



Local Workforce Development Area 06

Tel 850.973.2672

Fax 850.973.6497

705 E Base St.
Madison, FL 32340

www.careersourcenorthflorida.com

Region06@careersourcenorthflorida.com

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Plan Contact: Sheryl Rehberg, Executive Director

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INTRODUCTION

These guidelines direct the first local plan submitted by your area under the Workforce Innovation and Opportunity Act. WIOA requires each local workforce development board (LWDB or local board) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan to the state. The WIOA four-year plan will be effective July 1, 2016 – June 30, 2020. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Affected entities and the public must have an opportunity to provide input in the development of the plan. The local board must make the plan available through electronic means and in open meetings in order to ensure transparency to the public.

The LWDBs must provide leadership in assembling their plan. LWDBs also should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners must be an integral part of the planning process. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. Each plan will address how the LWDB will coordinate service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education.

Each LWDB's plan should be based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers. The plan must include an identification of the education and skill needs of the workforce and employment needs of the local area and include an analysis of the strengths and weaknesses of services to address these identified needs. The assessment must include the best available information or evidence of effectiveness and performance information for specific service models as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. The LWDB should provide a complete view of the system-wide needs of the local workforce development area.

The plan must address how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan should align with the business- and market-driven principles of the CareerSource Florida network.

PROCESS FOR PLAN SUBMITTAL

All plans must be submitted no later than 5:00 p.m. (EST) on April 30, 2016 by emailing the completed plan to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com.

Prior to plan submission, please ensure:

- The local board has reviewed and approved the plan;
- The board chair and the chief elected official have signed the signature page , with an original submitted to CareerSource Florida by mail and a scanned copy sent to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com;
- The structure and numbering follows the plan instructions format;
- The plan is one continuous and searchable PDF document that includes all attachments;
- Responses to all questions are informative and concise;
- The name of the region, the page number and plan submission date are listed in the footer of the document;
- A table of contents with page numbers is included and each page of the plan is numbered; and
- Text typed with a font size of 11 or greater.

Please send an email to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com to confirm plan submission and begin its official Department of Economic Opportunity (DEO) review. Upon submission, all plans will be reviewed immediately for completeness and adherence to plan formatting requirements. If there are questions or concerns, LWDBs will be notified. The content of plans will be reviewed by both DEO and CSF staff with a recommendation for approval/disapproval provided to the CSF Board of Directors at its meeting scheduled for May 26, 2016. A recommendation for approval will be made unless the staff review indicates that: (1) there are deficiencies in local workforce investment activities that have not been addressed, or (2) the plan is determined inconsistent with WIOA and the regulations of WIOA, including required public comment provisions.

KEY DATES

Local Plan Guidelines Issued.....	November 12, 2015
Local Plan Consultation Meeting.....	November 18, 2015
Local Plan Instruction Webinar.....	December 8, 2015
WIOA State Plan Due	March 3, 2016
Local Plans Due.....	April 30, 2016
Local Plans Approved	May 26, 2016
WIOA Program Year 2016 Begins	July 1, 2016

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

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), Florida will have a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce and economic development networks will maximize the competitiveness of Florida businesses and the productivity of Florida's workforce, thus increasing economic prosperity. Florida's strategic vision for WIOA implementation will be realized by accomplishing these three goals:

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

ORGANIZATIONAL STRUCTURE

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

A. Identify the chief elected official(s) by name, title, mailing address, phone number and email address. LWDA 06 operates with a consortium of local elected officials, with representation from each of its six counties. Listed below are the members of the consortium:

COUNTY	NAME	PHONE	CELL	EMAIL	USPS	CITY
Hamilton	Beth Burnam	386.938.5574	386-855.1221	burnam_b@yahoo.com	1743 NW CR 141	Jennings
Jefferson	Benny Bishop	850.997.4931	850.545.2365	bbishop@jeffersoncountyfl.gov	1 Courthouse Cr.	Monticello
Lafayette	Donnie Hamlin	386.294.1247	386.362.8519	hamlindonnie@yahoo.com	342 NE County Rd. 361	Mayo
Madison	Ronnie Moore*	850.948.3556	850.464.1605	rlm7379@hotmail.com	6573 NW Lovett Rd	Greenville
Suwannee	Clyde Fleming	386.362.7873	386.208.2058	flemingc@windstream.net	206 Lewis Blvd.	Live Oak
Taylor	Malcolm Page	850.584.9489	850.508.1511	malcolmp@gtcom.net	P.O. Box 620	Perry

*Chairman

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

[A copy of the Interlocal agreement for the North Florida Workforce Consortium is attached.](#)

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

[See B.](#)

D. Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations:

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

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

[Bylaws document is attached.](#)

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

[Following meetings with each member of the Workforce Consortium, the Consortium met and reviewed the final draft, provided their input, and subsequently approved the local plan on March 21, 2016. The Chairman of the Consortium signed as the CEO on behalf of all six counties, per the Interlocal agreement.](#)

(2) Local Workforce Development Board (LWDB)

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

[Ms. Darlene Hagan, Market Manager, Capital City Bank Madison Market
343 W. Base St.
Madison, FL 32340
850.973.4161
hagan.darlene@ccbg.com](#)

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

Following staff input and drafting of the local plan, the board members reviewed and provided their input for final drafting of the local plan on February 26, 2016. It was subsequently approved in an official meeting of the Board on April 21, 2016.

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

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

The fiscal agent and managing entity is North Florida Workforce Development Board, Inc. dba CareerSource North Florida.

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

CareerSource North Florida is the administrative entity and staffs the local board and carries out its responsibilities.

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

CSNF has been authorized by action of CSF to be the direct provider of services, and no agreement with an outside entity is needed. The executive director serves as the “firewall” between direct service staff and the Board of Directors. The administration offices are also physically set apart from the one-stop services area by a separate entrance and dividing wall between admin and direct service staff. The board’s bylaws addresses conflict of interest policy, and board members are advised at every meeting of the process for protecting them against conflict of interest.

(4) One-Stop System

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

Two physical locations: Madison and Suwannee Counties (Madison and Live Oak).

Two mobile service labs: Stationed at partner locations in Hamilton, Jefferson, Lafayette, and Taylor Counties on set schedules.

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

Career Centers are open to customers Monday through Friday 8:00-5:00.

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

CareerSource North Florida is its own service provider, approved by request of the local elected officials and the local board of directors, and granted by CareerSource Florida Board of Directors.

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

CareerSource North Florida is its own service provider, approved by request of the local elected officials and the local board of directors, and granted by CareerSource Florida Board of Directors.

- E. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.

It is the desire and intent of the local board to remain the provider of all career services offered by CSNF. All training services for skills development will continue to be contracted to training providers.

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

Per DEO monitoring report, CSNF career centers meet the certification requirements.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

Existing industries—*Public Administration, Manufacturing, Retail, and Agriculture* are the industries currently employing the largest percentages of workers in the Area. Each County of the Area has a Correctional facility, which coupled with local government and school districts, make up the *Public Administration* industry. Several large Manufacturing concerns, including 2 with over 1,000 employees constitute the abundance of production work.

Existing occupations--The majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rate of worker turnover.

Correctional officers and jailers is one of the top five existing demand occupations and will have 393 total job openings between 2015 and 2023, resulting from the need to replace a large number of workers retiring from that occupation. The other existing demand occupations among the top five are related to customer service, hospitality, and farming.

Only two of the top 15 existing demand occupations require significant technical training: **elementary school teachers, except ESE and farmer, ranchers, and other agricultural managers.**

Two of the top 15 existing demand occupations are related to agriculture.

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

Workforce Development Area 6 - Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties

Rank	Occupation		2015 - 2023			2015 Hourly Wage (\$)				
	Code	Title	Employment 2015	Employment 2023	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	412011	Cashiers	1,059	1,063	4	0.4	393	9.03	8.79	9.56
2	333012	Correctional Officers and Jailers	1,864	1,821	-43	-2.3	393	15.92	14.98	17.29
3	353021	Combined Food Preparation and Serving Workers, Including Fast Food	821	930	109	13.3	376	9.15	8.79	10.38
4	412031	Retail Salespersons	822	872	50	6.1	279	11.05	9.06	13.88
5	452092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	887	864	-23	-2.6	217	8.92	8.70	9.19
6	311014	Nursing Assistants	687	799	112	16.3	214	11.14	9.22	13.13
7	353031	Waiters and Waitresses	438	467	29	6.6	201	8.90	8.73	9.28
8	533032	Heavy and Tractor-Trailer Truck Drivers	891	919	28	3.1	141	18.10	11.95	20.74
9	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	721	791	70	9.7	139	12.59	9.59	15.39
10	252021	Elementary School Teachers, Except Special Education	481	535	54	11.2	138	28.86	22.89	34.65
11	434051	Customer Service Representatives	449	486	37	8.2	134	10.02	8.94	12.60
12	537062	Laborers and Freight, Stock, and Material Movers, Hand	539	538	-1	-0.2	134	10.46	8.93	13.14
13	372012	Maids and Housekeeping Cleaners	447	498	51	11.4	120	9.32	8.75	10.04
14	119013	Farmers, Ranchers, and Other Agricultural Managers	908	889	-19	-2.1	117	NA	NA	NA
15	372011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	548	576	28	5.1	108	9.43	8.84	11.61

* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.

