



Local Workforce Development Area 7

Tel 386-755-9026

Fax 386-752-6461

1389 US Highway 90 West
Suite 170
Lake City, FL 32055

careersourceflcrown.com

rjones@careersourceflcrown.com

Date Submitted: March 20, 2018

Plan Contact: Robert Jones



CONTENTS

INTRODUCTION	1
PROCESS FOR PLAN SUBMITTAL	2
KEY DATES	4
FLORIDA'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT	5
ORGANIZATIONAL STRUCTURE	6
ANALYSIS OF NEED AND AVAILABLE RESOURCES	17
WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS	28
COORDINATION OF SERVICES	36
DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM	43
DESCRIPTION OF PROGRAM SERVICES	50
PUBLIC COMMENT PROCESS	86
SIGNATURE PAGE	89
INTERLOCAL AGREEMENT	90
MEMORANDA OF UNDERSTANDING	99



INTRODUCTION

These guidelines provide direction for local plans submitted under the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each local workforce development board (LWDB) to develop and deliver to the state a comprehensive two-year modification to their four-year plan. These plans must be submitted in partnership with the local chief elected official. Regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR, Unified and Combined Plans Under Title I of the Workforce Innovation and Opportunity Act, §676.135).

The law emphasizes the importance of collaboration and transparency in the development and submission of local plans. Affected entities and the public must have an opportunity to provide input in the development of the plan. Local boards must make the plan available electronically and in open meetings to ensure transparency to the public.

LWDBs must provide leadership and 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 are 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 addresses how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education.

Each plan is based on 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 employers and job seekers, including those with disabilities. The plan must identify the education and skill needs of the workforce and the employment needs of the local area. Plans must include an analysis of the strengths and weaknesses of services provided to address identified needs. The assessment must include the best available information, evidence of effectiveness, and performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.



LWDBs provide a comprehensive view of the system-wide needs of the local workforce development area.

Local plans must address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. Services described in local plans must lead to greater efficiencies, reduce duplication, and maximize 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.

Local plans should align with CareerSource Florida's business and market-driven principles to be the global leader for talent. These principles include:

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

PROCESS FOR PLAN SUBMITTAL

CareerSource Florida, Inc., established a form entitled "WIOA Local Plan Submission Form." The form will be used to submit the two-year modification of the local plan, required attachments, and contact information for primary and secondary points of contact for each LWDB. All two-year modifications for local plans must be submitted no later than 5:00 p.m. (EST) on Thursday, March 29, 2018.

Prior to plan submission, please ensure:

- **The local board reviewed and approved the plan;**
- **The board chair and the chief elected official signed the appropriate document, with an original submitted to CareerSource Florida by mail to *WIOA Plans c/o Warren Davis, Policy Analyst, 2308 Killlearn Center Blvd. Suite 101, Tallahassee, FL 32317.***



Please also send a scanned copy to FloridaWIOA@careersourceflorida.com. This email address can also be used to submit any questions pertaining to the two-year modification process;

- **The structure and numbering follow the plan instructions format (beginning with Section I of these instructions);**
- **The plan is one continuous and searchable PDF document including all attachments;**
- **Responses to all questions are informative and concise;**
- **The name of the local area, 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 is typed with a font size of 11 or greater.**

Please email FloridaWIOA@careersourceflorida.com and confirm plan submission. This begins the plan's official review by the Department of Economic Opportunity (DEO). Upon submission, all plans are reviewed for completeness and adherence to plan formatting requirements. If there are questions or concerns local boards are notified. The content of plans is reviewed by both DEO and CSF staff with a recommendation for approval or disapproval provided to the CSF Board of Directors at its meeting scheduled for May 16, 2018.

A recommendation for approval is made unless the staff review indicates: (1) there are deficiencies in local workforce investment activities that are not addressed, or (2) the plan is inconsistent with WIOA and its regulations, including required public comment provisions. It is recognized that this two-year modification will include strategies and activities that are fully completed, as well as some that are still being developed and implemented.



KEY DATES

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



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

The implementation of WIOA ensures Florida has a business-led, market-responsive, results-oriented, and integrated workforce development system. The system fosters customer service excellence, ensures continuous improvement, and demonstrates value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce, and economic development networks increases economic prosperity by maximizing the competitiveness of Florida businesses and the productivity of Florida's workforce.

Florida's strategic vision for WIOA implementation is 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.

Ms. Sharon A. Langford, Chair of the CareerSource Florida Crown Consortium
Gilchrist County Commissioner
6650 SE 75th Ave., Newberry, FL 32669
(352) 213-2395 (cell)
sharonlangford@gilchrist.fl.us

Tim Murphy, Chairman of Board
Columbia County Commissioner District 3
PO Box 1529, Lake City, FL 32056
(386) 758-1326
penny_stanley@columbiacountyfla.com

Mark Hatch, Chairman of Board
Dixie County Commissioner District 5
P. O. Box 2600, Cross City, FL 32628
(352) 356-0403
mark.hatch@dixie.fl.gov

D. Ray Harrison Jr., Chairman of the Board
Gilchrist County Commissioner District 3
209 SE 1st Street, Trenton, FL 32619
(352) 318-7581 (cell)
drayharrisonjr@gilchrist.fl.us



Karen Cossey, Chairwoman
Union County Commissioner
15 NE 1st Street
Lake Butler, FL 32054
(386) 496-4251
cosseyk@windstream.net

- 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 executed agreement that defines how parties carry out roles and responsibilities of the chief elected official.

The CareerSource Florida Crown (CSFC) Regional Workforce Board has established a Consortium of Board Members consisting of a County Commissioner from each of our four counties; Columbia, Dixie, Gilchrist and Union as noted in item 1 A. The interlocal agreement is Attachment A. The Consortium Members represent each of their individual counties and represent the Chief Elected official of their county, overseeing the budget of the LWDB.

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

The interlocal agreement is Attachment A.

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

In accordance with §679.310(g) and WIOA sec. 107(b) the CEO of CareerSource Florida Crown appoints the Local Board and the Governor certifies the Local Board on a biannual basis. The current by-laws are attached as Attachment B.



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

Members of the Regional Workforce Board shall be approved by the CareerSource Florida Crown Workforce Consortium from nominated individuals. All appointments shall be subject to final certification by the Governor. Private sector nominations, and the individuals selected by the CareerSource Florida Crown Workforce Consortium from such nominations, shall reasonably represent the industrial and demographic composition of the business community. Whenever possible, at least one-half (1/2) of such business and industry representatives shall be representatives of small business (50 employees or less), including minority business.

The private sector representatives on CSFC shall be selected in the following manner:

Board staff will send notification of Board vacancies to appropriate nominating entities (Chambers/business organizations, etc.). A copy of the notification will be sent to all Consortium members. Nominations for the private sector seats shall be submitted to CSFC by appropriate business organizations. Upon receipt of nominations, CSFC will forward a biography and nomination for each nominee to all Consortium members and provide public notice of all nominees. Nominations will be tabulated by CSFC and the Consortium will be advised of the results with majority rule applying to all votes. Public announcement of nominations will take place at the next regularly scheduled Board meeting. The Consortium will publicly vote on nominees at their Consortium meeting. CSFC will post results in the Minutes. If necessary, a Consortium meeting will take place prior to a Board meeting to seat Board members prior to that meeting.

- ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;

The Consortium shall appoint the required number of business members, with representation from each of the four (4) counties, for fixed terms who may serve thereafter until their successors are appointed. Terms of CSFC members shall be one-



third for one (1) year, one-third for two (2) years and one-third for three (3) years. Columbia County's fourth seat shall be for a one (1) year term.

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

Any vacancy in the membership of the Regional Workforce Board shall be filled in the same manner as the original appointment.

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;

The Board has consistently decided not to use a proxy process to assure active participation by Board members. Options for Board members are outlined in the following section.

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

By-laws Article VII, Section 7.4: Members, whenever unable to attend a Board meeting in person or by teleconferencing, may vote in absentia via conference phone call or by sending an e-mail to the Board's Operations Manager/Executive Secretary as long as the vote is cast after receipt of a meeting agenda, prior to the Board meeting, and a conflict of interest does not exist. Votes made in absentia shall be counted at the time the vote is taken at a meeting with a quorum present provided e-mails contain the following: the date of the meeting, the voting agenda item, a statement that the voter does not have a conflict of interest with the agenda item, the vote in terms of "yes" or "no", or "abstain", and the official electronic signature of the Board Member. Such votes shall be read into the public record.



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, Board members receive orientation and new Board member training which includes the following topics:

1. Do's and Don'ts of Board Membership;
2. Fiduciary Responsibilities;
3. Basics of Effective Board Service;
4. Legal Responsibilities of Non-Profit Boards;
5. Statement of Personal Commitment;
6. Board Member's Job Description;
7. Board Member Code of Ethics;
8. Board's Responsibility to Raise Money.

All members receive documentation along with appropriate training. Every member of the Board is assigned to one or more standing committees which include: Executive, Finance, Youth, Career, Business and Personnel. With assistance from the Executive Director, these committees review the appropriate matters and recommend actions to the entire Board. Members live and work in the communities they represent providing direct access to all stakeholders.

vii. Any other conditions governing appointments or membership on the local board. The Consortium appoints the required number of business members, with representation from each of the four (4) counties, for fixed terms who may serve thereafter until their successors are appointed. Terms of CSFC members shall be one-third for one (1) year, one-third for two (2) years and one-third for three (3) years. Columbia County's fourth seat shall be for a one (1) year term. A majority of CSFC shall be representative of the private sector who shall be owners of businesses, chief executives, or operating officers of businesses or professional organizations, and other business executives or employers with optimum policymaking or hiring authority.



The chairman of CSFC shall be a representative of the private sector and shall be selected by the membership of CSFC.

The importance of minority and gender representation shall be considered when appointments are made to any committee established by the LWDB. Members may be dual-hatted wherever appropriate; i.e., a business member who is prominent in a community-based organization or one that is prominent in a regional economic development organization may also be counted as a community-based representative or economic development representative, respectively. The Board is constituted in accordance with WIOA.

- E. Provide a description of how the CEO is involved in the development, review and approval of the local plan and its two-year modification.

CareerSource Florida Crown maintains a partnership with the local elected officials to jointly and separately carry out the requirements of the Workforce Innovation and Opportunity Act. A draft of the two-year modification of the local plan was approved by CareerSource Florida Crown's Board of Directors on February 15, 2018 and submitted to the local elected officials for review, recommendations and approval according to the established timeline. Key members of CareerSource Florida Crown's leadership team attended the CEO briefing meeting. Final approval was awarded on March 20, 2018.

(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.

Todd Sampson, Board Chair
Branch Manager
NMLS #613836
738 S. Main Blvd.



Lake City, FL 32025

Work: (386) 3658575

Cell:(386) 344-8093

todd.sampson@htlenders.com

- B. If applicable, identify the vice-chair of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chair represents.

Noah Walker, Board Vice Chair

Director of Marketing

Lake City Medical Center

340 NW Commerce Drive

Lake City, FL 32055

386-269-2959

noah.walker@hcahealthcare.com

- C. Provide a description of how the LWDB was involved in the development, review, and approval of the local plan and its two-year modification.

This first WIOA local plan was a product of an ongoing review and improvement process building upon the previously approved 5-Year Local Workforce Services Plan of May 2014. The integration of all partner agencies into the planning process was a priority of the planning design. The Region has partnerships with several community-based organizations (CBO) and faith-based organizations (FBO). All Participating partners were given the opportunity to provide verbal and written input into their portion of the Plan. The direct participation and interaction of the Board and Consortium members ensures participation from the counties within the region. By combining these groups, the ideas, suggestions, and needs of those who work directly with customers and employers were an integral part of the planning and oversight process.



All Participating partners were given the opportunity to provide verbal and written input into their portion of the two-year modification plan. The plan approved by the Board on February 20, 2018 was made available for the thirty-day review by all members of the community via electronic means or requesting a written copy from the CareerSource Florida Crown office.

(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

CareerSource Florida Crown is the local fiscal agent and administrative entity for the region. The Region presently operates Career Centers in Columbia, and Dixie Counties. The Columbia County office provides services to the residents of Columbia and Union Counties while the Dixie County Office provides services to residents of Gilchrist and Dixie Counties. Each Career Center is a full service center providing WIOA (Adult, DW and Youth), WT/TANF, WP, Veterans, RESEA, SNAP and RA, Career and training services are provided at each Career Center by deploying program experts to augment permanent staff on a rotational basis from the central Career Center in Columbia County.

- 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.

As noted in Section (1) (3) A, CareerSource Florida Crown is the local fiscal agent and administrative entity for the region.

- C. If a single entity is 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 any agreements describing how the entity will carry out its



multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy 2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy.

