Funds will be used to continue building capacity, enhance regional collaboration and provide access to market intelligence resources that support data-driven sectoral work and measure outcomes.

### **Project Description**

The CareerSource Florida Board is seeking high-value projects. Projects should be data driven and directed to developing concepts and ideas resulting in outcome-based workforce solutions. Project concepts should include workforce system effectiveness and efficiency strategies such as cross-regional collaboration and leveraged resource commitments through, public, private and non-profit organizations. Local boards should take into consideration sector work accomplished to date using available tools and resources, state-level funding awarded in FY 2017-2018, as well as CareerSource Florida's Sector Strategy Policy (link below) and DEO's Administrative Guidance.

<http://careersourceflorida.com/wp-content/uploads/2018/02/18.02.14.A.2-Sector-Partnerships-Strategy-Policy-FINAL.pdf>

Projects should align with those sectors identified in each Local Workforce Development Boards' local WIOA plans. Projects may address current and emerging skill gaps within a sector, engaging community residents in need of assistance through career pathways, industry engagement, and building regional talent pipelines. Additional consideration will be given to proposals representing:

- Rural Local Workforce Development Boards
- Cross-regional collaboration

Each submission must include a plan for assessment with metrics suggested by the applicant that defines success, measures progress toward goals, investigates outcomes and points to opportunities for improvement. Please include data reflecting evidence of need in the targeted area.

### **Project Scope of Services**

This section provides a detailed overview of the projects that CareerSource Florida will fund. Applicants should pay attention to the requirements listed in this section. Applicants are encouraged to establish project collaborations with cross-regional, private, public or non-profit organizations. Applicants with collaborative partners are required to obtain letters of commitment from their partners and include those letters with their proposal. The letters should include the activities and the financial support to be provided by the partners. Regional project applicants with two or more Local Workforce Development Boards must enter into Memorandums of Understanding (MOUs), agreements and contract with regional partners specifying the partners' roles and responsibilities to implement this project.

**NOTE: Proposals with multiple regional applicants without detailed MOU(s) will be considered non-responsive.**

Local Workforce Development Boards are encouraged to state their objectives clearly and be creative in how they plan to achieve them. Objectives may include the following:

- Better results for job seekers and employers
  - Directly address skills gaps – identification of skills/credentials required for in-demand jobs and just-in-time training programs
  - Integration of career pathways, including apprenticeships
  - Partnerships with business and/or business associations to meet the area’s needs
- Greater efficiency in the delivery of quality services
  - Use of data analytics to focus decision making on targeted populations and/or services
  - Shared services/resources among regions
  - Key customers served (job seekers/employers)
  - Faster entry into employment
- Effectiveness of programs, partners and funding streams
  - Seamless service delivery system
  - Integrating services at a local level to align with regional labor markets and existing or emerging economic growth strategies
  - Developing apprenticeship opportunities and other credentialing efforts to strengthen and improve talent pipeline pools for key sectors within the regional economy

### **Project Components**

#### ○ **Organization/Implementation Plan**

Describe issue(s)/need(s) to be addressed and outline of proposed project solutions. The plan should include:

- **Strategic Approach** - Projects should include a clear pathway of direction in implementing the initiative with identified goals and objectives.
- **Strategic Leadership** - Identify strategic leaders engaged with the project to include the Local Workforce Development Board executive director and key project leaders, as well as a project coordinator to be accountable for overall project management. Strategic leadership is essential to sustainability beyond the life of the project.
- **Collaborative Partners** - This component will describe recruitment and engagement of all local and regional partners i.e., economic development, education, business associations, community-based organizations, etc. Letters of commitment among

collaborative partners should be included to solidify the collaboration and clearly outline roles and responsibilities of each partner involved including opportunities for future project sustainability.

- **Project Milestones/Timelines** - Project timelines for developing and implementing the project and proposed project deliverables within the specified timeframes should be included. Quarterly reports will be required for each awarded project. Applicants should note that CareerSource Florida expects that all project and participant data will be entered into Employ Florida. It is envisioned there will be routine communication with the applicant and the CareerSource Florida professional team.
- **Performance Tracking Plan/Metrics of Success** - Proposals must identify the qualitative and/or quantitative objectives of the proposal (i.e. the derived benefit to the state or local area) and how performance will be tracked. Suggested metrics of success should be included.
- **Sustainability Plan** - This component will consider and offer recommendations on sustainability of the initiative after the grant ends without further investment needs from the state. It should describe how the valued initiative will continue after the grant funding period, the components of the project that have applicability for replication in other areas, the components of the project that make it noteworthy for addressing sector talent pipeline needs for continued improvement in a local area, and how the innovative solutions may be promoted within other local areas to employers and job seekers.