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

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

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

Emerging industries— *Healthcare, professional services, and personal services* industries top the list of emerging industries.

Emerging occupations--The majority of top emerging occupations occur in the *healthcare* (five of top 15) and *professional services* (three of top 15) industry sectors, which follows the same pattern as Florida's statewide distribution of top emerging occupations.

Security management specialist is one of the top emerging occupations in the *healthcare industry* sector. Persons employed in that occupation conduct security assessments for organizations, and design security systems and processes.

One of the professional services industry sector top emerging occupations is **compliance officers**, which reflects an increasing trend for companies to hire regulatory affairs specialists, workers who coordinate and document internal regulatory processes.

Clean energy-related occupations also atop the list, including **Energy-related sales**. Energy sales representatives buy or sell energy products on behalf of residential or commercial customers or utilities and negotiate and oversee contracts for energy sales. Additionally, the growth in the *construction industry* sector of the emerging occupation **first-line supervisors of construction and extraction workers** is related to increasing residential and commercial use of solar photovoltaic or thermal systems. The top emerging occupation in the wholesale trade industry sector is **wholesale sales representatives of manufacturing, technical, and scientific products**. The growth in that occupation results to a large degree from sales of solar energy products and systems.

The top two emerging occupations in the *education industry* sector are **instructional coordinators** and **tutors**. Instructional coordinators develop instructional material, coordinate educational content, and incorporate current technology in specialized fields

that provide guidelines to educators and instructors for developing curricula and conducting classes. Tutors provide non-classroom academic instruction to students on an individual or small-group basis for proactive or remedial purposes.

First-line supervisors of personal service workers is the top emerging occupation in the *other services* industry sector. The growth in that occupation is being driven by an increase in the number of spa facilities.

Customer service representative is a top emerging occupation in the *financial services industry* sector due to the increasing variety of financial and investment advisory products being developed by the sector.

Top 15 Emerging Occupations
(ranked by percent growth)

Workforce Development Area 6 - Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties

Rank	SOC Code	Title	Employment		2015 - 2023		Industry Sector Linkage	2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change		Median	Entry*	Exp**
1	292099	Neurodiagnostic and Ophthalmic Technologists, Surgical Assistants	10	12	2	20.0	Healthcare	25.00	12.95	27.31
2	291141	Registered Nurses	319	371	52	16.3	Healthcare	29.19	23.22	33.59
3	291069	Hospitalists, Nuclear and Preventive Medicine Physicians	38	44	6	15.8	Healthcare	94.58	87.15	123.34
4	119041	Engineering Managers	7	8	1	14.3	Professional Services	50.56	35.41	61.98
5	292011	Medical and Clinical Laboratory Technologists	21	24	3	14.3	Healthcare	23.25	15.66	27.33
6	413099	Sales Representatives, Energy-Related	93	104	11	11.8	Clean Tech	19.36	13.34	38.26
7	253099	Tutors	45	50	5	11.1	Education	NA	NA	NA
8	414011	Sales Representatives, Wholesale & Mfg, Tech. & Sci. Prod.	9	10	1	11.1	Wholesale Trade	27.41	18.24	39.41
9	259031	Instructional Coordinators	55	61	6	10.9	Education	21.16	14.21	27.20
10	131199	Security Management and Sustainability Specialists	161	178	17	10.6	Healthcare	30.75	19.11	35.24
11	391021	First-Line Supervisors of Personal Service Workers	23	25	2	8.7	Other Services	16.08	11.57	17.73
12	434051	Customer Service Representatives	449	486	37	8.2	Financial Services	10.02	8.94	12.60
13	471011	First-Line Superv. of Construction and Extraction Workers	120	129	9	7.5	Construction	22.26	16.34	32.90
14	131041	Compliance Officers, Exc. Safety, Agri, Constr & Transp.	19	20	1	5.3	Professional Services	24.58	16.31	28.41
15	192041	Environmental Scientists & Specialists, Including Health	20	21	1	5.0	Professional Services	22.28	16.94	27.91

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

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

NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

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

Employers typically look for no less than a High School Diploma for entry-level workers. This is in line with the educational attainment rates in the Area. Most in-demand industries and occupations require some post-secondary training, particularly in the Healthcare and Manufacturing industries of the Area.

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

The CareerSource North Florida region does not contain any MSAs. The counties in this region are Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties. The

region's unemployment rate has declined by 0.9 percentage point over the year to 5.6 percent in September 2015. The labor force (September 2015 labor force = 47,875) has declined by 1,518 since last year (September 2014 labor force = 49,393). In addition, the number of unemployed persons (September 2015 unemployed persons = 2,696) has declined by 505 since last year (September 2014 unemployed persons = 3,201). Finally, the number of employed persons (September 2015 employed persons = 45,179) has declined by 1,013 since last year (September 2014 employed persons = 46,192). Disabled persons are disproportionately unemployed, at a rate of 19.3%. Job seekers ages 25-64 most commonly have a High School Diploma or GED as their educational level, at a rate of 39.6%. Some college or Associate degree was listed by 32.4% of the job seekers. Job seekers obtaining a Bachelor degree or higher were 13.7%.

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

Workforce development activities of the Local Area are multi-fold.

Job seekers. One-on-one work is done with the career seekers accessing in-person services at CSNF. Each person requesting service is registered completely in Employ Florida including assessments and resumes, giving staff information it needs to best assist them. It also provides reflection and self-assessment for the job seeker. Staff is able with this information to make quality referrals, make recommendations, provide data and information, lead career exploration, distribute training provider information, and help build a comprehensive career plan. Additionally, CSNF is able to use the data to strategize services to businesses.

Job seekers receive referrals to partner councils and agencies, assessments, workshops, planning, and counseling in addition to labor exchange services. Job seekers accessing labor exchange services exclusively benefit from job matching and job referral services.

Business. CSNF has a unit specifically designed to serve the needs of the employers in the Local Area. Much like job seekers, a business is assessed and then provided with a plan of service to address their needs. Services include labor market information, recruiting assistance, business planning and development, HR consulting, referrals, retention strategies, layoff aversion and rapid response, and office space use. Additionally, businesses are served with training grants, including locally funded OJT and CT.

Partners. Other agencies actively partner with CSNF to enable the LWDA mission to be fully carried out. These agencies provide wrap around services to career seekers and resources to employers so both are able to be more productive. This includes childcare for parents returning to work to training providers delivering quality occupational programming to enhance the talent pipeline.

Capacity. CSNF's local area consists of 4,344 square miles. With a limited footprint, it is not possible to provide all services to all job seekers and employers. A modular staffing plan allows out-posting at mobile units and partner sites. Services may be accessed over the phone or via Employ Florida web site for those who are unable to come in but services

through these means are limited. Businesses are served by staff out in the field however businesses may see gaps in contact if they are not actively engaged with their representative.

CSNF is able to obtain feedback from employers at convened roundtable meetings held at locations throughout the region in addition to participating on advisory councils and other Boards. This gives the LWDA the ability to be in front of the business community, hear continuous dialogue, and respond to requests. Together with partners, CSNF can then strategize to fill in the gaps and develop relevant services for our customers, both job seekers and businesses.

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

Services provided to Adult and Dislocated Workers are in-depth and tailored to fit each individual determined eligible and suitable for service. LWDA 6 follows a WIA-model approach as it includes a continuum approach to planning services.

Career Services through WIOA begin and end with assessment. Through analyzing the result of the assessments with the adult or dislocated worker, the Career Consultant is able to know the current status of the job seeker. Together they plan services to address the individual's needs. Services include additional assessments if there are gaps in information, provision of information to assist the job seeker in the decision-making process including Targeted/Demand Occupations, support services to overcome moderate barriers, and employability skills including resume and interview assistance. If training becomes a goal in the plan, the job seeker is made aware of funding availability, requirements to be met, and may request assistance through an ITA.