The Board assures the local Career Center Operator will carry out all activities relevant to the provision of each program covered under this plan in accordance with all Federal/State policies and procedures. The Board further assures that a schedule for the monitoring of local One-Stop Career Center activities will be developed and agreed upon in concert with the Department of Economic Opportunity. Additionally, the Board assures that DEO shall have full access to all Career Center staff, records, systems, data, books, accounts, correspondence and other documentation necessary to carry out its program evaluation responsibilities as authorized by statute and/or regulation. The Board also agrees that DEO, in order to effectively carry out its responsibilities, may conduct on-site evaluation activity that is either with, or without, advance notice. The Board also assures that local staff training relevant to the delivery of services covered under this plan will be developed and agreed upon in concert with DEO. The interlocal agreement granting single entity status to operate as the fiscal agent, local board staff and one-stop operator is ATTACHMENT A. An annual audit is conducted to guard 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 the comprehensive center(s), and other service delivery points).

CareerSource Florida Crown operates Career Centers in Columbia and Dixie Counties. The Lake City office provides services to the residents of Columbia and Union Counties and the Old Town office provides services to the residents of Gilchrist and Dixie Counties. Each Career Center is a full-service center providing WIOA (Adult, DW and Youth), WT/TANF, WP, Veterans, RESEA, SNAP and RA. Core, intensive and training services are provided at each Career Center by deploying program



experts to augment permanent staff on a rotational basis from the central Career Center in Columbia County.

- 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.

The Columbia County Office Located at 1389 U.S. Highway 90 West Suite 170 Lake City, FL 32055 and the Dixie County Office located at 25811 SE Hwy 19, Old Town, FL 32693 are full service career centers. The hours of operation are Monday through Thursday from 8AM to 6PM and Friday from 8AM to 12PM (Noon).

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

CSFC is the sole operator of Career Centers in Region 7 with an office located in both Columbia and Dixie Counties.

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

CareerSource Florida Crown provides direct career services to the local one-stop centers through the Career Centers in Columbia and Dixie Counties. Youth services are provided in-house. See "Analysis of Need & Availability" (6) for a complete list of youth services.

- 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.

CSFC is the sole operator of Career Centers in Region 7 with an office located in both Columbia and Dixie Counties. Although customers are never turned away from utilizing our Career Center based on where they live, our Columbia County office is



designed to serve the residents of Columbia and Union Counties while the Dixie County office provides a more central location for services to residents of Dixie and Gilchrist Counties. Each Career Center is a full-service center providing WIOA (Adult, Dislocated Worker and Youth), Welfare Transition (WT) / Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veterans Services (DVOP and LVER), Reemployment Services and Eligibility Assessment (RESEA), Supplemental Nutrition Assistance Program (SNAP) and Reemployment Assistance (RA). Career and training services are provided at both Career Centers and in our region via trained and experienced staff members. At times, this involves deploying staff members from one career center office to another, or to a location in the community, such as a correctional facility. Partner agencies utilizing office space at our centers to provide job focused services to our customers include Vocational Rehabilitation, Easter Seals, National Caucus and Center on Black Aging, Suwannee Valley Economic Council, USA jobs. Additional services provided through our offices includes services to employers such as employer testing, individual assessments, Job Club, job shadowing, On-the-Job Training, High School High Tech, and job search and resume assistance to incarcerated individuals.

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

During the most recent monitoring review conducted by DEO staff, LWDB 7 met all certification requirements for both One-Stop locations. Once further guidance related to certification is provided, we will provide the necessary attestation. In July 2017, the One Stop Operator began quarterly reviews according to the CareerSource Florida Administrative Policy 93, One-Stop Career Center Certification Requirements. Quarterly and annual reviews are scheduled through June 2018 with 2-year renewals. Both career centers met or exceeded all 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)).

The CareerSource Florida Crown region does not contain any MSAs. The counties in this region are Columbia, Dixie, Gilchrist and Union Counties. The region's unemployment rate has declined by 1.5 percentage points from 5.2% in September 2015 to 3.7% in January 2018. September 2015 data was used in the original 4-year plan and provides a benchmark for the two-year modification. During this time, the labor force has increased by 945 from 46,505 to 47,450 and the number of unemployed has decreased by 658 continuing the trend provided in the 2016 local plan.

The major growth industries to date have been primarily corrections, law enforcement and emergency services sector; retail sales and customer service; and the healthcare industry. Sixty per cent of these jobs require at least a post-secondary vocational certificate or higher for entry into the occupation. The most current Supply/Demand Report provided by DEO LMI indicates that we have a surplus of skilled labor in all occupational sectors with the exception of the healthcare industry. We continue to focus our recruiting and utilize our WIOA Adult/DW funding to enroll students into healthcare classes to address the current and projected needs of this vital sector. The Local Workforce Development Board (LWDB) has contributed significantly to help the workforce of the Region move away from a primarily agricultural based economy over the past five (5) years. In order to continue this trend, industries which provide high-skill, high-wage jobs must continue to be nurtured and expanded.

The Region continues to be hampered by the lack of any public transportation system and poor infrastructure which still results in a higher per capita cost to train workers to



a self-sufficiency wage standard. The lack of established training program/providers within the Region, the need to provide economic assistance in the form of incentives/supportive services, and the necessity to transport participants to educational and training sites causes the high costs for training when compared to urbanized regions. However, the capacity building efforts of CSFC over the past five years have enabled this rural region to begin to break out of the cycle of poverty in which they have been engulfed.

Existing Demand Occupations

Rank	Occupation Code	Title	2017 - 2025			
			Employment		Level	Percent
			2017	2025	Change	Change
	soc	OccTtl	cur	prj	aog	aosep
1	353021	Combined Food Prep. and Serving Workers, Inc. Fast Food	1626	1845	219	13.47
2	412031	Retail Salespersons	1080	1212	132	12.22
3	333012	Correctional Officers and Jailers	2452	2431	0	-0.86
4	412011	Cashiers	881	926	45	5.11
5	434051	Customer Service Representatives	861	1119	258	29.97
6	537062	Laborers and Freight, Stock, and Material Movers, Hand	810	908	98	12.1
7	353031	Waiters and Waitresses	542	577	35	6.46
8	533032	Heavy and Tractor-Trailer Truck Drivers	880	967	87	9.89
9	439061	Office Clerks, General	837	911	74	8.84
10	311014	Nursing Assistants	730	835	105	14.38
11	436014	Secretaries, Except Legal, Medical, and Executive	855	927	72	8.42
12	372011	Janitors and Cleaners, Except Maids and Housekeeping	510	565	55	10.78
13	435081	Stock Clerks and Order Fillers	433	478	45	10.39
14	259041	Teacher Assistants	546	598	52	9.52
15	291141	Registered Nurses	853	969	116	13.6

Rank	Occupation Code	Title	Total Job Openings	2017 Hourly Wage (\$)		
				Median	Entry**	Exp***
	soc	OccTtl	aotot			
1	353021	Combined Food Prep. and Serving Workers, Inc. Fast Food	2764	9.6	9.16	11.54
2	412031	Retail Salespersons	1469	11	9.12	14.23
3	333012	Correctional Officers and Jailers	1449	17.44	16.1	17.86
4	412011	Cashiers	1384	9.22	8.96	9.9
5	434051	Customer Service Representatives	1228	12.96	10.41	15.85
6	537062	Laborers and Freight, Stock, and Material Movers, Hand	1022	11.78	9.41	15.61
7	353031	Waiters and Waitresses	872	9.73	9.2	12.94
8	533032	Heavy and Tractor-Trailer Truck Drivers	864	19.42	14.44	22.69
9	439061	Office Clerks, General	861	12.97	10.09	15.35
10	311014	Nursing Assistants	832	11.76	10.02	13.48
11	436014	Secretaries, Except Legal, Medical, and Executive	796	13.09	10	15.85
12	372011	Janitors and Cleaners, Except Maids and Housekeeping	611	9.69	9.03	11.95
13	435081	Stock Clerks and Order Fillers	509	10.86	9.21	12.83
14	259041	Teacher Assistants	491	11.8	11.26	15.36
15	291141	Registered Nurses	490	31.27	26.22	36.38

* 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, December 2017



Emerging Industries

Health care continues to top the list of emerging industries. Building and construction reflect changes in the economy and constitute 3 of the top 6 emerging industries. The top fifteen industries are listed in the following table. Emerging industries tend to employ a higher percentage in professional and skilled occupations.

Top Emerging Industries

Workforce Development Area 7 - Columbia, Dixie, Gilchrist, and Union Counties

Industry Code	Title	Employment		2017 - 2025 Change	
		2017	2025	Total	Percent
6214	Outpatient Care Centers	266	374	108	40.6%
6216	Home Health Care Services	232	324	92	39.7%
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	34	46	12	35.3%
2361	Residential Building Construction	124	159	35	28.2%
6213	Offices of Other Health Practitioners	177	225	48	27.1%
2389	Other Specialty Trade Contractors	266	338	72	27.1%
5416	Management, Scientific, and Technical Consulting Services	69	86	17	24.6%
4884	Support Activities for Road Transportation	47	57	10	21.3%
2383	Building Finishing Contractors	141	171	30	21.3%
5511	Management of Companies and Enterprises	71	85	14	19.7%
6215	Medical and Diagnostic Laboratories	90	106	16	17.8%
2381	Foundation, Structure, and Building Exterior Contractors	254	297	43	16.9%
5415	Computer Systems Design and Related Services	24	28	4	16.7%
6241	Individual and Family Services	90	105	15	16.7%
2371	Utility System Construction	63	73	10	15.9%

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



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

The primary skill needs most identified by both applicants and employers is for soft skills training, which is short term in nature. The training provided by the Region consists of Job Club 1 and 2, Resume Writing and Interview Skills. Job Club teaches such basics as getting up every morning, being at work on time, being respectful to supervisors and co-workers, and focusing on the job tasks. Working with the Adult Education Programs of the four (4) counties, our GED Prep utilizes TABE to identify the specific educational shortfall that is a barrier to obtaining a GED. GED Instructors focus specifically on the barriers identified by the TABE (such as fractions, decimals, basic skills deficient reading levels). Resume writing teaches the job seeker to write a concise and compelling resume. Interview skills prepares the job seeker to schedule and become successful at interviewing.

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

The Region encompasses a total population of 117,953 based on the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics for December 2016. This is a 1% increase from the 2015 population of 116,834. The population of the Region is 83.8% Caucasian; the remainder is mostly African American. Other minorities are negligible on the Census Bureau tables. English is the predominant language among 95% of the households of the Region. In 2016 to 2017, high school graduation rates range from 70.7% in Columbia County to 93.4% in Union County. According to 2013 estimates, 13.5% of the population in the region has a Bachelor's Degree or higher with the lowest rate being in Dixie County at 7.5% and the high of 14.1% in Columbia County. There are nearly 14,000 veterans within the Region. Mean travel time to work ranges from 22 minutes to more than 30 minutes and is typically 30 minutes. Owner-occupied housing is 67.5% in Union County; 71.6% in Columbia; 78.4% in Dixie; and 80.5% in Gilchrist. Home ownership has an overall rate of 75% as



compared to the State average of 69.7%. The median value of this home ownership, however, is \$115,050 as compared to the State average of \$205,600. The average number of persons per household is 3 as compared to the State average of 2.5.

Median household income has dropped to \$35,414 from \$37,340 which is below the State average \$47,661 and 18.1% of the Region's population is classified as below poverty level as compared to the State's 13.8% average. Approximately 25% of the region's population lives at or below poverty level. Altogether some 40% of the population of the region can be defined as "working poor" individuals and families, many of whom do not receive any cash assistance. Over 400 men, women and children are estimated to be homeless on any given night in the region.

The unemployment rate for the region was 3.7% in December 2017, slightly below the state's seasonally adjusted rate of 5.0%. The most recent information on unemployment rates for persons with *barriers* to employment is for 2013. The LWDB 7, 2013 unemployment rate was 23.2 for disabled persons, 3.7 percent for American Indians and Alaska Natives, 0.0 percent for Native Hawaiians and Other *Pacific* Islanders, and 9.5 percent for persons 55 and older.

- (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 WIOA §108(b)(7)).