○ **Budget**

Local area applicants are required to provide a budget for their project. The budget should include broad project goals, timetables, resources, allocations and leveraged funding support (as appropriate) with consideration of project sustainability and should quantify a high-level budget. The proposed budget should include the following:

- **Revenue** - The Budget must include project revenue details—CareerSource Florida funding and additional fund sources with specific amounts, if applicable.
- **Costs** - The projected overall costs broken down by (1) administrative costs and (2) direct program costs for project implementation. ‘Administrative’ costs would be those costs associated with managing the project; ‘direct program services’ costs would be those for program development, implementation and delivery of services. Administrative costs CANNOT exceed 10% of the funds CareerSource Florida will provide. Administrative costs that are being donated or paid for by other sources are not subject to this 10% limitation.
- **Leveraged Resources** - Local Workforce Development Boards are encouraged to obtain and document leveraged resources within the project budget. Leveraged

resources may be in the form of financial gifts or in-kind services. In-kind services are services that are provided to enhance the project at no charge or at discounted charges. Leveraged resources accomplish three things:

- Contributes to the success of the project
- Strengthens partnerships for future outreach
- Promotes the sustainability of the project

All leveraged resources must be identified by source. Leveraged resources may be obtained from:

- Local Workforce Development Board formula dollars
- Participating businesses or business groups
- Educational institutions (public/private) or
- Other sources to contribute financially to the project, including cross-regional collaboration.

### **Performance and Reporting**

CareerSource Florida, along with DEO, will establish guidelines for funding expenditures and reporting requirements based on successful applicant projects and scope of services. There may be negotiations regarding services, performance and funding during the review and award of projects resulting in some modifications. Quarterly written reports are required and should include project challenges/successes, benchmarks/milestones, timetable updates and budget updates, and metrics of success to date. Applicants should note that CareerSource Florida expects that all quarterly project and participant data reports will be entered into Employ Florida.

### **Project Submittal Requirements**

Applicants are advised to carefully read and follow these instructions for submitting projects for funding consideration. A project review team will be established to evaluate projects received based on the requirements in this funding opportunity. All projects must be submitted via JotForm. Using this template not only streamlines the submission process, but also ensures that CareerSource Florida obtains required information in a consistent format, as needed by the project review team.

### **Documentation of Collaboration and Commitment**

Respondents are encouraged to submit letters of commitment from regional economic development and education partners. Local Workforce Development Board projects where two or more local boards are serving as project applicants, an MOU, agreement or contract must be submitted with proposals in response to this funding opportunity and MUST commit the regional partner to: (a) specific activities the partnering regions will provide during the

project; (b) the funding regions will provide to the project (if appropriate); and (c) any ongoing support, both programmatic and financial the local areas will provide to enhance the project’s success.

**Project Reviews and Award**

Projects will be reviewed by a project review team. The review team will submit evaluation scores and findings to CareerSource Florida. CareerSource Florida will finalize award decisions and authorize DEO to issue Notices of Funding Availability (NFAs). CareerSource Florida retains the authority to accept or reject any or all projects. CareerSource Florida also retains the authority to negotiate terms (i.e., performances, overall cost) with an applicant to which it is considering an award and decline its award if such negotiations prove unsuccessful.

**Scoring**

The Project Review Team will evaluate each project using the range of points for the areas listed below:

<b>Organization/Implementation Plan (Include strategic approach and leadership, project milestones/timelines, collaborative partners, etc.)</b>	<b>Up to 30 Points</b>
<b>Performance Tracking Plan/Metrics of Success</b>	<b>Up to 30 Points</b>
<b>Budget/Leverages Resources</b>	<b>Up to 30 Points</b>
<b>Sustainability Plan</b>	<b>Up to 10 Points</b>
<b>TOTAL AVAILABLE POINTS</b>	<b>100 Points</b>
<p><b><i>Multiple Local Area Projects (if applicable)</i></b></p> <p>Attach detailed Memorandums of Understanding (MOUs), agreements or contracts for local area project applicants with two or more local areas specifying the partner’s roles and responsibilities.  <b><u>Note: Proposals with multiple local area applicants without a detailed MOU, agreement or contract will be considered non-responsive.</u></b></p>	

## **Schedule of Events**

To the extent possible, CareerSource Florida will adhere to the following timelines:

<b>Friday, August 3, 2018</b>	Funding Opportunity Issued
<b>Monday, October 1, 2018 (No later than 5:00 pm EDT)</b>	<b>DEADLINE for online <i>submission</i> of projects via JotForm</b>
<b>Tuesday, October 2, 2018 - Wednesday, October 31, 2018</b>	Projects evaluated by Review Team
<b>Friday, November 30, 2018</b>	Applicants advised of approvals/denials*
<b>Monday, December 3, 2018</b>	NFAs issued by DEO

**\*Applicants will receive a notice of award via email from CareerSource Florida when award decisions are finalized. Awards will also be posted on CareerSource Florida’s website. This date is a tentative date of award; if an applicant has not received an email award notice, that means that the award decision has not been made – please do not call and request information regarding the timing of the award.**

## **Point of Contact**

Any questions regarding this funding opportunity should be emailed to:

Jamaal Dickens, Director of Contracts, CareerSource Florida  
[jdickens@careersourceflorida.com](mailto:jdickens@careersourceflorida.com)