Dislocated workers will begin to be serviced with WIOA services in conjunction with RESEA services. This will make excellent use of both programs to serve these individuals.

Participant files are closed when it has been assessed they have completed fulfillment of their plan or it is assessed they are no longer in need of services. Follow up services are provided through an automated process, however a Career Consultant is available to assist should it be requested.

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

The Local Area has for six years operated a youth program modeled after the old JTPA program, with some modifications for improvement. We provide a systematic case management and work-based learning program that includes all of the required elements of WIOA. Some of those elements we are able to provide ourselves, and some of them are connected through partnerships in the community. First and foremost is empowering and enabling youth to complete educational goals and enter or re-enter full-time or even part-time employment. Briefly, the CSNF Youth Program design and elements:

- Age 16-24, and may be in school or out of school; not less than 75% out-of-school, and **prefer 100% out-of-school**
- Low Income, and in need of support to gain credentials and employment
- Other Barriers to success, for those over income level (may only be 5% of enrolled youth):
 - Teen parent
 - Lives in one-parent household
 - Lack of employability skills or needs work readiness training
 - Needs basic education (High School Diploma/GED)
 - Juvenile offender, and/or incarcerated parent

Basic Year-Round Program: 90 maximum capacity

Program Design:

YEAR-ROUND YOUTH SERVICES	INTERNSHIPS	OTHER TARGETED PROGRAM POSSIBILITES
<p>Serve up to 90 Youth, age 16-24</p> <p>Program Outcome Goals:</p> <ul style="list-style-type: none"> • In-school youth: completion of high school • Out-of-School youth: completion of high school diploma via GED, skills training certification, college, and/or gainful employment. • Traditional “case management” method • Requires careful documentation and monitoring • Youth must meet primary outcome goal • May participate in external internship opportunities, with requirement of ongoing educational process (must be in school, secondary or post-secondary) 	<p>Year-round internship component to fulfill work-based learning requirement:</p> <ul style="list-style-type: none"> • Work Readiness Training through ongoing workshop schedule covering all six counties. • Engage Employer Services Staff in “marketing” internship component, and share contact with employer site staff who serve as internship mentors. • Regular and constant contact with youth while in internship to provide guidance as needed and assure program compliance. • Selection of internship participants requires advancing educational goals, and matching of work site to career goal. 	<p>Possible options:</p> <p>Serve small groups of 8-12 youth age 16-24</p> <ul style="list-style-type: none"> • Partnership with local industry and high school vocational education program • Require usual program eligibility criteria • Specific skills training goals, with certification • Potential internship component

<ul style="list-style-type: none"> Requires partnership with businesses for successful internships 		
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WIOA ELEMENTS OF YOUTH PROGRAM SERVICES: The basic elements of the program begin with comprehensive assessment of education, work experience, skills and aptitude of youth. This is followed by development of an individual service plan for each youth based on interests and capabilities.

CSNF takes referrals from the local area Vocational Rehabilitation, Department of Juvenile Justice, and other programs serving youth, and works with each individual as per our resources and the youth’s capabilities. Potential disabilities are sometimes discovered, and sometimes revealed through assessments. Some youth are referred to VR as needs are discovered.

Both short-term and long-term goals are included in the individual service plan, for which incentives may be awarded.

ELEMENT	HOW WE WILL PROVIDE
(1) Tutoring	Community referrals to local schools or community-based programs
(2) Alternative School: dropout recovery	A hallmark of CSNF youth program, in partnership with all adult education and GED prep programs in all six counties
(3) Work-Based learning: OJT, internships, experience related to career/training goals.	CSNF will arrange directly, in partnership with regional employers
(4) Occupational skills training	CSNF refers to local training providers for specific skills training.
(5) Education concurrent with specific skills training	See #4.
(6) Leadership Development	Workforce provides workshops on a wide variety of topics, and may refer to local Chamber youth leadership programs, school civic clubs, 4-H, etc.
(7) Supportive Services	Provided by WIOA funds for training-related expenses, i.e. uniforms, GED tuition and testing fees, transportation support, etc.
(8) Adult Mentoring	CSNF case management staff serve as mentors, and refer to worksite supervisors as mentors in

	development of work habits and skills.
(9) Follow-up	CSNF staff conducts quarterly follow-up contacts with youth for a period of 12 months after exit from the program and offers services as needed/required.
(10) Comprehensive Guidance and Counseling	Case management referrals to appropriate community resources such as health department, mental health or substance abuse counseling providers, school counselors, etc.
(11) Financial Literacy training	CSNF provides a workshop on financial literacy using a curriculum based on "Financial Literacy for Teens" by Chad Foster
(12) Entrepreneurial Skills training	One of the local training providers has a course on business startup, and local chambers give access to SBDA trainers for anyone we refer to them.
(13) Labor Market Information	CSNF career centers regularly provide all job seekers with information on jobs currently available and projected job openings, to guide them to training choices. This is required of all youth enrolled in CSNF program.
(14) Transition to post-secondary training	Youth program staff assists with college and technical training program applications, including FASFA and any other scholarships that might be available to youth. In addition, staff will make all introductions possible and create opportunities for exposure to careers in order to encourage transition to post-sec training.

LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

[See section \(3\) below.](#)

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

[See section \(3\) below.](#)

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

[CSNF will continue to align its goals with those of CareerSource Florida, and implement a plan that focuses on business demand-driven policy and programs. While delivering high-quality services to businesses and job seekers, CSNF places high priorities on continuous quality improvement through monitoring program performance and staff training to ensure all staffs understand clearly the work they do and how it impacts the local area's performance.](#)

[Continuous quality improvement and monitoring will cover both programs and fiscal activities. The Board promotes open and transparent operations, and makes its monitoring and finance matters reporting available to the public through open meetings and publishing reports on the web site of the Board.](#)

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

[The Local Area has career centers equipped with special needs equipment for hearing- and vision- impaired individuals and is approved as ADA compliant. In addition, assessments are provided to identify other disabilities that may not be obvious. Disabled individuals, by their own requests, are afforded the same access to programs and services as non-disabled peers inasmuch as the capabilities match career opportunities. Non-English speaking job seekers are afforded interpretation and translation assistance via technology as needed.](#)

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

[Local Area staff began the process of developing the plan, per wishes of the board of directors. In leadership team meetings, a 6-question process was used to determine why we](#)

exist, who we are, what we do, how we will know we've succeeded, and who will do what. Board members were engaged to review and discuss the goals and provide feedback which has been incorporated in the plan. Economic developers and business representatives were engaged to discuss training needs.

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

CSNF agrees that the One-Stop Career Centers should be the focal point of the workforce system. The goals identified and prioritized by the Board support that philosophy:

- Build a stronger demand-side involvement through business and industry participation as partners, collaborators, advisors and investors in workforce services.
- Promote employment and skills training opportunities that lead to worker economic security.
- An aligned set of services and programs between CSNF and community partners to increase collaboration through service integration and a focus on outcomes.
- Provide a system where low-income individuals, unemployed and entry level incumbent workers can more effectively participate in the workforce and contribute to the economy.
- Train and support CareerSource staff through professional practices and capacity building within the organization.

All of these goals support a comprehensive system of workforce services that will answer to the needs of employers in the region and are aligned with the goals of CareerSource Florida. Partnerships are at the heart of LWDA 6, and have sustained the goals and initiatives of the region. With the continuous conversations with business, economic development, legislative and education partners, CSNF will continue to receive the feedback needed to make adjustments to its plan as business needs evolve and change.

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

Common Measures	PY 2015-2016 Performance Goals	% of Performance Goal Met
Adults:		
Entered Employment Rate	82.60%	99.03%
Employment Retention Rate	94.30%	100.95%
Average 6-Months Earnings	\$19,200.00	93.47%

Dislocated Workers:		
Entered Employment Rate	80.60%	110.30%
Employment Retention Rate	50.00%	100.00%
Average 6-Months Earnings	\$19,200.00	195.14%
Youth Common Measures:		
Placement in Employment or Education	62.90%	102.54%
Attainment of a Degree or Certificate	70.00%	76.14%
Literacy and Numeracy Gains	25.60%	55.86%
Wagner-Peyser:		
Entered Employment Rate	54.00%	98.31%
Employment Retention Rate	78.50%	104.34%
Average 6-Months Earnings	\$10,750.00	104.69%

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

The LWDB doesn't have service providers for one-stop services. A service provider is engaged for IT functions, and the contract is reviewed annually for proper expenditures according to the contract. Agency monitoring of fiscal administration and an independent audit are both conducted annually to determine compliance and provide technical assistance as needed. Corrective action plans are submitted as requested.