The Region has identified the following long-term goals/objectives necessary to build a skilled and ready workforce in the region:

- Upgrade the workforce skills of the region's population, especially the economically disadvantaged - the working poor, dislocated workers, the unemployed and youth;
- Be responsive to employers' needs by providing information and opportunities for Incumbent Worker Training, On-the-Job Training (OJT) and Employed Worker Training that addresses regional demand/targeted occupations while optimizing the



- workers' ability to achieve self-sufficiency. This is the "Business Driven Model";
- Provide opportunities for skill attainment and job retention to allow the region's workforce population to upgrade their skills in order to succeed in today's workplace;
 - Integrate the Workforce Innovation and Opportunity Act (WIOA), Welfare Transition (WT), Wagner-Peyser (WP), Reemployment Services and Eligibility Assessment (RESEA), Reemployment Assistance (RA), Supplemental Nutrition Assistance Program (SNAP), and Veteran's Education and Training Services (VETS) into a seamless service delivery model that is integrated, customer focused and market-driven;
 - Emphasize a collaborative approach in the development and implementation of appropriate programs and services in a single location by promoting an efficient networking system that facilitates coordination with other community partners. This consolidation process eliminates duplication and facilitates the efficient pooling of financial assistance and other resources in the community;
 - Provide information and assistance to job seekers and employers on labor market trends, training and support services, work counseling and follow-up services and establish mechanisms to identify customer (employer, employee and job seeker) needs, opportunities and skills;
 - Create a team that is comprised of representatives of business, labor, education, government, community and Chambers of Commerce to ensure that educational and training programs offered through the Career Center system are directly related to the high demand occupations identified in the region;
 - Establish specific standards to measure program outcomes. Critical to the success of the Career Center system is the ability to evaluate performance by using key indicators such as completion, placement and retention rates, return on investment, and customer satisfaction;
 - Pursue initiatives that address rural economic development issues leading to the creation of employment opportunities in rural/agricultural communities in the region.



These efforts will ultimately increase the earning potential of farmers and ensure the economic viability of the agricultural sector.

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

The Region utilizes Customized Training, including the Employed Worker Program (EWT) and OJT Program to provide skills upgrade training to workers who need training to obtain or retain self-sufficiency. 5% of our annual Dislocated Worker budget is set aside for EWT/OJT. Additionally, throughout the year, we compete for grants and utilize EWT/OJT as the primary vehicle for fulfilling the terms of the grants that we receive. Training is performed under contract in targeted occupations and enables these workers to retain their positions and/or upgrade their skills for promotion. On the Job Training Policy, OPS-009-02 is attached.

When a customer is unable to obtain employment, the Career Manager will assign CWEP (Community Work Experience Program) hours to assist the customer in becoming more marketable. The Career Manager will discuss with the customer his or her desired goals and will try to match them to a CWEP position which relates to those goals. The customer will be instructed by the Career Manager on the details of the assignment and what is expected regarding their placement. They will also be instructed that a call or site visit will be made at any given time to verify the site and that the hours are being completed. A worksite agreement is given to the customer to be completed by the employer. It is the customer's responsibility to obtain an appropriate site. Once completed the participant may begin CWEP.

Through the Community Service/Work Experience (CSWE) program, Welfare Transition customers are placed in a training program at approved contracted public sector and/or not-for-profit agencies in the Columbia, Dixie, Gilchrist, and Union Counties area. Employers are not required to pay an hourly wage to the participants but are responsible for training them in duties described in the Training Outline portion of the work agreement. Worksite Agreements are developed with each participating employer/agency in which they attest to their not-for-profit status. The Region utilizes staff personnel to make on-site visits annually to explain the Work-Site Agreement and obtain a signature on the Work-Site Agreement. The Region's Work-Site Agreement contains company name, contact person, address, telephone number,



fax, job description, number of openings, number of hours needed, number of days and verification of not-for-profit status. Included in this agreement are the services provided by the employer, manner of service provisions, special provisions, date the agreement takes effect, signatures from the employer and LWDB (Local Workforce Development Board), worksite outline, worksite guidance, and the job description. Workforce personnel visit the worksites on a regular basis to ensure compliance, safety and to review customer progress with the worksite supervisor/employer.

- (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)).

Our youth programs serve in school youth ages 14 – 21 and out of school youth ages 16-24 with many workforce investment opportunities available. These include but are not limited to: paid work experience, traditional occupational skills training, on the job training, internships, Financial Literacy Education and soft skills workshops. Partner agencies and schools providing youth services include:

- Partnership With Strong Families
- Department of Juvenile Justice
- College of Central Florida (Gilchrist County)
- Columbia County Adult Education
- Dixie County Adult Education
- Union County Adult Education
- Vocational Rehabilitation

CSFC also utilizes The Able Trust High School/High Tech grant funds in conjunction with our WIOA Youth dollars to engage in school youth with disabilities in year-round after-school programs that focus on remediation, retention in school, End of Course (EOC) tests and other success measures, graduation and successful transition into the workforce or post-secondary education. Our after school program has seven (7) locations which include:



- Bell High School
- Trenton High School
- Dixie High School
- Ft. White High School
- Columbia High School
- Union County High School
- Trinity United Methodist Church

Resources that staff use are the Guidepost for Success and Skills to Pay Bills By; which is a set of key educational and intervention strategies for youth, including those with disabilities. Additionally, One-Stop assessments, Individual Education Program (IEPs) and Career Planning tools will continue to be utilized to identify career paths, barriers to employment, training or service needs, and employability skills. These assessments will also assist with identifying hidden disabilities and the potential need for accommodations.

The Able Trust High School/High Tech Program

The Able Trust High School/High Tech Program prepares youth with disabilities for life after high school; post-secondary education, employment and community involvement, through real-world experiences. High School/High Tech activities include career workshops, industry and campus tours. Summer internships, community service projects, and leadership development. Over the past two years approximately 240 students have been served through the program. The program represents a successful model for engaging youth into workforce development programs that emphasize job skills, education, employability skills, and social skills. For the children of WT customers, we offer Pregnancy Prevention and Why Try. Why Try is a summer computer based social skills development program for younger youth not eligible for the Summer Work component.



WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

Our vision, goals and priorities are developed by the Committees of the Board and are approved by the full Board/Consortium. Our collaboration with our CEO’s is ongoing and continuous. Our vision and mission statements are:

Vision: We are dedicated to a level of service that meets the highest private-sector standards. We attain this measure by providing workforce services to improve the quality of skills and abilities of jobseekers, youth, and through enhancing the competitiveness of employers in our region.

Mission: It is the mission of CSFC to effectively direct all resources and services under its jurisdiction to provide a skilled and ready workforce that meets the demands of the region’s employers as well as meeting job market demands in support of the State’s workforce development strategies.

In order to support regional economic growth and economic self-sufficiency, CSFC will:

- a. Facilitate the transition of our regional economy from agriculture to a diversified economy.
- b. Work with our education partners, their CAPE Academies, STEM Programs and grants (e.g. Able Trust) to provide today’s youth with the skills necessary to meet the talent supply chain needs of the future.
- c. Collaborate with economic development entities to bring new business to the Region and support the growth of existing businesses.



- d. Address the transportation/communication needs of the Region, through our membership on 4 regional transportation Boards and our support of broadband initiatives.
- e. Help the businesses of the Region to be competitive by assisting with their training costs and the preparation of a skilled and ready workforce.
- f. Leverage the full array of workforce programs to include WOIA, WT/TANF, WP, Veterans, RESEA, SNAP, RA, etc. to prepare the Region's workforce to meet the needs of the business community.

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

In order to carry out the core programs, CSFC has identified the following long-term goals and objectives necessary to build a skilled and ready workforce in the region:

- Be responsive to employers' needs by providing information and opportunities for Incumbent Worker Training, On-the-Job Training (OJT) and Employed Worker Training that addresses regional demand/targeted occupations while optimizing the workers' ability to achieve self-sufficiency. This is the "Business Driven Model";
- Emphasize a collaborative approach in the development and implementation of appropriate programs and services in a single location by promoting an efficient networking system that facilitates coordination with other community partners. This consolidation process eliminates duplication and facilitates the efficient pooling of financial assistance and other resources in the community;
- Create a team that is comprised of representatives of business, labor, education, government, community and Chambers of Commerce to ensure that educational and training programs offered through the Career Center system are directly related to the high demand occupations identified in the region;
- Upgrade the workforce skills of the region's population, especially the economically disadvantaged - the working poor, dislocated workers, the unemployed and youth;



- Provide opportunities for skill attainment and job retention to allow the region's workforce population to upgrade their skills in order to succeed in today's workplace;
- Integrate the Workforce Opportunity and Investment Act (WOIA), Welfare Transition (WT), Wagner-Peyser (WP), Reemployment Services and Eligibility Assessment (RESEA), Supplemental Nutrition Assistance Program (SNAP), Reemployment Assistance (RA) and Veteran's Education and Training Services (VETS) into a seamless service delivery model that is integrated, customer focused and market-driven;
- Provide information and assistance to job seekers and employers on labor market trends, training and support services, work counseling and follow-up services and establish mechanisms to identify customer (employer, employee and job seeker) needs, opportunities and skills;

Establish specific standards to measure program outcomes. Critical to the success of the Career Center system is the ability to evaluate performance by using key indicators such as completion, placement and retention rates, return on investment, and customer satisfaction;

- Pursue initiatives that address rural economic development issues leading to the creation of employment opportunities in rural/agricultural communities in the region. These efforts will ultimately increase the earning potential of farmers and ensure the economic viability of the agricultural sector.

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

A monitoring plan is in place to review Board policies, practices, fiscal and programmatic operations, which is conducted by a third party on a quarterly basis every fiscal year. Monitoring reports, along with the Corrective Action Plans, are provided to the Board through the appropriate Committees for full review and comment. The Committees review the reports and address concerns to the Board staff.



Once each program year, we are also monitored by the DEO which conducts a fiscal and programmatic review. Results are shared with the Board of Directors through the appropriate committees for full review and comment. The Committees review the reports and address concerns to the Board staff on a quarterly basis.

A third-party audit firm performs a Financial Audit annually, which is shared with the Board of Directors.

CSFC's Universal Services Program Manager reviews all customer satisfaction surveys. If there are any concerns or suggestions they are discussed with the One-Stop Director of Operations. The goal of this process is to ensure that customer concerns are being addressed timely and effectively and to determine if any workforce policy or procedure is impeding staff's ability to deliver quality customer service to our customers.

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

Other than Veterans and Dislocated Workers, each customer applicant receives a one-on-one interview with a Career Manager to determine any needs or barriers that would identify them as a special client. Their needs and barriers, however, are considered in light of their career goals and objectives which must be balanced against the Region's Supply/Demand skills gap and the demand occupations of the Region. Our objective is to help as many customers as possible but there must be an opportunity for the customer to obtain self-sufficiency employment upon completion of their education and training. These considerations are waived when identifying any customer as part of a special client group. Customers with disabilities receive additional assistance through referrals to Vocational Rehabilitation.

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



The Region's vision and goals are a product of an ongoing review and improvement process building upon previously approved visions and goals. The integration of all partner agencies into the process was and will continue to be a priority of the planning design. The Region has partnerships with several community-based organizations (CBO) and faith-based organizations (FBO) as discussed elsewhere in this Plan. All Participating partners were given the opportunity to provide verbal and written input into development of the vision and goals. The direct participation and interaction of the Board and Consortium members ensures participation from the counties within the region. By combining these groups, the ideas, suggestions, and needs of those who work directly with customers and employers were an integral part of the planning process.

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

The Executive Director meets with the LWDB Chair, the Local Elected Officials (LEOs), board members and business partners on a recurrent basis to obtain feedback on performance accountability measures. State and local performance measures are presented and discussed at committee and Board meetings to ensure satisfactory progress and appropriate correction measures. Staff is given yearly performance goals that directly align with the state performance measures. The state measures include the following:

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



The Executive Director provides direction to the management staff to ensure the day to day operational and financial processes needed to meet those goals are being followed. Input from the Finance Committee is received after regularly scheduled meetings to ensure goals are in place to meet the needs of our employers and to continue in our efforts to support economic growth and self-sufficiency. LWDB 7 will solicit input from businesses to ensure their needs are being met and to find out what else may be needed to provide them with a highly trained workforce. LWDB 7 will increase the number of OJTs, EWTs, apprenticeships and work experience for training and job creation purposes and to support economic growth and self-sufficiency. Although the majority of LWDB 7's goals relate to the performance accountability measures, the following most closely fall in line with those measures:

- Strategically align workforce development programs to ensure employment and training services provided by the core programs are coordinated and complementary so that jobseekers acquire the skills and credentials that meet the employer's needs.
- Enhanced workforce services to ensure unemployed and job seekers have access to high-quality workforce services
- Improve services to individuals with disabilities
- Prepare disconnected youth and other job seekers for successful employment; serve a minimum of 75% of out of school youth; spend at least 20% of youth formula funds on work experience activities
- Promote alignment of workforce development programs with regional economic development strategies to meet the needs of employers.