**CareerSource Florida**  
**2018-2019 Strategic Initiative Funding Opportunity**  
**Soft Skills Development**

**Funding Opportunity**

**Issue Date:** August 3, 2018

**Title:** Soft Skills Development

**Eligible Applicants:** Florida Local Workforce Development Boards (LWDBs)

**Funding:** \$750,000 in total funding available from WIOA State Set-Aside. Maximum Award: \$100,000.

**Proposal Due**

**Date:** Monday, October 1, 2018, 5:00 p.m. EDT

**Award**

**Announcement:** November 30, 2018

**Project Term:** Eighteen months from the date of award

**Background**

Florida employers must have ready access to workers with the right skills at the right time for the right industries. Recently, the CareerSource Florida Board commissioned statewide and local research to identify skills gaps and job vacancies to assist Florida's talent pipeline contributors including the workforce development and education systems in better addressing the skilled worker demands of Florida businesses. Employers were asked to share information regarding current and recent vacancies as well as any gaps in the skills of job applicants.

A skills gap is generally considered to be a difference in the skills required or desired for a job by an employer and the actual skills and capabilities of the available workforce. If skills gaps were identified, employers were asked to explain if applicants lacked foundational skills, technical skills or both. Foundational skills, often referred to as soft skills or employability skills, are imperative to workforce success and are transferable among industries and occupations. The four primary categories of foundational skills in

the survey were reliability/time management, communication, leadership and problem-solving. Within these categories, employers were asked to identify more specific skills such as attendance, customer service, critical thinking, sales, team work and following directions. Technical skills, often referred to as hard skills, reflect professional knowledge and abilities that are job related and measurable. The three primary categories of hard skills in the survey were math, information technology/research and workplace. Within these categories, employers were asked to identify specific skills such as arithmetic, accounting, computer/information technology use, research and safety. With this important research setting the stage, the state workforce development board has an opportunity now to apply what has been learned to identify and invest in data-driven initiatives that seek to help close the skills gap in Florida.

### **Project Scope of Services**

Applicants are strongly encouraged to submit project proposals that clearly define how existing or new sector industry partners, employers, trade associations, community-based organizations and other collaborative entities will be engaged to create opportunities for soft skills development through work experience and/or training. For the purposes of this funding opportunity, emphasis will be placed on Hospitality and Retail industries.

### **Period of Performance**

The period of performance for awarded projects will begin eighteen months from the award date.

### **Project Milestones/Timelines**

Project timelines for developing and implementing the project and proposed project deliverables within the specified timeframes should be included. Quarterly reports will be required for each awarded project. Applicants should note that CareerSource Florida expects that all project and participant data will be entered into Employ Florida. It is envisioned there will be routine communication with the applicant and the CareerSource Florida professional team.

### **Project Evaluation Criterion**

Project proposals will be evaluated on the following criterion designed to provide opportunities for soft skills development in the tourism, hospitality, and retail sectors:

- **Collaboration Efforts** - Describe how the project will utilize industry partnerships to promote soft skills training opportunities.
- **Program Design** -
  - Provide a detailed plan along with budget narrative that demonstrates how grant funds will be used to identify and establish industry partnerships to promote soft skills training opportunities.
  - Use of funds should be realistic and reasonable relative to program design.
  - The Program should offer opportunities that develop skills leading into career pathways.
  - The Program should create awareness and connections to employers.
- **Project Sustainability** – Demonstrate how strategic partnerships will be leveraged to braid funding, share resources, and execute project beyond the funding period of the grant.
- **Budget Narrative** – LWDBs are required to provide a budget narrative along the project plan with a clear description of costs associated with project expenditures and program design elements.

### **Eligible Use of Funds**

All proposed project costs must be necessary and reasonable and in accordance with State and Federal guidelines. Any questions regarding eligible or ineligible uses of funds should be emailed to:

Tisha Womack, Chief of Bureau of Financial Management, DEO  
[Caroline.Womack@deo.myflorida.com](mailto:Caroline.Womack@deo.myflorida.com)

### **Project Reviews and Award**

Projects will be reviewed by a project review team. The review team will submit evaluation scores and findings to CareerSource Florida. CareerSource Florida will finalize award decisions and authorize DEO to issue Notices of Funding Availability (NFAs). CareerSource Florida retains the authority to accept or reject any or all projects. CareerSource Florida also retains the authority to negotiate terms (i.e., performances, overall cost) with an applicant to which it is considering an award and decline its award if such negotiations prove unsuccessful.

## Scoring

The Project Review Team will evaluate each project using the range of points for the areas listed below:

<b>Collaboration Efforts</b> <ul style="list-style-type: none"><li>• Local Industry/Specific Business</li></ul>	<b>Up to 20 Points</b>
<b>Program Design</b> <ul style="list-style-type: none"><li>• Identification of participants</li><li>• Demonstration of opportunities that develop skills leading into career pathways</li></ul>	<b>Up to 20 Points</b>
<b>Sustainability Plan</b> <ul style="list-style-type: none"><li>• Strategy for leveraging partnerships and funding resources for project continuation beyond grant</li></ul>	<b>Up to 10 Points</b>
<b>TOTAL AVAILABLE POINTS</b>	<b>50 Points</b>

## Schedule of Events

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