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

	Definition	Source	Policy statement
Welfare Transition self-sufficiency rate	200% of Federal Poverty Level		
Unemployed worker self-sufficiency rate	Regionally adjusted Lower Living Standard Income Level	LLSIL	To be considered self-sufficient, individuals should be placed into a position at this wage rate. This is also the WIA self-sufficiency rate.

<p>Under-employed (underutilized) employed worker self-sufficiency rate</p>	<p>Less than the regional average wage. This may be an average based on 40 hours a week. (Example: Jobseeker earns \$14/hour, but only works 10 hours a week.)</p>	<p>FREIDA</p>	<p>To be eligible for training services as an individual (ITA) through WIA, an employed worker requesting intensive and training services must earn less than this amount. Under-employed individuals do not need an employer statement to support training.</p>
<p>Employed worker self-sufficiency rate</p>	<p>Less than 250% of the regionally adjusted lower living standard income level.</p>	<p>LLSIL/DEO Communique</p>	<p>All adult employed workers must earn less than this amount to be considered for training. This may be through individual (ITA) request or employer request (CEWT or OJT). Both situations need employer support statement.</p>
<p>Dislocated Worker employed worker self-sufficiency rate</p>	<p>Less than 90% of wage at dislocation</p>	<p>WIOA File</p>	<p>All dislocated workers who are working "income maintenance" jobs (a job with lower rate of pay than the job or dislocation) should not exceed earnings of this percent of their dislocation wage in order to be considered for training. Example: If a person earned \$50,000 at dislocation, and is now making \$42,000, they may be considered to not be self-sufficient because their current wage is not at least 90% of their wage at dislocation.</p>

COORDINATION OF SERVICES

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

CSNF has co-located partners in the one-stop career center. There is a referral process in place so partners can send or receive referrals to CSNF to assist job seekers when needs are discovered or requests for more help is made known. All partners are aware we serve common customers, and the communication lines remain open among them all. We obtain a Release of Information from program participants and referred customers so we can better serve share customers without duplication by way of open communication. The TANF, Adult Education/Literacy, and VR are all represented on the local Board of Directors. Our general criteria for approval of partner projects is whether it duplicates other efforts going on with the same goals.

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

Local area staff and Board members participate in economic development work, providing workforce data, serving as team members when prospective companies are working through the processes of due diligence as they consider moving to our area. CSNF knows it is important to be at the table for discussions of ways to make jobs projects work and always seeks out ways to make new jobs happen. For those who need training on business start-up, plans and financing for their businesses, we have training providers and other partners who we refer them to if their needs go beyond our in-house expertise.

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

CSNF works collaboratively with local training providers, including the school districts, to assure communication with all partners regarding training resources and needs. Education partners are part of our business services and training roundtable groups, and regularly advise us when they consider starting new training programs. We provide them with workforce projection data, feedback from employers, and any other information helpful to fulfilling mutual goals.

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

The local board and its staff maintain open communications with transportation provider, as well as providers and vendors for any support services needed for successful completion of goals. The first option for transportation needs is the public transit services provided under the Transportation for the Disadvantaged program operated by local coordinating council contracts with vendors. There are no other public transportation providers, and the only other option exercised is reimbursing program participants part of their transportation costs to complete their programs, or incentives for participation.

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

The Local Area has an agreement with the state agency to provide oversight and supervision of WP services in the local one-stop system. This agreement provides that services are coordinated without duplication. All services are provided by Local Area staff in cooperation with State Merit staff posted in the one-stop career centers. The Wagner-Peyser program is monitored regularly along with all other programs operated in the local area.

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

It is the continuing practice of the local board to participate within the career pathways consortium made up of representatives of adult education and literacy services in all six counties of the area. The local board receives copies of all applications from the six school districts and the college of adult literacy funds applications.

In addition, the local board has a presence on the School Advisory Committees for all three post-secondary training institutions, and provides input for planning of program offerings. The work of the local board with individual Adult Ed programs ranges from referring high school dropouts to the programs, to providing case management and workshops for Adult Ed students, to hosting an ongoing program of one school district. All of these activities highlight the close partnership with Adult Ed and other post-secondary programs in the area.

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

The cooperative agreement between the local board and the state agency is the only one like it in place. Other MOUs or agreements may be developed as needs arise. Examples are MOUs with:

- Experience Works-the older workers program
- Early Learning Coalition
- United Path, Inc. –serving ex-offenders within the Dept. of Corrections facilities

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

Adult Education and Vocational Rehabilitation services are co-located. While we refer to and use all six school district adult education programs, one of them is housed in our one-stop location in Madison three mornings each week. In the one-stop center in Madison as well, is an office used one day a week by VR counselors.

Blind Services does not have a presence in any of our six counties, and the local board is not aware of a need for space. As with all partners, the local area maintains resource information in order to refer individuals in need of the services provided by that agency.

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

The local area provides office space to staff from the Early Learning Coalition of Florida's Gateway, and Experience Works, as well as Easter Seals of South Georgia who serves persons with disabilities in the area.

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

No MOUs are in place with required partners at the moment other than training agreements with post-secondary training providers. It is anticipated further guidance on this item will be forthcoming to the local areas from the state board.

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

- A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. WIOA §108(b)(6)(C)

The local area provides ADA compliant environment, with access to accommodations for both hearing and vision-impaired customers. The buildings are evaluated by the state agency per the schedule required. Non-English speaking customers are provided a translator/interpreter through the services of a language line when needed.

- B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

All of the local area facilities and equipment are designed for ease of access with offices and career centers on first floors. All entries into buildings are on street level with ramps. Mobile units are equipped with handicap access entries and staff is trained in its use. Technology access is available 24/7, and during normal business hours staff is on site to assist customers. Web based services include applications for programs and feedback instruments that customers are able to complete and submit without printing or the need to mail via USPS.

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

CSNF has a supported network of communication that is live 24/7. To serve communities in our area where we don't have a full-service office, we operate a satellite center in one town, and have two (2) mobile career labs on a schedule for other areas.

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

All services are integrated through the use of a state-supported case management and service tracking system. All customers are provided personal account information, and staff has access to accounts on a need-to-know basis. When partners outside the workforce system need information, an agreement for sharing is in place through the use of permissions managed by the customer and/or CareerSource staff.

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

The LWDA will follow its procurement procedures and comply with WIOA requirements, including requesting a waiver if allowed, in order to secure the most cost-effective fiscal arrangement and the highest performance expectations possible. The local board anticipates receiving further guidance on this issue from the state board.

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

Being geographically encased one of Florida's large Rural Areas of Opportunity (RAO), the LWDA will request continued support in the funding allocations to accomplish its mission. Rural areas have fewer higher education resources, transportation resources, job opportunities, and higher level of need in the workforce population. For these reasons, the cost of keeping our resources going out to meet the need becomes more costly than in areas where there is a lot of growth going on.

DESCRIPTION OF PROGRAM SERVICES

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

LWDA 6 has long-standing relationships with all six local school districts, both technical skills training institutions and the local community college. We will continue to nurture those partnerships in order to meet the demands of business in our area. Although not inclusive of all contacts, there are two “formal” groups we either convene or lead in:

- Business and Training Roundtable: meets quarterly with business leaders, training partners, economic development leaders, and legislative representation to discuss, evaluate, and plan for meeting business needs with skilled workers.
- Career Pathways Consortium: representation from all six local school districts and the community college, all recipients of Carl Perkins funding. This consortium reviews and approves articulation agreements between the secondary and post-secondary programs. It also provides a forum for assessing need and promoting solutions for skills development.

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

Following its procurement policy and process, all services are announced for bid or proposal and evaluated by a team of staff and board members. Contracts are awarded based on bidder qualifications.

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

This question is answered in (1) above. In addition, each individual being considered for enrollment in training programs funded by WIOA are led through an assessment and exploration process to facilitate the best decision by the job seeker. Training decisions are impacted by consideration of factors like:

- Is it the right thing for the individual?
- Will it deliver quality results?

- Are we adequately trained to guide the process?
- Are there adequate resources to support it all the way through to the end?

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

The LWDA annually reviews its policy on training alignment with business need. Training agreements are reviewed and updated if needed; the targeted occupations list is reviewed and new recommendations are pushed forward if needed; and staff presents any needed changes to the board of directors for discussion and approval. Training program priorities are decided based on:

- Feedback from employers so we understand their needs.
- Availability of training programs.
- Assessment of jobs forecast, using data as up-to-date as possible.
- Availability of funds to support all aspects of training.