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



**2016 - 2017 FLORIDA WORKFORCE COMMON MEASURES - LWDB 07
PERFORMANCE**

PY 2016-2017: July 1, 2016 – June 30, 2017 Outcomes

Common Measures	Performance PY 2016-2017	PY 2016-2017 Performance Goals	% of PY 2016-2017 Performance Goal Met	PY 2017-2018 Negotiated Goals	Potential % of PY 2017-18 Goal Met (Based on current performance)
Adults:					
Employed 2 nd Quarter After Exit	96.15%	86.00%	111.81%	89.00%	108.04%
Employed 4 th Quarter After Exit	91.30%	82.00%	111.35%	85.00%	107.42%
Median Wage 2 nd Quarter After Exit	\$8,986.00	\$7,550.00	119.02%	\$7,850.00	114.47%
Dislocated Workers:					
Employed 2 nd Quarter After Exit	100.00%	80.00%	125.00%	83.00%	120.48%
Employed 4 th Quarter After Exit	100.00%	76.00%	131.58%	79.00%	126.58%
Median Wage 2 nd Quarter After Exit	\$11,497.00	\$6,550.00	175.53%	\$6,850.00	167.84%
Youth Common Measures:					
Employed 2 nd Quarter After Exit	78.18%	73.00%	107.10%	76.00%	102.87%
Employed 4 th Quarter After Exit	74.19%	66.00%	112.41%	69.00%	107.53%
Wagner-Peyser:					
Employed 2 nd Quarter After Exit	62.37%	61.00%	102.24%	64.00%	97.45%
Employed 4 th Quarter After Exit	61.22%	63.00%	97.17%	66.00%	92.75%
Median Wage 2 nd Quarter After Exit	\$4,628.00	\$4,550.00	101.71%	\$4,850.00	95.42%

Not Met (less than 90% of negotiated)
Met (90-100% of negotiated)
Exceeded (greater than 100% of negotiated)



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

The negotiated performance measures are presented and discussed with sub-committees and the full Board. In past years, those discussions have led to the previous year's proposed measures. The indicators used by the LWDB to measure performance and effectiveness are: Common Measures, Florida Workforce Integrated Performance Reporting System, Monthly Management Reports (MMR) and EF reports. Using the EF Data Store, staff may track local performance and direct changes in an effort to improve performance. We also run State created queries based on the MMR on a daily/weekly basis. The efficacy of this system is demonstrated in the 2016-2017 improvement in MMR standings and the Governor's Daily Placement Report. LWDB 7 staff also monitors programs internally, not only for contracted service providers, but to ensure our own staff is in compliance. The Executive Director meets with the LWDB Chair to discuss previous performance measures as well as with staff. The CEO/President also has discussions with the staff regarding any issues that may surface. DEO monitors programs and finance on a yearly basis.

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

Self-sufficiency is the ability of an individual to supply one's own needs without external assistance. Additionally, self-sufficiency is having confidence in one's own resources, powers, etc. To that purpose The Region utilizes 200% of the LLSIL for the WIOA and WT programs.

COORDINATION OF SERVICES

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

WIOA requires the development of partnerships, encouraging coordination among community partners to pool financial and human resources to offer a mix of programs and services in a seamless and integrated manner to create the Career service delivery system. We interact with the Dept. of Children and Families, Vocational Rehabilitation, Experience Works, Juvenile Justice, the Court system, Teacher's Unions, and the local colleges as well as our faith-based partners, on a daily basis. They are all members of our various Committees and several have seats on the Board. Through our daily interaction our processes to improve service delivery is ongoing and continuous. Additionally, we work with the County Veteran's Services Officer and the Veteran's organizations such as American Legion, PVA, VFW, etc. to ensure the veterans' population is receiving the very best in workforce services.

Since no career services are being contracted out at this time, CSFC is responsible for and operates Career Centers in Columbia and Dixie Counties. Each Career Center is a full-service center providing WIOA (Adult, Dislocated Worker and Youth), Welfare Transition (WT) / Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veterans, Reemployment Services and Eligibility Assessment (RESEA) Supplemental Nutrition Assistance Program (SNAP) and Reemployment Assistance (RA). Monitoring is carried out by program manager (WIOA, WT, WP, RESEA, SNAP etc.), the files are then inspected by each Career Manager and, finally, those areas identified in previous write-ups are inspected across all programs and Career Managers. The Career Manager has 10 days to submit a Corrective Action Plan.

The hallmark of an effective and successful Career Center workforce delivery system includes ensuring the following:



- Universal Access to employment-related services in a seamless and integrated manner for all customers through the innovative efforts of the Board. This process is facilitated through a combination of physical location where providers are co-located in one central facility, and “virtual” connection of service providers through a computer network.
- Customer Choice to ensure easy access to information and services and customer friendly environment and helpful staff to provide information and assistance to customers
- Performance Driven Outcomes that promote high levels of accountability and high levels of customer satisfaction by ensuring that the services provided are of consistently high quality and performance standards are met. The process includes engaging in continuous improvement to ensure that customer expectations are exceeded.
- Integrated Funding through partner collaboration provides a comprehensive menu of services to customers, encourages coordination in planning, cost and resource sharing and funding opportunities.

The single shortfall in the system is the lack of Federal or State law mandating that partners pay their fair share of the upkeep of the Career Center. Many “in kind” services are offered but they do not keep pace with the actual cash costs to operate Career Centers. Legislation must be enacted to force direct cash contributions on behalf of partners if the Career Center is to remain viable. CSFC is in the process of establishing a cost allocation plan that distributes common costs of operating each one-stop career center among all partner programs that participate in each one-stop career center in accordance with Administrative Policy 86, Indirect Cost Rate Proposal Preparation for Local Workforce Development Boards.

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



The four (4) rural counties of Columbia, Dixie, Gilchrist and Union served by CSFC have been specifically identified by the Governor as Rural Areas of Opportunity (RAO) due to the fact that the region has failed to keep pace with the rest of the State of Florida in terms of economic growth. The Region has formed a RAO Working Group (RWG) and Center for Advanced Manufacturers Group (CAMG). The RWG is focused on identifying locations for future development and the infrastructure necessary to lure businesses to these sites. The CMAG studies best industries for the region and unique requirements such as future workforce skills. Members of the EST are either members on all of these local, regional and statewide “voice of the customer” business forums or attend all publicized meetings to stay abreast of current and emerging workforce needs. These include, but are not limited to, Chamber of Commerce meetings and events, Florida Eight Super Region Committee, Board Member for Transportation Disadvantaged for Columbia, Dixie, Gilchrist and Union Counties, RAO Catalyst Site for the Inland Port Education and Workforce Committee Member, Dixie County BOCC Committee Member for Economic Development Tourist Development Council, Community Redevelopment Assoc., Rural Summit, NEFEC STEM Workshop in Gainesville, North Florida Economic Development (Columbia Co), LC City Council, Banner Center for Global Logistics, Lake Shore Hospital Authority, North Central Florida Economic Development, Food Bank Distribution, FLOW Water Management, Airport Advisory, Columbia County BOCC and City Council, Dixie BOCC, Gilchrist BOCC, Union BOCC, CCA Inmate Foster Group.

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

We will seek to expand and transform the Region’s Foundational Clusters by focusing on preserving jobs in our agricultural base, working to revive our construction industry, and developing tourism. We will look for opportunities to expand Industry Clusters with our primary focus being on revival of the financial and professional services cluster. We are seeking to develop New Clusters around the manufacturing, logistics, transportation and waste water industries. We continue to engage and participate with the local school systems



to enhance K-12 Excellence. Middle-School Demand is being addressed through our support for expansion of career/professional academies and we continue to seek opportunities to leverage the Florida College System as well as to tap the expertise of the University of Florida and Florida State University. We continue to utilize Federal and State funds to help as many customers as possible to obtain Higher Education in those occupations contained on our Targeted Occupations List which are high skill/high tech positions. We continue to enhance the Workforce by focusing our education and training dollars on targeted occupations identified by the Region's key employers. We are a supporter of all the STEM council initiatives and we continue to promote STEM skills in our conversations with the local school systems. We will contribute to the achievement of these goals through our Career Centers, the Work Opportunity Tax Credit, Quick Response Training, Incumbent Worker Training, Employed Worker Training and OJT Programs.

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

Except for its principal population center, Lake City, the population in this region is widely dispersed throughout a large, rural geographic area and transportation remains a critical problem. This problem impacts all sub-populations of the Region but has the hardest impact on youth and seniors. This spatial distribution of population, coupled with the fact that the Region does not yet have an adequate transportation network in place, presents logistical problems of getting participants to the appropriate educational and training programs, or getting them to jobs once they are successfully employed. Typically, 58% of the funds budgeted by the Board for support services are used to provide transportation assistance in the form of gas vouchers, based on mileage and attendance, to participants. It is imperative that a well-developed and efficient transportation system be established as soon as possible to allow for the successful transition of participants into economic self-sufficiency. A current goal is to address the transportation needs of the Region, through our membership on 4 regional transportation Boards.



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

The WP Program within the Region is under the management and oversight of the Career Center and is directly managed by a Department of Economic Opportunity (DEO) merit staff employee. Personnel are combined into a Business Services Consultant Team (BSC) comprised of DEO personnel. The primary focus of the BSC is on the employers and business community of the Region. The team offers a full scope of employer services that includes employee recruitment, applicant prescreening, on-site employer visits, job fairs, workforce training, job posting and referrals, assistance with downsizing assistance, dislocated worker assistance/retraining, skills assessment, conference rooms and offices, resource library and labor market analysis information.

The primary focal point for delivery of WP services within the Career Center is the Resource Room which is staffed with DEO personnel. The full scope of WP services are offered to include employability and career development training, skills testing, dislocated worker assistance/retraining, opportunities for adults age 55 and up, Veterans assistance, job search through access to the largest job bank in the US, referral services to employers, job fairs, résumé writing assistance and labor market analysis and wage information. RESEA customers are referred to the Career Center from DEO via the EF system. Customers are also served in the Resource Room.

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



Working with the Adult Education Programs of the four (4) counties, our GED Prep utilizes TABE to identify the specific educational shortfall that is a barrier to obtaining a GED. Our GED Instructors focus specifically on the barriers identified by the TABE (such as fractions, decimals, basic skills deficient reading levels).

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

In order to capture all of the great recipients and to help them to become self-sufficient, two benchmarks have been added to record other program elements provided through Skill Development Benchmarks. These can be used to record activities that are not already listed as activities in OSST. For example, if the recipient will be attending a "Job Skills Training" offered by the LWDB 7 before the recipient can start with an employer, it may use the Job Skills Training code already provided in the system. However, if the LWDB 7 will have activities such as pre- and post-program classes and workshops, they may record these workshops as benchmarks in OSST's Skill Development section. TANF Benchmark 3 – use this benchmark to identify completion of: Pre-employment classes or workshops. Required recipient Orientation. Employability Skills Workshops. TANF Benchmark 4 – use this benchmark to identify completion of: Post-employment classes or workshops.

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



Individuals with disabilities are served through supportive services which include triage, Resource Room, assisted job search, resume assistance as well as one-on-one career counseling and coaching. We partner with Vocational Rehabilitation and the Division of Blind Services to provide an array of services from prosthetics to specialized workplace accommodations.

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. Describe how required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

As mandated by WIOA, the Region is required to develop and maintain a quality workforce system that will be responsive to the needs of employers and job seekers. The Act also requires the development of partnerships, encouraging coordination among community partners to pool financial and human resources to offer a mix of programs and services in a seamless and integrated manner to create the One-Stop service delivery system. Our WIOA partners include the Dept. of Children and Families, Vocational Rehabilitation, Experience Works, Department of Juvenile Justice, Teacher's Unions, and the local colleges as well as our faith-based partners. They are all members of our various Committees and several have seats on the Board. Through our daily interaction our processes to improve service delivery is ongoing and continuous.

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

In addition to the required partners, we work with the County Veteran's Services Officer and Veteran's organizations such as American Legion, PVA, VFW, etc. to ensure the veteran population is receiving the very best in workforce services.

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

State level agencies with agreements that do not require local level MOUs:

- Department of Children & Families (DCF)
- Division of Vocational Rehabilitation



- Florida Department of Economic Opportunity
- Florida Department of Juvenile Justice

CareerSource Florida Crown has MOUs with the following:

- Able Trust (Florida High School/High Tech) for Columbia, Dixie, Gilchrist and Union Counties
- Corrections Corporation of America (CCA)
- Division of Blind Services
- Florida Department of Education, Vocational Rehab Division
- Florida Gateway College
- Meridian Behavioral Healthcare, Inc.
- National Caucus and Center on Black Aging (NCBA)
- School Boards of Columbia, Dixie and Union Counties
- Suwannee River Economic Counsel

(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.

CSFC is dedicated to meeting the needs of unemployed and underemployed workers, career seekers needing assistance with career decisions, skill training and job connections and offers them universal core and intensive services. CSFC provides a match between the employer looking for qualified candidates and the career seeker needing employment. Core Services for both groups include:

- Resource Room and Internet Access to the largest Job Bank in the US
- Reemployment Assistance
- Career Exploration
- Career Fairs
- Recruitment Events
- Career Resources
- Employability Skills Workshops



- Opportunities for training, to upgrade skills and learn emerging skills
- Job Search Skills
- Networking Opportunities
- Financial Aid
- Employability and Career Development Training
- Veterans Assistance/Retraining
- Opportunities for Adults Age 55 and Up
- Resume Writing Assistance and Interview Skills Class
- Labor Market Analysis and Wage Information

CSFC strives for a seamless system to ensure career seekers and employers have access to a comprehensive array of services and support. Outreach and recruitment for the general population enlists the following strategies:

Website access at www.careersourcefloridacrown.com provides information about services and easy entry to the Employ Florida (EF). The website is updated frequently providing current employment news and information.

- Facebook
- Printed media, news releases, flyers and brochures
- Career fairs and events
- Community meeting and partnerships

Core services are provided to all career seekers regardless of program eligibility. Intensive services are provided to career seekers based on need. Specialized customer groups vary in need; outreach and services are adjusted accordingly. Universal career seekers are invited to use the resource room self-services. Frontline staff in the resource rooms provide information about the programs offered through our system. Computers are user friendly and brochures provide additional information about programs and services. Information is also provided in accessing EF from computers outside the Career Center. Career seekers may register from any computer and complete online assessments from home, post resumes and conduct job searches. Career center staff provide additional levels of service including information about labor market information and targeted occupations.



To promote integration of business services delivery through the one stop system, CSFC's Business Services Consultants work diligently to engage business customers by providing employer services, such as job fairs, recruitment events, grants and Labor Market Information. The Business Services Consultants also provide the following to promote maximum integration of service delivery:

- Employee Recruitment
- Applicant Pre-Screening
- Job Posting and Referrals
- Assistance with Downsizing/Rapid Response
- Dislocated Worker Assistance/Retraining
- Skills Assessment/Credentialing
- Gather labor market information and provide data to business services
- Serve as intermediary to other economic development activities and entities
- Provide feedback to business customers about regional skills gaps, program development and evaluation of the market we serve
- Work with local and regional economic development professionals in business retention, and expansion activities as needed
- Assure adequate job opportunities to meet the needs of job seekers in the career centers

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

By working with core and mandatory program partners, community and faith-based organizations, LWDB 7 has been able to incorporate a universal design to best provide



services to any individual that walks through the doors. Customers have the option of visiting a one-stop in person, communicating via telephone, email or live chat and virtually through our online orientations and workshops. Below is a list of examples of how universal design streamlines the career center experience:

- Trainings and workshops that present information verbally and in writing and also by incorporating graphics to illustrate the information being provided.
- Collateral available in English and Spanish
- Universal application/enrollments provides expedited movement between partner programs
- Flexible work space within each center to accommodate all users
- Services available in “self-service” format, or available in a staff assisted, one-on-one environment
- Clearly visible signs directing customers to the requested services

All one-stops are ADA compliant and have wheelchair ramps located outside the main entrances in each building. Each one-stop also has an automatic door opener.

LWDB also has a calendar of events that can easily be accessed online. These workshops and events are available to universal customers.

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

By working with core and mandatory program partners, community and faith-based organizations, LWDB 7 has been able to incorporate a universal design to best provide services to any individual that walks through the doors. Customers have the option of visiting a one-stop in person, communicating via telephone, email or live chat and virtually through our online orientations and workshops. Below is a list of examples of how universal design streamlines the career center experience:

- Trainings and workshops that present information verbally and in writing and also by incorporating graphics to illustrate the information being provided.
- Collateral available in English and Spanish



- Universal application/enrollments provides expedited movement between partner programs
- Flexible work space within each center to accommodate all users
- Services available in “self-service” format, or available in a staff assisted, one-on-one environment
- Clearly visible signs directing customers to the requested services

All one-stops are ADA compliant and have wheelchair ramps located outside the main entrances in each building. Each one-stop also has an automatic door opener.

LWDB also has a calendar of events that can easily be accessed online. These workshops and events are available to universal customers.

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

CareerSource Florida Crown utilizes the Employ Florida and One-Stop Services Technology System for all customers as necessary. Since high speed broadband and DSL is not available throughout the region, many customers, perhaps most, access these systems at the Career Centers.

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

CareerSource Florida Crown utilizes the Employ Florida and One-Stop Services Technology System for all customers as necessary. Since high speed broadband and DSL is not available throughout the region, many customers, perhaps most, access these systems at the Career Centers.



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

Historically, CSFC has issued Requests for Proposals (RFP) for contracted services. Generally, the RFP process results in a competitive pricing approach that takes into account the quality and service level issues contained in the RFP. Section 287.057 of the Florida Statutes provides that in certain circumstances where an agency determines "... that an invitation to bid or an RFP will not result in the best value..." it can opt to use an Invitation to Negotiate (ITN). An ITN was used as the method of solicitation to insure the selection of highly skilled professional One Stop Services, not the low bid. This method resulted in our region acquiring the best technical Responses and quality of services.

Public notice of this ITN has appeared in local newspapers of general circulation. All organizations known to CSFC, and recognized as being involved in the provision of services solicited were sent a notification of this ITN. All requests for copies of this ITN were honored, and the ITN was available on our website. The result of this process was the selection of Educational Management and Services FL, LLC as the one-stop operator.

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

The latest available data is from 2013 and approximately 25% of the region's population lives at or below poverty level. Altogether some 40% of the population of the region can be defined as "working poor" individuals and families, many of whom do not receive any cash assistance. Over 400 men, women and children are estimated to be homeless on any given night in the region. While many working poor families share common characteristics with former welfare recipients, they have less assistance available to them and have been less likely to use public benefits. The infrastructure, to include internal transportation arteries, electricity, water and sewer, and expansion of broadband are all opportunities for improvement. Building and construction have been greatly damaged during the economic downturn and is a sector in



need of revitalization. The availability of land, water, and workforce present the opportunity for growth in the manufacturing and logistics fields.

The above statistics indicate the urgency to provide access to opportunities for these individuals and families to access quality education, vocational skills training and other essential services and programs to help them obtain and maintain employment and advance within the labor market while experiencing an enhanced quality of life for their families in their communities.

DESCRIPTION OF PROGRAM SERVICES

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

CSFC presently operates Career Centers in Columbia and Dixie Counties. The Columbia County offices provide services to the residents of Columbia and Union Counties while the Gilchrist County office provides services to the residents of Dixie and Gilchrist Counties. Each Career Center is a full-service center providing WIOA (Adult, Dislocated Worker and Youth), Welfare Transition (WT) / Temporary Assistance for Needy Families (TANF), The Supplemental Nutrition Assistance Program (SNAP), Wagner-Peyser (WP), Veterans, Reemployment Services and Eligibility Assessment (RESEA) and Reemployment Assistance (RA). Career and training services are provided at each Career Center by deploying program experts to augment permanent staff on a rotational basis from the central Career Center in Columbia County.



The following is a list of programs of study authorized under the Carl D. Perkins Education Career and Technical Education Act of 2006 by institution.

FLORIDA GATEWAY COLLEGE OCCUPATIONAL PROGRAMS LIST 2018-2019

PROGRAM TITLE	DEGREE TYPE	CIP CODE
Business Administration	A.S.	520201
Computer Information Technology	A.S.	110103
Computer Programming & Analysis	A.S.	110201
Criminal Justice	A.S.	430103
Early Childhood Education	A.S.	131210
Environmental Science Technology	A.S.	030104
Graphic Design Technology	A.S.	110803
Health Information Technology	A.S.	510707
Emergency Medical Services	A.S.	510904
LPN to RN Bridge Fast-Track	A.S.	513801
LPN to RN Bridge Traditional-Track	A.S.	513801
Paramedic to RN Bridge	A.S.	513801
Physical Therapist Assistant	A.S.	510806
Registered Nursing	A.S.	513801
Medical Coder/Biller	ATD	510707
Accounting Technology	CCC	520399
Advanced Certificate in Horticulture	CCC	010605
Automation	CCC	150406
Business Management	CCC	520701
Child Care Center Management	CCC	190709
Child Dev. Early Intervention Specialist	CCC	190709
Computer Office Specialist w/Programming	CCC	110202
Computer Support Specialist w/Programming	CCC	110202
Emergency Medical Technician - Basic	CCC	510904
Engineering Technology- Support Specialist	CCC	150699
Graphic Design Production	CCC	110803
Horticulture	CCC	010605
Infant & Toddlers Specialization	CCC	190709



Network Infrastructure	CCC	111001
Paramedic	CCC	510904
Pneumatics, Hydraulics & Motors for Mfg.	CCC	150613
Preschool Specialization	CCC	190709
Video Game Design	CCC	110803
Water Quality Technician	CCC	030104
Advanced Welding Technology	VO-CER	480508
Commercial Heating & Air Tech	VO-CER	470201
Correctional Basic Recruit	VO-CER	430102
Cosmetology	VO-CER	120401
Cosmetology: Facial Specialty	VO-CER	120408
Cosmetology: Nail Specialty	VO-CER	120410
Crossover: Corrections to Law Enforcement	VO-CER	430107
Crossover: Law Enforcement to Corrections	VO-CER	430102
Fire Science Apparatus Operator	VO-CER	430203
Firefighter Minimum Standards	VO-CER	430203
Firefighter/Emergency Med Tech Combined	VO-CER	430203
Law Enforcement-Basic Recruit	VO-CER	430107
Medical Assisting	VO-CER	510801
Phlebotomy	VO-CER	511009
Practical Nursing (LPN)	VO-CER	513901
Welding Technology	VO-CER	480508



RIVEROAK

TECHNICAL COLLEGE

The following programs are WIOA eligible:

- Automotive Service Technology
- Brick and Block Masonry
- Building Construction Technology
- Commercial Foods and Culinary Arts
- Electricity
- Medical Administrative Specialist
- Practical Nursing (LPN)
- Pharmacy Technician
- Surgical Technology
- Welding



Santa Fe College CTE Programs 2018-2019

Program Code	Degree	Program Name	CIP Code	Non-Traditional Gender Code	Program FA Fundable	Length
2604	AAS	AUTOMOTIVE SERVICE TECH	0615080300	F	2.00	Y
3106	AS	ZOO ANIMAL TECHNOLOGY	1101099901	F	2.00	Y
3220	AS	BUSINESS ADMINISTRATION	1552020102		2.00	Y
3222	AS	BUSINESS ENTREPRENEURSHIP	1552070308		2.00	Y
3225	AS	INSURANCE & RISK MGNT	1552020102		2.00	Y
3230	AS	OFFICE ADMINISTRATION	1552020401		2.00	Y
3240	AS	MARKETING MANAGEMENT	1252140101		2.00	Y
3303	AS	NURSING (RN)	1351380100	M	2.00	Y
3305	AS	RADIOGRAPHY	1351090700	M	2.00	Y
3306	AS	DIAGNOSTIC MEDICAL SONOGR	1351091004		2.00	Y
3309	AS	CARDIOVASCULAR TECHNOLOGY	1351090100		1.67	Y
3310	AS	RESPIRATORY CARE	1351090800		1.83	Y
3311	AS	DENTAL HYGIENE	1351060200	M	1.67	Y
3313	AS	NUR BRIDGE LPN/PR TO RN	1351380100	M	1.75	Y
3315	AS	NUCLEAR MEDICINE TECH	1351090502		1.67	Y
3318	AS	PHYSICAL THERAPIST ASSIST	1351080601	M	2.50	Y
3321	AS	DENTAL HYGIENE BRIDGE	1351060200	M	1.33	Y
3330	AS	HEALTH SERVICES MGMT	1351070101		2.00	Y
3397	AS	EMERGENCY MEDICAL SERVICE	1351090402		2.00	Y



3401	AS	EARLY CHILDHOOD EDUCATION	1413121004	M	2.00	Y
3504	AS	COMPUTER INFORMATION TECH	1511010307	F	2.00	Y
3520	AS	HEALTH INFORMATION TECH	1351070700	M	2.00	Y
3550	AS	THEATRE & ENTERTAINMENT	1650050202		2.00	Y
3610	AS	BUILDING CONSTRUCTION MGT	1646041201	F	2.00	Y
3619	AS	GRAPHIC DESIGN TECHNOLOGY	1611080300		2.00	Y
3620	AS	DIGITAL MEDIA TECHNOLOGY	1611080103		2.00	Y
3621	AS	BIOTECHNOLOGY LAB TECH	1341010100		2.00	Y
3624	AS	PROG AND ANALYSIS	1511020101	F	2.00	Y
3630	AS	CHEMICAL TECHNOLOGY	1641030100		2.00	Y
3650	AS	NETWORK SERVER ADMINIST	1511100112	F	2.00	Y
3651	AS	NETWORK INFRASTRUCTURE	1511100112	F	2.00	Y
3652	AS	NETWORK SECURITY	1511100112	F	2.00	Y
3702	AS	CRIMINAL JUSTICE TECH	1743010302	F	2.00	Y
3707	AS	LEGAL ASSISTANT	1722030200	M	2.00	Y
3822	AS	BIOMEDICAL EQUIPMENT TECH	1615040102	F	2.00	Y
3840	AS	IT SECURITY- INFRASTRUCT	1511100307		2.00	Y
3841	AS	IT SECURITY- HEALTHCARE	1511100307		2.00	Y
3842	AS	IT SECURITY-RISK MGMT	1511100307		2.00	Y
6309	VC	CENTRAL STERILE PROCESS	0351090903	M	2.00	N