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

Please see response (1) above.

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

It is the policy and practice of the board to restrict expenditure of WIOA adult and dislocated funds for training that is on the approved Targeted and Demand Occupations Lists. When there is a documented need for training in occupations not listed on the TOL, the Board files a request to CareerSource Florida with proper documentation for them to be added to the local list.

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

- facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;
 - support a local workforce development system that meets the needs of businesses in the local area;
 - better coordinate workforce development programs and economic development;
- and

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

The design of the local area business services section is focused on the following:

- Personal contact between Employer Services Representatives (ESR) and employers in all industries located in the area, whether they are large or small. There is a major focus on manufacturing and healthcare needs at this time.
- Through the network of our “Roundtable” as referred to in (1) above, dialogue is ongoing to assess and evaluate the needs of business.
- The local area leadership is engaged and involved with economic development projects throughout the area, and there are two economic developers on the board of directors.
- The linkage between the local career centers and the unemployment insurance program is inexplicably linked due to the lack of other resources for unemployed individuals to find help.

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

- The local area has determined that all youth served in the WIOA program will be low-income and have identified barriers to gaining employment. The youth program is, in effect, a dropout recovery program, and all youth joining must first enroll and attend GED classes. The local area has long-standing good relationships with all of the Adult Ed programs, and provides case management to GED learners who are enrolled in WIOA program.
- Adult job seekers who lack a high school diploma are regularly referred to adult ed programs throughout the region.
- Monetary support is allocated to participants who are enrolled in WIOA programs, as well as Welfare Transition Programs, to facilitate attendance in Adult Ed programs so they can obtain the high school equivalency diploma and transition to post-secondary training and/or become employed.

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

The local area has training agreements with all post-secondary schools who make application to be approved. Those agreements provide guidelines for processes and flow of forms and information, including a description of each occupational program we will support with WIOA funds. Agreements are monitored annually to assure relevancy. Contracts are entered into with employers for OJT and CT when those options used.

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

It is the policy of the local Board to have a list of training options for every program participate to consider in their decision-making process. Customers are free to select from the list of eligible providers where they will go for training, with full information on their commitment and the local Board's commitment. When customers apply and are considered for enrollment in WIOA training support services, they are presented with a list of approved providers to select from for the programs they are interested in and qualified for.

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

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

The current cap on ITA and training support is \$6,500 for all programs except RN which carries the cap of \$7,000. That amount includes any support services as well as tuition. We do not support any exceptions to the use of ITA funds, other than the restrictions state statute imposes.

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

The local area has not yet had a request for entrepreneurial or microenterprise training. However, we are always aware of those resources in the area through the community college, Chambers, EDO's, and the SBDC.

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

There are currently no registered apprenticeships in the local area. There are company supported training programs that mirror apprenticeships, and the local board could support them within the guidelines of OJT policies. At the present time, the local board has embarked on a plan to work with some of the manufacturing concerns in the area to develop new apprenticeship programs.

(14) Other Program Initiatives: Describe the services to be provided that 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 pathway

initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)

The board is currently participating in a special grant project to develop apprenticeship programs, and work through our policies for OJT and CWT agreements for dislocated workers. The sectors identified for focus are healthcare and manufacturing industries.

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

As stated previously, all training agreements are monitored annually, and performance data from the training programs we support with WIOA funds is required.

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

Please see youth program design in section (6) under "Analysis of Need."

A. **Definition of the term "a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society."** Describe how the local board defines whether a youth is unable to demonstrate these skills well enough to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290

Assessment of needs is the first step in working with any job seeker, and with youth, the TABE (test of adult basic education) is required to determine grade functioning level unless they already have a high school diploma. Other assessments include the battery of background questions included in the individual profile within the data management system. Those with LEP are either self-disclosed, obvious at presentation of themselves, or discovered through initial assessments.

B. **Definition of "requires additional assistance."** Describe how the local board defines the term "requires additional assistance" used in determining eligibility for WIOA-funded youth programs. 20 CFR §681.300

Youth referred to our program are all low-income, and most have dropped out of school. So with lack of resources and education, the definition is easily assumed. However, the need is documented with initial assessments of strengths and weaknesses. The definition specifically includes youth who have no resources or education, and has no work experience or is unable to maintain employment due to lack of skills.

REGIONAL PLANNING ANALYSIS

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

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

- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area – [See analysis of region previously inserted in this document.](#)
- (2) Specific milestones and timelines for consultation with:
 - A. Other local workforce development boards – [this local area already maintains a working relationship with areas 5, 7, 9 and 10. By August of 2016, the four local areas in North Central Florida \(6, 7, 9, 10\) will have met and developed a project together to meet the need of an expected new business in Marion County.](#)
 - B. Local elected officials; - [The North Florida Workforce Development Consortium will discuss the possibilities as they are presented for discussion. There is no set date for this discussion because there is no proposal to discuss.](#)
 - C. Economic development organizations; - [same response as “B”.](#)
 - D. Core and mandatory one-stop partners for potential regional implications; - [discussion ongoing, and developing MOU's based on state guidance.](#)
 - E. Analysis of coordination of services with potential regional implications. – [As stated in “A” above, coordination with other LWDAs will develop based on need. Local boards respond to all requests for coordination of services.](#)

The local board has also established a [Florida-Georgia Partnership](#) that includes Florida local areas 5 and 6, and South/Southwest Georgia Workforce Investment Boards and the local GA DOL Career Centers in those two WIB regions. The purpose of the partnership is to jointly serve businesses and job seekers, share events such as job fairs

and rapid response events, share and build best practices, and explore potential for interstate regional funding opportunities to diversify and expand our services together.

PUBLIC COMMENT PROCESS

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

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

The local plan was posted in draft form for public review and comment from March 8, 2016 through April 7, 2016. A print copy is also available in the administration office at 705 E. Base St., Madison, FL.

- (2) Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)

March 8, 2016 through April 7, 2016.

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

Open public meetings of the board on February 26, 2016; Business/Training/Economic Development partners roundtable on March 11, 2016; LEO Consortium meeting on March 21, 2016. Newspaper ads and website publishing of the plan for open comment period produced no comments.

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

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

There were no comments received from the public during the 30-day publishing period.

SIGNATURE PAGE

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

- Jefferson County
- Madison County
- Hamilton County
- Suwannee County
- Lafayette County
- Taylor County

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

Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Darlene Hagan, Board Chair
Name (printed or typed)

Hon. Ronnie Moore, Consortium Chair
Name (printed or typed)

04.21.2016
Date

04.21.2016
Date

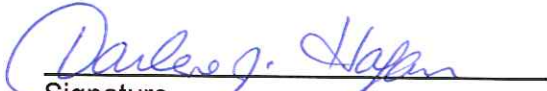
SIGNATURE PAGE

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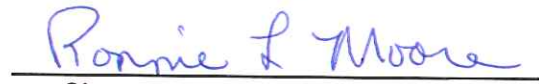
- Jefferson County
- Madison County
- Hamilton County
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We will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

Workforce Development Board Chair


Signature

Chief Elected Official


Signature

Darlene Hagan, Board Chair
Name (printed or typed)

Hon. Ronnie Moore, Consortium Chair
Name (printed or typed)

04.21.2016
Date

04.21.2016
Date

ATTACHMENTS:

Bylaws

Interlocal Agreement

BYLAWS
OF THE
NORTH FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.
August 2010

ARTICLE I

CREATION AND AUTHORITY

Section 1.1 In accordance with the provisions of the Workforce Investment Act of 1996 and the WAGES Bill of 1996, the North Florida Workforce Development Board, Inc. was created in accordance with the Interlocal Agreement creating the North Florida Workforce Development Consortium and the North Florida Workforce Development Board adopted by the counties of Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor in April, 1996, and renewed in September, 2005.

Section 1.2 The North Florida Workforce Development Board, Inc. shall have the authority to perform any and all duties necessary for the accomplishment of and consistent with the purpose of the Workforce Investment Act, Welfare Transition Program, all priorities of Board Committees and Board, and the Interlocal Agreement creating the North Florida Workforce Development Consortium and the North Florida Workforce Development Board, Inc.

ARTICLE II

DEFINITIONS

Section 2.1 "Board" shall mean the North Florida Workforce Development Board.

Section 2.2 "Consortium" shall mean the North Florida Workforce Development Consortium, made up of elected official representatives from the Boards of County Commissioners from Hamilton, Jefferson, Madison, Lafayette, Suwannee and Taylor Counties.

ARTICLE III

PURPOSES

Section 3.1 To promote the establishment of programs designed to prepare youth and unskilled adults for entry into the labor force and to support state and federal intent under the Workforce Investment Act for Youth and Adults.

**INTERLOCAL AGREEMENT AMENDING THE NORTH
FLORIDA WORKFORCE CONSORTIUM AS CALLED
FOR BY THE WORKFORCE INNOVATION AND
OPPORTUNITY ACT, Public Law no. 113-128**

THIS INTERLOCAL AGREEMENT, made and entered into pursuant to the authority of Section 163.01, Florida Statutes, by and between the SIX (6) Counties passing resolutions to that effect, the Counties of Jefferson, Madison, Hamilton, Suwannee, Lafayette and Taylor, of the State of Florida,

WITNESSETH:

WHEREAS, Public Law 113-128, enacted by the Congress of the United States effective July 22, 2014, which act is known as the "Workforce Innovation and Opportunity Act" (hereinafter "WIOA") establishes a program to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment, who are in special need of such training to obtain productive employment; and

WHEREAS, the WIOA replaces the Workforce Investment Act of 1998 under which Federal job training monies were administered and the adoption of the WIOA necessitates the amendment of the Interlocal Agreement Creating the North Florida Workforce Consortium; and

WHEREAS, the WIOA creates a partnership among the state, local governments, and the private sector, with primary emphasis upon the coordination of workforce development programs; and

WHEREAS, the WIOA requires the Governor to designate Workforce

Development Areas (WDA) to promote the effective delivery of workforce development programs and further provides that a consortium of units of general local government may constitute such a WDA; and

WHEREAS, Jefferson, Madison, Hamilton, Suwannee, Lafayette and Taylor Counties desire to form a WDA for WIOA and for workforce development; and

WHEREAS, the Boards of County Commissioners of each of the parties to this Agreement desires that its county be included in an area workforce development plan to avail its citizens of the benefits of the WIOA; and

WHEREAS, the Governor has the authority to “grandfather” the parties to this Agreement as a WDA for the purposes of the WIOA; and

WHEREAS, the WIOA requires the establishment of Workforce Investment Board (WIB) to provide policy guidance for, and exercise oversight with respect to, activities under the Workforce program for its WDA in partnership with the units of general local government within its WDA; and

WHEREAS, it is the responsibility of the Board of County Commissioners of each County in the WDA to appoint members to the WIB in accordance with the WIOA and an agreement entered into by the Board of County Commissioners of each County; and

WHEREAS, it is the responsibility of the WIB, in accordance with an agreement with the Board of County Commissioners of each County in the WDA, to determine procedures and select an entity to develop a

workforce development plan; and

WHEREAS, the workforce development plan must be approved and submitted jointly by the WIB and the Board of County Commissioners of each County in the WDA; and

WHEREAS, within the Service Delivery Region comprised of Jefferson, Madison, Hamilton, Suwannee, Lafayette and Taylor Counties, there currently exists an efficient and effective delivery system of federally and state-funded employment and training programs which are customer-centered; and

WHEREAS, these same six Counties now desire to enter into an updated Interlocal Agreement to provide for the creation of a local WIB and to provide for the provision of workforce development services under WIOA; and

WHEREAS, the U.S. Department of Labor, has encouraged the development of a workforce development system governed by local WIBs; and

WHEREAS, the purpose of these local boards is to develop local workforce development policies and strategies; to oversee the management and administration of those policies and strategies; and to develop an approach which consolidates the delivery of those workforce development strategies into a comprehensive, customer centered system at the local level in concert with the chief elected officials of the local governments of the WDA; and

WHEREAS, the programs envisioned under the control of the local workforce development boards include, but are not limited to, those currently funded through the WIOA, the Florida Welfare Transition Program, the Wagner-Peyser Act, Perkins vocational training, school-to-work transition

programs, vocational rehabilitation, Welfare to Work (WTW), Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs;

NOW, THEREFORE, the parties hereto agree as follows:

1. Establishment of the North Florida Workforce Consortium

There is hereby established a multi-jurisdictional arrangement, the "North Florida Workforce Consortium" among all the parties hereto for the express purpose of collectively carrying out the individual responsibilities of each party to this Agreement under the WIOA. The Consortium shall consist of six (6) members. The Boards of County Commissioners of each county shall each designate a member of the County Commission to serve as the County's representative on the Consortium.

2. Identification of Parties to this Agreement

Each of the parties to this Agreement is a County of the State of Florida, and as such is a general purpose political subdivision which has the power to levy taxes and spend funds, as well as general corporate and police powers. The governing body of each of the parties to this Agreement is its Board of County Commissioners and each party to this Agreement is identified as follows:

**Hamilton County Board of County Commissioners
Jasper, Florida**

**Jefferson County Board of County Commissioners
Monticello, Florida**

**Lafayette County Board of County Commissioners
Mayo, Florida**

**Madison County Board of County Commissioners
Madison, Florida**

**Suwannee County Board of County Commissioners
Live Oak, Florida**

**Taylor County Board of County Commissioners
Perry, Florida**

3. Geographical Area to be Served by this Agreement

The geographical areas which will be served by this Agreement are the entire geographical areas of each of the six (6) member counties, which geographical areas are legally described in Chapter 7, Florida Statutes and which legal descriptions are incorporated herein by this reference.

4. Size of Population to be Served

The population of the six-county area to be served by this Agreement is 124,047, based upon the population projections prepared by the Florida Department of Economic Opportunity, Labor Market Information Center, January 2015.

5. Agreement Not Prohibited By Law

This Agreement is not prevented by State or local law from taking effect in the entire geographical area which it intends to serve.

6. The parties hereto empower the North Florida Workforce Development

Consortium (Consortium) to exercise the following designated decision-making powers, delegated to the Board of County Commissioners of each county pursuant to the WIOA, over all plans, programs, and agreements and to enter into agreements and contracts to provide those services currently provided or contemplated to be provided under Florida's Welfare Transition Program, the Wagner-Peyser Act, Perkins vocational training, school-to-work transition programs, Vocational rehabilitation, WTW, Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs. More specifically, the Consortium is hereby authorized and empowered:

(1) to establish the North Florida Regional Workforce Development Board (NFWDB) and, where such authority is delegated by an individual Board of County Commissioners to its Consortium member, to appoint local members to the NFWDB, all in accordance with Section 107 of the WIOA and F.S. 445. NFWDB board members shall serve the functions described in Section 107 of the WIOA. In the absence of such delegation, the authority to appoint local Workforce Investment Board members shall reside in the individual Boards of County Commissioners for the county from which the individual Board member is to be appointed. The authority to appoint at-large members to the WIB shall reside in the Consortium; and

(2) to enter into an agreement(s) with the NFWDB to determine the selection of a grant recipient and an entity to administer the job training plan, the one stop operator and to determine the procedures for development of the job training plan as described in Section 108 of WIOA; and

(3) to review and approve all workforce development plans

prepared under Section 108 of the WIOA and jointly submit, along with the NFWDB, said plans to the Governor; and

(4) to perform any other appropriate duties necessary for the accomplishment of and consistent with the purposes of this Agreement and the WIOA; and

(5) to further empower the NFWDB to enter into agreements with the State of Florida Department of Economic Opportunity(DEO) or any other selected entity to administer Florida's Welfare Transition Program, Wagner-Peyser Act Funds, Perkins vocational training, school-to-work transition programs, vocational rehabilitation, WTW, Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs; and to manage and control all those functions traditionally managed and controlled by the DEO and,

(6) to further empower NFWDB to enter into agreements to provide marketing services for the above referenced functions; and,

(7) to establish rules for the conduct of business.

7. Quorum and Voting

At all meetings of the Consortium, the presence in person of a majority of the whole Consortium shall be necessary and sufficient to constitute a quorum for the transaction of business. At all meetings of the Consortium at which a quorum is present, all matters shall be decided by a majority vote of the members present.

8. Workforce Area Designation

Pursuant to the designation by the Governor, the six (6) counties constituting the Consortium shall be the WDA as provided for in Section 106 of the WIOA for the geographical area covered by this Agreement.

9. No Local Funds Required of Counties

No funds will be provided from the treasuries of any of the parties to this Agreement for implementation of the WIOA program, it being the intent hereof that all funding of the WIOA program and the other programs contemplated to be managed pursuant to this Agreement shall be accomplished entirely by grants pursuant to the WIOA and any other available State or Federal grants. However, in accordance with Section 117(d)(3)B of the WIA, each county recognizes that appointing a local Workforce Investment Board does not release the local elected officials or the Governor of the State of Florida for liability for misuse of grant funds obtained under the WIOA.