6403	VC	CHILD DEV EARLY INTERVENT	0419070904	M	1.00	Y
6506	VC	BUS ADM-HR ADMINISTRATOR	0552020105		0.67	Y
6508	VC	BUSINESS MANAGEMENT	0552070101	F	0.67	Y
6542	VC	BUSINESS OPERAT MANAGEMEN	0552020104		0.67	Y
6555	VC	HEALTHCARE INFORMATICS	0351070712	M	0.67	N
6577	VC	OFFICE SPECIALIST	0552040704	M	0.67	Y
6592	VC	MEDICAL CODER/BILLER	0351070714	M	0.67	Y
6596	VC	OFFICE SUPPORT	0552020403	M	0.33	N
6625	VC	COMPUTER PROGRAMMER	0511020200		1.00	Y
6628	VC	CHEMICAL LABORATORY SPEC	0641030101	F	1.00	Y
6635	VC	COMPUTER PROGRAMMING SPEC	0511020103	F	1.33	Y
6650	VC	NETWORK SERVER ADMINIST	0511100112		1.33	Y
6651	VC	NETWORK INFRASTRUCTURE	0511100114	F	1.67	Y
6652	VC	NETWORK SECURITY	0511100118	F	1.33	Y
6670	VC	GRAPHIC DESIGN SUPPORT	0611080302		0.50	N
6671	VC	GRAPHIC DESIGN PRODUCTION	0611080303		0.67	Y
6900	VC	PARAMEDIC	0351090405		1.00	Y
6907	VC	EMERGENCY MEDICAL TECH	0351090415		0.33	N
7301	VC	DENTAL ASSISTING	0351060112	M	1.37	Y
7303	VC	PRACTICAL NURSING	0351390101	M	1.50	Y
7333	VC	NURSING ASSISTANT (NA)	0351390203	M	0.17	N
7338	VC	SURGICAL TECHNOLOGY	0351090905	M	1.27	Y
7340	VC	PHLEBOTOMY	0351100901	M	0.50	N
7601	VC	AC, REFRIG, & HEAT TECH	0647020106	F	1.50	Y
7603	VC	AUTOMOTIVE SERVICE TECH	0647060405	F	2.00	Y
7623	VC	APPLIED WELDING TECH	0648050805	F	1.30	Y
7627	VC	WELDING ADVANCED	0648050806	F	2.00	N
7658	VC	PLUMBING TECHNOLOGY	0646050302	F	1.07	Y
7702	VC	LAW ENFORCEMENT	0743010700	F	0.86	Y
7705	VC	CORRECTIONS OFFICER	0743010200		0.33	N
7722	VC	CO CORRECTIONS OFFICER	0743010205		0.33	N
7725	VC	CO OFFICER TO LAW ENFORCE	0743010702	F	0.33	N



The **Wagner-Peyser** Program within the Region is under the management and oversight of the Career Center and is directly managed by a DEO merit staff employee. Personnel are combined into a Business Service Consultant (BSC) comprised of DEO personnel. The primary focal point for delivery of WP services within the Career Center is the Resource Room which is staffed with DEO personnel.

Reemployment Services and Eligibility Assessment (if applicable) customers are referred to the Career Center from DEO via the EF system. Staff members determine the number of customer required to receive RESEA services. Customers are notified by mail as to when they have been scheduled for one-on-one interviews. Customer from RESEA will receive an orientation, LMI specific to job goals and initial assessment and Employability Development Plan (EDP). At a minimum they will receive an assessment to determine disabilities and barriers, resume assistance, job search assistance, job skills strengths and deficiencies assessment, LMI and job referrals, if qualified. RESEA customers will receive an Employability Development Plan (EDP) and are scheduled to return within seven (7) days to complete their job search activities. RESEA customers will receive follow-up phone calls beginning after thirty (30) days.

The Region's purpose with **Long term unemployed, under employed and dislocated workers (RESEA) customers** is to improve the quality of service and to make it more effective in achieving its ultimate goal which is enabling the dislocated workers to find new jobs as rapidly as possible at wages comparable to or better than their prior wages. RESEA differs from WP core services in that claimants receive an orientation to RA rights, responsibilities, and benefits early in the process at a group orientation and a job search compliance review. RA claimants are identified earlier in the claim – usually within the first 2-3 weeks.

The Region receives no **Trade Adjustment Agreement (TAA)** funding and has no dedicated TAA staff. Upon notification, the Region makes contact within 24 hours. In those cases where the WARN notice falls on a Friday or holiday weekend, the company is contacted on the next workday. Arrangements are made with the employer if the workers are still attached to provide a Rapid Response Meeting. During this time, if a petition has not been filed on behalf of the



potential trade-affected workers, technical assistance is provided. The employer along with the workers will be given information regarding who can file a petition and are encouraged to have the petition filed as soon as possible. Once a petition has been approved, we will work in coordination with the State Trade Program Unit to obtain a list of affected workers and schedule a TAA Information Meeting to discuss the specific services and benefits.

The Florida Department of Children and Families (DCF) shall determine eligibility for **Welfare Transition Program (WTP)** and **Temporary Assistance for Needy Families (TANF)** participants and will refer eligible participants to Career Center Supervisors through electronic alert. Supervisors will review and assign these alerts (called Case To Do's) on a daily basis. Services will be provided to enable eligible participants to obtain employment leading to economic self-sufficiency. Although DCF customers residing outside of our four-county region have the option to choose a CSFC office within our region, CSFC can only provide universal services (resource room) to these customers. All customers residing within our region will receive a full range of services, including supportive services, depending on available funding. Please reference CSFC OPS-011-02 for full description.

The Supplemental Nutrition Assistance Program (SNAP) emphasizes work, self-sufficiency and personal responsibility. Program participants gain valuable skills, training and work experience in an effort to reach total self-sufficiency.

Select food assistance recipients who are between the ages of 18 - 49, with no dependents, and do not meet DCF exemptions are eligible to participate in the Employment and Training activities offered through the Supplemental Nutrition Assistance Program.

You can find this info at <http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/supplemental-nutrition-assistance-program>.

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

Formal Procurement is the purchase of goods or services where the estimated aggregate single item cost or single purchase cost will exceed \$25,000 (capital expense). All contracts



for procurement of services will be performance based. The procedures established in the informal area apply to the specification of need, except that such statement must be more detailed, and contain language that allows for "an equal substitution" if brand name products are used to define the need. Approval of the solicitation process is the same, except that prior to advertising, the Executive Director will review and approve the bid specification.

- a. Advertisement of Bids: The Region may, for at least one weekend, solicit responses to specific Initiation To Negotiate (ITN)s by advertising those ITNs for 3-5 days in a major newspaper having a circulation within the Region. Such advertisements will be followed by a period of at least one month (30 calendar days) during which respondents may develop their proposals. This thirty-day period may be waived/decreased by the Region in instances where such a time would cause a lack of services to meet an immediate need. Bid invitations will also be sent to all firms that have identified themselves to the Region as having an interest in providing that type of product or service. Persons with disabilities, minority and female vendors, being listed in the State of Florida's Approved list of minority and female businesses are automatically considered to have identified themselves to The Region. For other local businesses, the yellow pages of the region's county telephone books or a specific request from the vendor will also be used to define interest;
- b. Normally, a minimum of three bid responses are required for an award to be made. In cases where less than three responses are received, the Director of Finance soliciting the bids will contact a sampling of the vendors not responding and document the reason(s) for their non-response. This information will be made available to the Executive Director. The Executive Director may either request that the bid be re-solicited or may, if the timing or other matters dictate, ask the Region to approve the award based upon the information received from the vendors;
- c. Awarding Authority for matters of \$75,000 or less, provided that three or more bids exist, authority is the Executive Director, and for matters of \$15,000 or less in the Director of Finance dependent upon the dollar amounts. For items in excess of \$75,000 or more, the awarding authority is the Region Executive Committee;
- d. Authority for Termination of Contracts - Contracts may be terminated by the Executive Director, for any reason, after receiving the approval of the Region Executive



Committee. The Executive Director is authorized to suspend contract payments where evidence of Fraud, Waste or Abuse of Funds is brought to light. Final action to terminate or permanently suspend must be approved by the Region Executive Committee;

- e. The State of Florida Suspended Vendor List will be reviewed prior to authorizing purchases and/or awarding contracts.

The process for Sole Source and Non-Competitive Procurement follows:

- a. Sole source or other non-competitive procurement will only be used under the following conditions. Purchases under the sole source provision will not be made without completely documenting the reasons for the sole source/non-competitive procurement and approval of the Executive Director, prior to procurement action. This will be accomplished using the Certification of Proprietary and Sole Source Purchases form (See Attached Form B);
- b. In providing the above certification one of two elements must be established: Either that only one brand of goods or kind of services will properly fulfill the intended need, or that, it is obtainable (practically) from only one source;
- c. Emergency Purchasing Authority is granted when an emergency situation requires action to prevent the disruption of essential services, the resolution of a dangerous situation, or a situation which arose out of totally unforeseen circumstances. When such an emergency exists, the Executive Director is empowered to procure such goods or services, as necessary, to resolve the emergency, without regard to cost. Except that, to the best of his ability, the Executive Director will attempt, situation permitting, to receive verbal quotes on the procured goods or services. The Executive Director, will detail the circumstances of the emergency, the actions taken to procure a solution and the ultimate disposition, in writing, for attachment to the Purchase Order. Such information will be presented to the Region Executive Committee at its next scheduled meeting for approval/sanction.

Basis of Award for Informal and Formal Procurement Actions:



- a. For both informal procurement and formal procurement actions, the basis of awarding contracts shall be that awards will be made to the responsible firm, whose proposal is most advantageous to our program, with lowest price and other factors being considered. This shall not apply to sole source procurement actions where only one price is available;
- b. When there is a tie or identical bid from two or more conforming bidders, the award will be made to the local firm. In cases where there are two local firms, the decision will be made by drawing;

Services may be procured using An Initiation to Negotiate (ITN) or a Request for Quotes (RFQ), as indicated above.

- a. ITN Solicitation/RFP Solicitation - A detailed solicitation will be prepared by the appropriate staff person and submitted to the Executive Director for review and approval;
- b. The ITN will contain at least the following information:
 - 1) A detailed description of the services sought, including any time frame requirements, special reporting requirements, or other explicit instructions or requirements;
 - 2) A statement of what specific professional qualifications are required by The Region. These may be experience-based or other special qualification requirements of importance to The Region;
 - 3) A format for the quote of rates, fees or charges associated with the services;
 - 4) Any specific areas that the respondent is required to address that will be the basis for the selection decision;
 - 5) The rating criteria that will be used;
 - 6) The date and time responses are due.
- c. The Proposal Review Process requires that all proposals that are received on or before that closing date and time specified in the ITN will be evaluated using the criteria



- contained in the ITN. All proposals received after that date and time will be returned to the responding party unopened; and an outside independent committee will review and rate all responses. This rating will be used to reduce the number of responses to a short list of no more than three. The list of respondents will then be scheduled, at the option of the Executive Director, for interviews. This does not require that interviews be given, if in the opinion of the Executive Director the rating clearly establishes the most qualified professional to perform the work.
- d. Approving Authority for goods or services of \$75,000 or less, the Executive Director is empowered to approve the selection. For all services in excess of \$75,000, the CSFC Executive Committee will be the approving authority. Any contract for audit services will be reviewed and approved by the Region Executive Committee, regardless of the value of the contract;
 - e. Contracting for Services can occur after obtaining approval of goods or services from a specific respondent. Staff will enter into negotiations with the respondent. Such negotiations, the original ITN and the respondent's decision, as modified by the negotiations, will form the basis for the contract. In no instance will delivery of any goods or services be authorized to begin prior to the execution of a contract by all parties;
 - f. Contract Signatures - The Executive Director, Director of Finance, and Contracting Officer are authorized signatories for contracts within the thresholds previously set forth. (The Executive Director is authorized by the Region to sign contracts previously approved by the Board, MOUs and non-financial agreements.);

Procurement of WIOA Training Services providers is similar to but not identical to the professional services process identified above. It uses the same ITN process but must also conform to applicable Federal program guidelines.