10. Legal Requirements

a. All Federal, State and Local laws shall be complied with by all parties to this Agreement.

b. All Regional Workforce Development Plans shall be approved by the NFWDB and the Consortium.

11. Duration of Agreement

This Agreement shall commence on the Effective date described in Paragraph 12 and shall run through the thirtieth (30th) day of June 2020.

Thereafter, this Agreement may be renewed by a further writing between the parties.

12. Applicability and Effective Date

This Agreement replaces the previous Interlocal Agreement Creating the North Florida Workforce Consortium and shall be effective July 1, 2015 upon the execution hereof by the final signatory adopting this Agreement and upon filing the same with the Clerk of the Circuit Court in each County prior to July 1, 2015.

13. Dispute Resolution Process

If, during the course of this Agreement, there is a dispute between the parties, the following procedures will apply:

(1) The party which has the dispute shall notify the other parties of the nature of the dispute, in writing, with a copy to the Governor of the State of Florida;

(2) All disputes and controversies of every kind and nature between the parties named above arising out of or in connection with this meaning, performance, nonperformance, enforcement, operation, breach, continuance, or termination shall be submitted to non-binding mediation. If the parties cannot agree upon a mutually satisfactory mediator within sixty (60) days of receiving a request for appointment of a mediator from any party to this agreement, then the Chief Judge of the Third Judicial Circuit shall be requested to select a mediator to mediate the dispute. The cost of the mediator shall be shared equally by the parties.

(3) If, after hearing the dispute, accord is not reached on the resolution of the dispute, the party that raised the dispute may, by giving one hundred eighty (180) days written notice, before the end of the program year (before June 30th) withdraw from the Consortium, effective July 1st of the following program year, or at such later time as designated by the Governor of the State of Florida.

IN WITNESS WHEREOF, the parties hereto have executed this Interlocal Agreement on the dates set forth below, and hereby agree to be bound by the terms and provisions set forth herein.

SIGNATURE PAGE

COUNTY OF TAYLOR

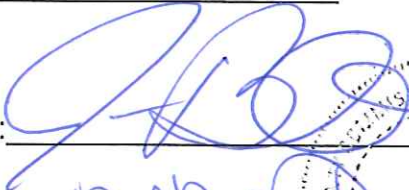
BY:  _____

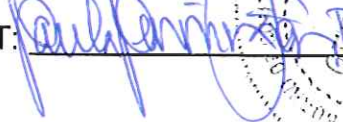
DATE: 6/4/15

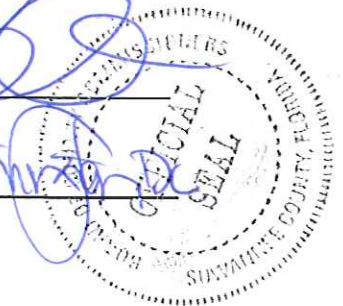
ATTEST: Annita McMurphy

SIGNATURE PAGE

COUNTY OF SUWANNEE

BY: 


ATTEST: 

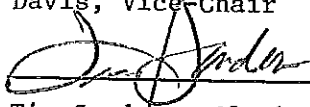


DATE: 06-02-15

SIGNATURE PAGE

COUNTY OF MADISON

BY: 
Rick Davis, Vice-Chair

ATTEST: 
Tim Sanders, Clerk

DATE: April 22, 2015

SIGNATURE PAGE

COUNTY OF JEFFERSON

BY: Benjamin D. Bishop

ATTEST: Paul Seal

DATE: July 7, 2015

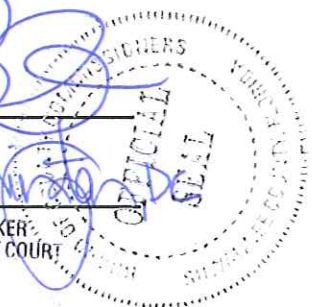
SIGNATURE PAGE

COUNTY OF SUWANNEE

BY: _____

ATTEST: _____

BARRY A. BAKER
CLERK OF CIRCUIT COURT



DATE: 06-02-15

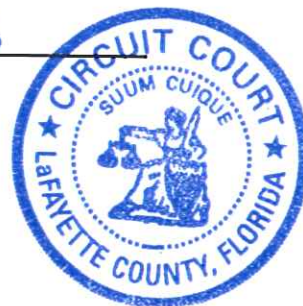
SIGNATURE PAGE

COUNTY OF LAFAYETTE

BY: *Curtis O. Hamlin*

DATE: 4-27-15

ATTEST: *Huffman*



SIGNATURE PAGE

COUNTY OF HAMILTON

BY:  _____

ATTEST:  _____

DATE: 5/15/15

SIGNATURE PAGE

CAREERSOURCE NORTH FLORIDA

BY: Paulene J. Hagan

DATE: 1-21-16

Section 3.2 To promote job training for economically disadvantaged individuals and other individuals facing serious barriers to employment.

Section 3.3 To provide policy guidance in the development of the local Workforce Investment Plan, the Welfare Transition Plan, and plans of stakeholders and partners of the region.

Section 3.4 To provide policy guidance and oversight for client services, Board Committees and other initiatives mandated by state and federal statutes.

Section 3.5 To support job retention and creation efforts of local economic development organizations through such programs as Employed Worker Training, and utilize state level programs such as the Incumbent Worker Training Program and Quick Response Training Program.

ARTICLE IV

GEOGRAPHIC AREA

Section 4.1 The geographic region to be served by the Board, consists of Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor counties.

ARTICLE V

MEMBERSHIP

Section 5.1 Composition of the Board

5.1.1 The composition of the Board shall meet the requirements set forth in state and federal law.

5.1.2 The Board shall consist of the number of members necessary to meet the federal and state requirements for membership and which is in the best interest of the Board. At no time shall Board membership consist of less than thirteen (13) members. No less than fifty-one (51%) percent of the membership shall be representatives of the private sector.

Section 5.2 Membership Nominations and Appointments: Membership nominations of private sector representatives shall be the responsibility of economic development organizations or chambers of commerce within the region. Appointments shall be the responsibility of the

authorized locally elected officials of the Consortium in accordance with the provisions of the Interlocal Agreement creating the Consortium and the Board. All appointments shall be subject to final certification by the Governor.

Section 5.3 Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment. Terms shall be for three years, with consideration for staggered terms to provide for continuity of leadership. Terms shall begin on July 1st and may be filled mid-year as needed for vacancies.

Section 5.4 Termination

5.4.1 Membership of an individual shall be automatically terminated for failure to attend fifty percent (50%) of board meetings in a year, or by tendering a resignation. For members filling mandated seats on the board who fail to attend, a request will be made for replacement by the member's representative entity. In the event of extenuating circumstances, the Executive Committee may review an individual case and may grant excused absences.

5.4.2 Membership shall be automatically terminated for refusal of a member to comply with the financial disclosure requirements of Chapter 112, Part III, Florida Statutes.

Section 5.5 Financial Disclosure and Personal Interests: All voting members of the Board shall comply with the provisions of Chapter 112, Part III, Florida Statutes, relating to Standards of Conduct for Public Officials and Employees, particularly those portions requiring Disclosure of Private Interests for Public Officials and Employees, and those portions requiring that no official use his/her position to secure special privilege or exemption for himself/herself and others.

ARTICLE VI

OFFICERS, COMMITTEES AND STAFF

Section 6.1 Officers

6.1.1 The officers of the Board shall consist of a Chairperson, Vice-Chairperson, and Secretary/Treasurer. Officer selection shall, when possible, be a natural progression from Secretary/Treasurer to Vice Chairperson, then to Chairperson of the Board.

6.1.2 The Chairperson shall be a private sector member of the Board. The Chairperson shall perform all duties incident to the office of Chairperson, inclusive of signing of all appropriate Board documents, representing the Board at state and regional meetings as appropriate, and presiding at Board meetings.

6.1.3 The Vice-Chairperson shall act for the Chairperson in the absence of or at the direction of the Chairperson.

6.1.4 The Secretary/Treasurer, in conjunction with a designated staff member shall keep, or cause to be kept, appropriate Board and committee meeting minutes, and review financial documents to advise board and staff regarding financial issues. The Secretary/Treasurer shall also serve as Chair of the Finance/Audit Committee.

Section 6.2 Executive Committee

6.2.1 The Executive Committee shall consist of at least nine (9) but not more than twelve (12) members, including one (1) representative from each of the counties along with the local elected official board (CONSORTIUM) representative and the immediate past Chairperson. The Chairperson, Vice Chairperson, and Secretary/Treasurer shall serve.

6.2.2 The Chairperson of the Board shall serve as the Chairperson of the Executive Committee.

6.2.3 The Executive Committee shall be empowered to act, in emergency situations, on behalf of the full membership of the Board, provided that any such action taken by the Executive Committee pursuant to this authority shall be placed on the Board's agenda to be voted on at the next full Board meeting.

6.2.4 The Executive Committee may act on behalf of the Board upon specific authorization from the Board.

6.2.5 A quorum for any meeting of the Executive Committee shall consist of forty percent (40%) of the current voting membership. Any vacant position on the committee shall not be included as part of the total number of the current voting membership for the purpose of determining a quorum.

Section 6.3 Terms of Office for Officers and Executive Committee Members at Large

6.3.1 Officers and Executive Committee Members shall be elected by a majority

of the members of the Board present. These positions will be for a two (2) year term, and may serve until their successors are elected.

6.3.2 Officers and Executive Committee Members at Large may not serve more than two (2) terms in any given elected position during the same Board membership term.

6.3.3 The terms of office shall commence on the first day of July of each year.

Section 6.4 Vacancies: In the event that the Chairperson, Vice-Chairperson, or Secretary/Treasurer or an Executive Committee Member at Large resigns or for any reason cannot complete his/her term of office, a new officer or Executive Committee Member at Large shall be elected at the next Board meeting to fill his/her unexpired term of office.

Section 6.5 Standing Committees: There shall be three (3) standing councils and two (2) standing committees of the Board:

6.5.1 Business Council, to address business and industry workforce needs, and advise on allocation of resources among competing priorities to advance the regional economy. This council is tasked with oversight of targeted business services, quick response training, and interfacing with economic development organizations.

6.5.2 Career Council, to address the needs of job seekers including all targeted populations. The scope of this council's work includes operations of the Employment Connections career centers, incumbent worker training, welfare reform initiatives and the Employ Florida Marketplace job matching system.

6.5.3 Youth Development Council, to address coordination of youth activities designed to help youth successfully enter the workforce. The work of this council includes outreach to in-school and out-of-school youth, and strengthening youth partnerships.

6.5.4 Executive Committee, as outlined in Section 6.2.

6.5.5 Finance/Audit Committee, to monitor budgets and expenditures and assure compliance with federal, state and local policy guidelines for expenditure of grant and/or local funds, and to monitor efficiency of local internal fiscal controls.

6.4.6 Other committees or task groups may be appointed by the Chairperson as needed.

6.5.7 All board members shall serve on a council or committee. The board chairperson shall have authority to make appointments of members for service. Non-board members of the community may be appointed to serve on councils or committees, upon approval by the board.

Section 6.6 Administrative Entity Staff

6.6.1 Executive Director: The Executive Director shall be hired by the Board upon a two-thirds (2/3) vote of the members present, and serve at the pleasure of the Board. A two thirds (2/3) vote of the members present shall be required to dismiss the Executive Director.

6.6.3 Administration: All Board employees shall be governed by rules and regulations adopted by the Board and promulgated in the Personnel Policy Manual.

ARTICLE VII

RULES OF PROCEDURE

MEETINGS, VOTING RIGHTS, AND QUORUM

Section 7.1 Meeting Procedures

7.1.1 Regular Board meetings shall be held at least once each quarter.

7.1.2 Executive Committee meetings may be held at the call of the Chair. Committee meetings may be held by telephone conference as needed for members who are unable to be present.

7.1.3 Written notice of any Board or committee meeting shall be provided by U.S. Mail, email or facsimile to each member at least seven (7) days prior to the meeting. The notice shall specify the time, date, location, teleconference number if applicable, and agenda for the meeting. Emergency meetings shall require a notice of twenty-four (24) hours.

7.1.4 Minutes shall be kept of all meetings, shall be available to the public, and shall be reviewed and approved at the next Board or appropriate committee meeting.

7.1.5 All meetings shall be publicly announced and open and accessible to the general public, in compliance with Chapter 286.011, Florida Statutes, and in accordance

with any other applicable Florida Statutes.

7.1.6 All meetings shall be conducted according to a written agenda distributed to each member prior to the meeting. Additional items may be added to the agenda after consideration of public input and majority vote of the members present at the beginning of a meeting.

7.1.7 When parliamentary procedures are not covered by these Bylaws, Robert's Rules of Order, as Revised, shall prevail.

7.1.8 Participation in Board meetings shall be limited to members of the Board and its staff with the following exceptions: (1) regularly scheduled agenda items that call for reports or participation by non-members; (2) comments or other participation by the public deemed to be relevant and material to a matter under consideration by the Board. Public comments, which are not relevant to matters under consideration by the Board, shall be directed to New Business.

7.1.9 Special meetings of the Board shall be called by the Chairperson or at the request of a minimum of five (5) Board members. Special meetings shall be held at a time and place to be determined by the Chairperson and with due public notice.

Section 7.2 Voting

7.2.1 Each member of the Board, including officers, shall have one (1) vote on all matters under consideration by the Board.

7.2.2 Each member of the Executive Committee or any other committee created by the Board shall have one (1) vote on all matters under consideration by the committee.

7.2.3 Unless otherwise specified in the Bylaws, a motion shall be passed or defeated by a majority of those members voting at a meeting where a quorum has been established.

7.2.4 Members electing to abstain from any vote shall state the reason for abstaining and file Form 8B (Memorandum of voting conflict) within fifteen (15) days of the meeting, to be made a part of the meeting record.

7.2.5 In the event of a tie, the vote of the Chairperson of the Board or Committee Chairperson shall serve as the tie breaker.

7.2.6 Proxy or absentia votes shall not be accepted.

7.2.7 Ex officio members of the Board shall have the right to participate in discussions before the Board but have no vote on any matters before the Board.

7.2.8 A quorum for any meeting of the Board shall consist of forty percent (40%) of the current voting membership inclusive of the Chairperson. Any vacant position on the Board shall not be included as part of the total number of the current voting membership for the purpose of determining a quorum.

7.2.9 **Conflict of Interest** - A Board member shall not cast a vote on, nor participate in any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member. The officers, employees, or agents of the agency making the award will neither solicit nor accept gratuities or anything of monetary value from contractors, potential contractors or parties to sub-agreements.

ARTICLE VIII

COMPENSATION AND EXPENSES OF MEMBERS

Section 8.1 Members shall receive no compensation for their services, but shall be reimbursed for traveling expenses while engaged in specific authorized activities on behalf of the Board. Such reimbursement shall be made in accordance with the NFWDB standard rates in effect at the time of travel.

ARTICLE IX

RESOLUTION OF DISAGREEMENTS WITH THE NORTH FLORIDA WORKFORCE DEVELOPMENT CONSORTIUM

Section 9.1 In the event of a disagreement between the Board and the Consortium, the Chairperson and Vice-Chairperson shall be empowered to negotiate the matter on behalf of the full membership of the Board to the mutual satisfaction of both parties, provided that any such resolution shall not be effective until approved by the full membership of the Board.

ARTICLE X

LEGAL STATUS

Section 10.1 Nothing in these Bylaws shall be construed to take precedence over federal, state or local laws or regulations, or to limit or constrain the rights and obligations of the units of local government party to the Interlocal Agreement creating the Consortium and the Board.

Section 10.2 All matters not specifically designated or delegated herein shall be subject to the action of the Board.

ARTICLE XI

AMENDMENTS

Section 11.1 These Bylaws may be amended or repealed by an affirmative vote of two-thirds (2/3) of the membership present and voting thereon, after notice, which shall specify or summarize the changes proposed to be made. Such notice shall be mailed to Board members prior to the meeting at which such amendment or repeal is acted upon. Maintenance and interpretation of these Bylaws shall be vested in the Board attorney.

ARTICLE XII

ENACTMENT PROVISION

Section 12.1 These Bylaws shall become effective upon approval by the Board. Such approval shall require two-thirds (2/3) vote of the membership present and voting thereon at a meeting of the Board, after notice of the meeting and purpose thereof has been mailed to the membership.

APPROVED AND ADOPTED by the BOARD on this 20th day of August, 2010.

Evelyn Day
Evelyn Day, Chairperson

8/20/10
Date

Coy Howell
Coy Howell, Secretary/Treasurer

8/24/10
Date