- a. Development of the ITN/Development of the RFP
 - 1) A complete Cost/Price Estimate must be completed prior to release of the ITN.
- b. Advertising/Notification of Interested Parties
 - 1) The staff may, if time permits, advertise for potential providers to establish a list of interested respondents to which an ITN would be sent. This procedure can be



- implemented in the same manner as a specific ITN solicitation. It would establish a list of "eligibles".
- 2) If such a list as mentioned above is not established, The Region will, or, in addition to the above list, The Region may, for at least one weekend, solicit responses to specific ITNs by advertising those ITNs for 3-5 days in a major newspaper having a circulation within the Region. Such advertisements will be followed by a period of at least one month (30 calendar days) during which respondents may develop their proposals. This thirty-day period may be waived/decreased by the Region in instances where such a time would cause a lack of services to meet an immediate need. One example of such a situation, but not meant to be limiting or all inclusive, would be one involving a plant closing or layoff.
- c. Review of Responses is conducted by an outside independent committee made up of Board members who are assigned by the Executive Director to review and rate the proposals in accordance with criteria established in the ITN. Those individual ratings will be averaged and combined into a Committee report which will be made available to the Board/Consortium for their review and selection of service providers. A cost price analysis will be part of the independent review;
 - d. Contract Approval - Staff will negotiate a final contract with the selected provider(s). Once an acceptable contract has been negotiated, staff will have the contract executed by the Contractor and then by the Executive Director. In no event shall contract services be authorized to begin prior to the execution by both parties of the full contract document;
 - e. Failure to Negotiate:
 - 1). If staff determines that negotiations are at an impasse, they will advise the contractor and schedule an appeal before the Region Executive Committee. The staff will notify the contractor, in writing of the impasse and the date of their appeal hearing. Staff will prepare a written report outlining the area(s) where they feel an impasse exists and the reason for the staff position. The contractor will have an opportunity to discuss its position during the appeal hearing;



- 2). The hearing will be scheduled within ten work days of the declaration of an impasse. The decision of the Region Executive Committee is final.

Documentation of Procurement Actions

- a. All procurement actions will include documentation which will include the request for purchase, all telephone/written quotes received, in writing, from the appropriate number of firms, an emergency or sole source/proprietary purchase approval (if applicable), and a purchase order. Receiving reports or other vendor related delivery documents will be maintained to include a signature of the person receiving the goods or services. Copies of formal bid documents will also be made part of the procurement file. The Finance Department will hold these documents;
- b. In the case of Federal training services, originals, and copies of the ITNs can be maintained separately from the procurement files and records in the Finance Office files;
- c. Contract Files will be maintained by the Contract Specialist, and will, as a minimum, contain the following: original signed Contract, copy of signed ITN Proposal, copy of all correspondence concerning the contract to include monitoring reports, copy of all contract modifications, copy of all cost/price analysis, and reference to location of copy of ITN and any ITN supporting documentation;
- d. ITN Procurement Files will be maintained by the Office Manager and as a minimum, will contain the following: original ITN; Bidder's List; copy of ITN distribution letters; copy of Cost/Price Analysis; copy of request for Legal Notice, and copies of actual Legal Notices when received; original of each ITN received; copies of all correspondence transmitted or received regarding the ITN; and reference to all applicable files filed elsewhere.

Third Party Contracts or Subcontracts are not allowed, unless specifically approved, in writing, by the Region.



(Cost/Price Analysis) Cost Reasonableness Standards for Procurement of Employment and Training Services:

The Act and regulations require that costs be necessary and reasonable for the proper and efficient administration of grant programs. In accordance with 20 CFR 627.420 (e)(2), a cost or price analysis will be performed in connection with every procurement action, including contract modifications which affect the contract monetarily. Cost and price estimating is the process of determining, in advance, what the reasonable and fair asking price for goods and services should be. All costs will be reviewed for reasonableness.

- a. The method and degree of analysis depends upon the facts surrounding the particular procurement and pricing situation, but at a minimum, The Region will perform an independent cost or price estimates before receiving bids or proposals (competitive procurements of a purchase in excess of \$25,000). All procurements, regardless of the dollar amount being spent, must include an appropriate analysis of the reasonableness of costs and prices;
- b. The Region will perform whatever analysis is appropriate to the particular procurement action. A price analysis alone is allowed under limited circumstances (such as when the reasonableness of price can be established based upon a comparison of catalogue prices or a comparison of prices from an adequate number of suppliers of a commercially available off-the-shelf product.) A price analysis is required whenever a cost analysis is done;
- c. An independent cost and/or price estimate will be performed for each and every procurement action whose costs exceed (or are expected to exceed) the \$25,000 aggregate threshold for small purchases. This is not required for purchases which fall below the \$25,000 aggregate level for small procurements;
- d. Cost and price estimates must be documented, in writing, and must be performed by someone who has no financial interest in the outcome of the procurement. The Region will use the CERTIFICATE OF CURRENT COST OR PRICING DATA Form and the COST/PRICE ANALYSIS WORKSHEET Checklist included in this policy to document



such cost and/or price estimates having been done. PRICE ANALYSIS refers to the Total Price without regard to the individual specifics involved in assembling the Total Price. COST ANALYSIS refers to the Individual Elements that come together to make up the Total Price.

The Executive Director has the authority to amend contract wording that does not increase or decrease the overall monetary value of the contract.

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

CSFC presently operates Career Centers in Columbia and Dixie Counties. The Columbia County offices provide services to the residents of Columbia and Union Counties while the Gilchrist County office provides services to the residents of Dixie and Gilchrist Counties. Each Career Center is a full-service center providing WIOA (Adult, Dislocated Worker and Youth), Welfare Transition (WT) / Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veterans, Reemployment Services and Eligibility Assessment (RESEA), Supplemental Nutrition Assistance Program (SNAP) and Reemployment Assistance (RA). Core, intensive and training services are provided at each Career Center by deploying program experts to augment permanent staff on a rotational basis from the central Career Center in Columbia County.

The major growth industries to date have been primarily corrections, law enforcement and emergency services sector; retail sales and customer service; and the healthcare industry. 60% of these jobs require at least a post-secondary vocational certificate or higher for entry into the occupation. The most current Supply/Demand Report provided by DEO LMI indicates that we have a surplus of skilled labor in all occupational sectors with the exception of the healthcare industry. We continue to focus our recruiting and utilize our WIOA Adult/DW funding to enroll students into healthcare classes to address the current and projected needs



of this vital sector. CSFC has contributed significantly to help the workforce of the Region move away from a primarily agricultural based economy over the past five (5) years. To continue this trend, industries which provide high-skill, high-wage jobs must continue to be nurtured and expanded.

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

All ITAs are aligned with demand occupations as defined on the targeted occupations list (TOL) which include occupations identified locally or those set forth by the Department of Economic Opportunity. The TOL is reviewed annually and subject to modification as economic conditions change.

**The 2018-19 top 25 Regional Demand Occupations List sorted by occupational title.
Workforce Development Area 7 - Columbia, Dixie, Gilchrist, and Union Counties.**

SOC Code†	HSHW††	Occupational Title†	Annual Percent Growth	Annual			FLDOE Training Code	In EFI Targeted Industry?	Data Source†††
				Openings	2017 Hourly Wage				
					Mean	Entry			
113011	HSHW	Administrative Services Managers	1.63	1,109	52.41	30.38	4	Yes	S
413011		Advertising Sales Agents	0.51	1,614	27.05	13.63	3	Yes	S
493011	HSHW	Aircraft Mechanics and Service Technicians	1.28	1,278	27.09	17.33	3	Yes	S
532011	HSHW	Airline Pilots, Copilots, and Flight Engineers	1.76	549	85.52	47.37	4	Yes	S
274011		Audio and Video Equipment Technicians	2.03	641	20.02	12.89	4	Yes	S
472021		Brickmasons and Blockmasons	3.10	906	17.74	12.73	3	No	S
493031		Bus and Truck Mechanics and Diesel Engine Specialists	1.60	1,294	22.58	15.79	3	Yes	S



533021		Bus Drivers, Transit and Intercity	1.27	1,553	16.60	12.57	3	Yes	S
131199	HSHW	Business Operations Specialists, All Other	1.62	8,743	33.69	19.73	4	No	S
435011		Cargo and Freight Agents	1.53	649	21.58	13.48	3	Yes	S
472031		Carpenters	1.69	7,553	19.34	13.27	3	No	S
472051		Cement Masons and Concrete Finishers	2.48	1,686	16.93	12.35	3	No	S
351011	HSHW	Chefs and Head Cooks	1.69	1,222	28.09	17.17	3	No	S
131031	HSHW	Claims Adjusters, Examiners, and Investigators	1.04	1,921	30.57	19.92	3	Yes	S
532012	HSHW	Commercial Pilots	1.61	572	44.86	23.00	3	Yes	S
131041	HSHW	Compliance Officers	1.07	1,490	30.30	17.84	3	No	S
151143	HSHW	Computer Network Architects	1.42	1,333	36.85	22.46	3	Yes	S
151152	HSHW	Computer Network Support Specialists	1.50	913	28.26	17.76	3	Yes	S
151121	HSHW	Computer Systems Analysts	2.70	1,867	40.67	27.27	4	Yes	S
151151		Computer User Support Specialists	2.02	3,383	22.57	14.29	3	Yes	S
474011	HSHW	Construction and Building Inspectors	1.89	926	28.56	18.88	3	No	S
119021	HSHW	Construction Managers	1.32	2,597	46.78	27.63	4	No	S
333012		Correctional Officers and Jailers	0.39	2,751	21.04	16.19	3	No	S
131051	HSHW	Cost Estimators	1.80	1,649	29.57	18.16	4	No	S
151141	HSHW	Database Administrators	1.78	649	40.87	26.16	4	Yes	S

†SOC Code and Occupational Title refer to Standard Occupational Classification codes and titles.

††HSHW = High Skill/High Wage.

†††Data Source:

R = Meets regional wage and openings criteria based on state Labor Market Statistics employer survey data. Regional data are shown.

S = Meets statewide wage and openings criteria based on state Labor Market Statistics employer survey data. Statewide data are shown.

NR = Not releasable.

EFI - Enterprise Florida, Inc.



(5) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §134(c)(1)(A)(iv)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

The major growth industries to date have been primarily corrections, law enforcement and emergency services sector; retail sales and customer service; and the healthcare industry. 60% of these jobs require at least a post-secondary vocational certificate or higher for entry into the occupation. The most current Supply/Demand Report provided by DEO LMI indicates that we have a surplus of skilled labor in all occupational sectors with the exception of the healthcare industry. To support these industries, CSFC has agreements with Corrections Corporation of America (CCA), Florida Gateway College, and local health services providers.

A. Describe how selected industries or sectors are selected based on, and driven by high-quality data (cite data source used).

CareerSource Florida Crown is one of the rural regions that is limited in its ability to select an industry or sector that can be targeted for sector strategy designation. With this limitation on data that is available in its Local Workforce Development Board area, CSFC uses data projections provided by DEO's Bureau of Labor Market Statistics. In analyzing the available data, CSFC sector strategy approach is to target the healthcare sector as it is a primary occupation on our local and statewide Targeted Occupation List. CSFC is currently collaborating with Florida Gateway College and River Oak College as providers for the LPN, RN and Physical Therapy Assistance (PTA) Programs. CSFC is currently awarded a grant for \$184,269 which covers books, tuition and fees for the WIOA Adult program for those entering the medical field. This grant is in addition to our regular WIOA allocation that is providing for the tuition, books and fees of approximately 23 additional students entering the medical field.



B. Describe how sector strategies are founded on a shared/regional vision

Three of CSFC rural counties (Columbia, Gilchrist and Union) are adjacent to Region 9, CareerSource North Central Florida. These rural counties are in daily commuting distance of Gainesville, with its major healthcare industry that includes three major hospitals and its significant network of medical and doctor's office complexes that corresponds with CSFC's targeted sector strategy of the healthcare industry. This close proximity to Gainesville and its vast medical community permits CSFC to target the healthcare industry and assures its WIOA participants that jobs are available locally and in the adjacent county once they have completed their coursework and received their license in their chosen field.

C. Describe how the local area ensures that the sector strategies are driven by industry;

See section A above.

D. Describe how the local area ensures that sector strategies lead to strategic alignment of service delivery systems;

Internally - the Board, Executive Director and Business Committee oversight, and monthly management meetings. Externally - existing or created committees will provide input as toward use of training funds.

E. Describe how the local area transforms services delivered to job-seekers/workers and employers through sector strategies; and

Training funds are distributed accordingly through EWT and ITA. Business services, organized by account manager experts who understand the needs and challenges to key industries, create effective workforce solution plans to address the specific talent needs.

F. Describe how the local area measures, improves and sustains sector strategies.

Measurement is through the performance funding model, common measures and continued industry engagement. Improve by continually adapting to the changes in the market, maintaining focus on continually meeting the needs of businesses. Sustain by staying relevant – maintain the link between economic development, workforce development and education.



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

CSFC works diligently with key industry partnerships by participating on educational committees, developing industry specific job fairs, and communicating with economic development boards identifying sectors of industry most advantageous for the region and its residents. CSFC has partnerships with Suwannee River Economic Council, Inc. and the Columbia County Economic Development Department by way of their membership on the CSFC Consortium. Please refer to the TOL in item (4).

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

The Region maintains continuous and ongoing contact with employers throughout the region through the Business Services staff. This professional and highly trained cadre regularly visits the employer worksites, carry on regular electronic dialog with the employers and carry out special symposiums and meetings throughout the year to identify the employer needs. The Region staff sits on the regional Manufacturers' Advisory Group and other economic development and business organizations.

Direct contact with customers is a priority responsibility for all the Region's employees. Currently, over one thousand (1,000) customers per month visit the Career Center facilities where staff has direct contact in providing information on availability of jobs, resume services, career counseling, Job Club, youth and adult basic remediation services and a wide variety of additional services that help the Region to continuously modify and improve programs to enhance the delivery of services.

The Region sponsors and participates in numerous community outreach events each month that literally reach thousands of residents of the four-county region. These events include job fairs, direct support of youth events as well as professional speaking engagements at community-based and faith-based sponsored events.



Collectively, all of these efforts provide the Region with exhaustive data on the needs of both businesses and customers within our region.

As employers identify their requirements, the Region will continue to work with them to either bring skilled instructors to the worksite in order to facilitate mass instruction or will send designated employees to training providers, either within or outside the Region, for the required skills upgrade training. We provide employers with information on the Incumbent Worker Training Program and assist with filling out the requisite requests. The Region provides Employed Worker Training within the constraints of our limited budget to further assist in meeting the identified training requirements of the employers. The Region has placed information on our web site to remind employers of the Employed Worker Training and Incumbent Worker Programs as well as highlighting this information on our website at www.careersourceflcrown.com in our brochures, and by letter to area employers.

- A.** support a local workforce development system that meets the needs of businesses in the local area;

In addition to the process already described, Universal Customers are sent letters, e-mail blasts, and through RESEA we are able to provide in-depth counseling and job coaching that allows us to receive immediate feedback from the customer and tailor our products and services to meet those needs. Through our community outreach events, participation in Chamber meetings/mixers and attendance at economic development meetings throughout the Region we are continuously reviewing and assessing our services to the employers, schools and colleges. Our local Targeted Occupations List is revised annually based upon the input from the local employers so that our training resources are utilized to best meet the changing demands of the business community.

- B.** better coordinate workforce development programs and economic development; and



Our current trend is an evolution from a predominantly agricultural economy to a mixed economy with a predominance of healthcare, corrections/law enforcement/emergency services and retail sales/services. It is anticipated that there may also be growth in logistics, freight, warehousing and manufacturing.

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

The Resource Rooms in each full-service one-stop center is equipped with computers that are available to our universal customers; some of these computers are designated for RA Claimants' priority Individuals that are interested in filing a claim can connect to the state's RA claims and benefits system to complete an online application and work registration. Staff is available to assist customers with general computer and unemployment application questions.

For the long-term unemployed and those who have exhausted their Unemployment Insurance (UI) to the newest UI claimant, re-employment services include the full scope of services available. These services are offered to all customers in LWDB 7. Services include the use of computers, faxes, job-search and referral to qualifying positions, as well as referral to all available, appropriate services needed to assist customers in returning to work, which include participation in local skills workshops provided at both career centers.

In January 2016, Florida shifted to the Reemployment Services and Eligibility Assessment (RESEA). Those individuals participating in RESEA receive additional services which include orientations to the one-stop services, an initial assessment to determine strengths, weaknesses and barriers to employment along with an introduction to the process to sign into EF and individual provision of username as well as instruction on password creation. Customers are provided labor market information that is unique to their past/future occupations and work experience. An Employability Development Plan is developed by the staff and customer. EF case note entries are made during the one-on-one session with each customer, indicating their occupation and areas of specific skill levels. Customers are also provided with information on how



to utilize all services available through the offices, including the following: instructions on updating employment history and resumes in EF; referral for job search assistance; testing services such as CareerScope, TABE, and Prove It; group 'Job Ready' workshops; resource room to include job search, referrals, faxing and copying; referral information on education and training/FAFSA applications and future WIOA training assistance; and information on current programs offered, as well as possible customized training opportunities. In addition, partner services, i.e., Vocational Rehabilitation, SNAP and TANF related services and other local providers' services are presented. Customers are provided contact information for both RESEA staff and the training provider and advised to follow-up on all desired services, as needed.

CSFC employs a number of Resource Room staff that are cross-trained and available to provide assistance to those customers receiving RA. Any customer that visits a one-stop looking for employment can receive reemployment assistance services.

If employers are in need of assistance due to downsizing, the local area stands ready to assist in cases where a formal WARN notice is received or any type/size of potential layoff. The Reemployment and Emergency Assistance Coordination (REACT) Team provides onsite and offsite rapid response to coordinate services for employers and/or workers affected by temporary or permanent layoff. LWDB staff will immediately contact other employers to assess their hiring needs and supply resumes of impacted workers. In the event that the dislocation is as a result of outsourcing, the local REACT Coordinator will attempt to educate the business' senior management on the positive factors for filing a petition for Trade Adjustment Assistance with the U.S. Department of Labor. The local TAA Coordinator will assist the business with filing of the petition if necessary. If the petition is subsequently approved, the TAA Coordinator will conduct Trade Adjustment Assistance specific information sessions with all potentially eligible workers. Other services to be provided:

- Applying for re-employment assistance
- Claiming benefit weeks
- WIOA training opportunities
- Available workshops - either in-person or online
- Transferrable Skills



- Career Exploration
- Employ Florida
- Other services provided at the local one-stop center

Any customer that visits a one-stop center seeking employment can receive reemployment assistance services.

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

Workforce Innovation and Opportunity Act (WIOA) establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, CSFC staff responsible for these funds must 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.

WIOA Section 134 (c) (3) (E) establishes a priority requirement with respect to funds allocated to a local workforce area for the Adult program. CSFC staff follows this priority requirement. Under this section, staff responsible for managing these funds will give priority to the following "priority groups":

1. Recipients of public assistance;
2. Other low-income individuals (as defined in the WIOA Eligibility Directive, WIO-DR-0211); and
3. Individuals who are basic skills deficient for the provision of individualized career services (previously referred to as intensive services under the Workforce Investment Act (WIA)) and training services.

When programs are statutorily required to provide priority for a particular group of individuals, priority will be provided by CareerSource Florida Crown in the following order:

1. To veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and



eligible spouses who are also recipients of public assistance, other low-income individuals [as defined by WIOA Sec. 3(36)], or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.

2. To non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
3. To veterans and eligible spouses who are not included in WIOA's priority groups.
4. To non-covered persons outside the groups given priority under WIOA. Local policy limits the number of adults enrolled in WIOA who not low income are, public assistance recipients, or basic skills deficient.

LWDB 7's Priority of Service (POS) covers WIOA Adult and Dislocated Worker, WIOA Youth, Trade Adjustment Assistance (TAA), Wagner-Peyser, WT/TANF and SNAP.

To accomplish this prioritization, the needs for special client groups are assessed on a case by case basis and addressed by Career Managers. In the event a need cannot be addressed by the Career Manager, it is brought to the Board, through the Program Manager, to review and assess. In the event funding is limited, it will be based on the greatest need. Need is based on barriers to employment. If availability of other funds for targeted populations becomes available, those individuals meeting eligibility for the target population are transferred to that funding stream, freeing up regular formula funds to serve individuals with disabilities, veterans, older workers, recipients of public assistance (including Food Stamps, subsidized housing, Medicaid, etc.), unemployed, and other low income individuals.

Our Welfare Transition funds are used primarily to provide soft skills training and short term training leading to Certification. WIOA Adult and Dislocated Workers often utilize the soft skills training program such as resume assistance to enhance their overall workforce skills while waiting for WIOA education and training funds to become available.

Workforce Innovation and Opportunity Act (WIOA) establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under



this section, CSFC staff responsible for these funds must 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.

WIOA Section 134 (c) (3) (E) establishes a priority requirement with respect to funds allocated to a local workforce area for the Adult program. CSFC staff follows this priority requirement. Under this section, staff responsible for managing these funds will give priority to the following "priority groups":

1. Recipients of public assistance;
2. Other low-income individuals (as defined in the WIOA Eligibility Directive, WIO-DR-0211); and
3. Individuals who are basic skills deficient for the provision of individualized career services (previously referred to as intensive services under the Workforce Investment Act (WIA)) and training services.

When programs are statutorily required to provide priority for a particular group of individuals, priority will be provided by CareerSource Florida Crown in the following order:

1. To veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals [as defined by WIOA Sec. 3(36)], or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
2. To non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
3. To veterans and eligible spouses who are not included in WIOA's priority groups.



4. To non-covered persons outside the groups given priority under WIOA. Local policy limits the number of adults enrolled in WIOA who are not low income, public assistance recipients, or basic skills deficient.

LWDB 7's Priority of Service (POS) covers WIOA Adult and Dislocated Worker, WIOA Youth, Trade Adjustment Assistance (TAA), Wagner-Peyser, WT/TANF and SNAP.

To accomplish this prioritization, the needs for special client groups are assessed on a case by case basis and addressed by Career Managers. In the event a need cannot be addressed by the Career Manager, it is brought to the Board, through the Program Manager, to review and assess. In the event funding is limited, it will be based on the greatest need. Need is based on barriers to employment. If availability of other funds for targeted populations becomes available, those individuals meeting eligibility for the target population are transferred to that funding stream, freeing up regular formula funds to serve individuals with disabilities, veterans, older workers, recipients of public assistance (including Food Stamps, subsidized housing, Medicaid, etc.), unemployed, and other low income individuals.

Our Welfare Transition funds are used primarily to provide soft skills training and short term training leading to Certification. WIOA Adult and Dislocated Workers often utilize the soft skills training program such as resume assistance to enhance their overall workforce skills while waiting for WIOA education and training funds to become available.

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

CSFC works with VocRehab, Florida Gateway College, Chambers/Economic Development, National Caucus and Center on Black Aging, Dept. of Children and Families and the school districts to develop a skilled and ready workforce that can meet the employers' expectations. In the past four years, employers have not stated requirements for training as there is an oversupply of skilled workers throughout the Region.

The primary skill needs most identified by both applicants and employers is for soft skills training, which is short term in nature. The training provided by the Region consists of Job Club 1 and 2. Job Club teaches such basics as getting up every morning, being at work on



time, being respectful to supervisors and co-workers, and focusing on the job tasks. Working with the Adult Education Programs of the four (4) counties, our GED Prep utilizes TABE to identify the specific educational shortfall that is a barrier to obtaining a GED. Our GED Instructors focus specifically on the barriers identified by the TABE (such as fractions, decimals, basic skills deficient reading levels).

Training services will be provided using ITA's to institutions on the eligible training provider list.

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

Each customer is provided a Regional Targeted Occupational List to select from for their choice. This is checked through our local monitoring.

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

The Region's Policy OPS-005-02 states, "Individual Training Accounts (ITAs) shall be utilized to provide training services to WIOA customers. The ITA will be developed after consultation with a Career Manager/Specialist. Limitations on ITAs exist regarding eligibility, program choice, coordination of funds, duration, support services, and needs based payments. Florida State Policy requires that fifty percent (50%) of all WIOA Adult and Dislocated Worker funds be allocated to Individual Training Accounts. Any deviation from this Policy will require a waiver from Workforce Florida."

The process in issuing an ITA is dependent upon the time of enrollment and how much training is needed to complete, tuition and books, and current amount owed if already enrolled in training. Qualifying costs under the 50 percent rule include all customer service costs associated with the ITA program such as tuition, fees, books, and other training services.



Florida allows LWDBs to establish ITA limits and durations. See Supportive Services Policy (OPS-001-02).

A. Describe any ITA limitations established by the board

The total amount to be spent on any program, regardless of length, will not exceed \$9,000. If an ITA exceeds the limit, prior approval must be obtained from the Region's Executive Director before implementation.

B. Describe any exceptions to the use of ITA

The Region's Policy OPS-005-02 states, "Section 134 (d)(4)(B) requires the coordination of training costs with funds available under other Federal programs. To avoid duplicate payment of costs when an individual is eligible for both WIOA and other assistance, including a Pell Grant, section 663.320(b) requires that program operators and training providers coordinate by entering into arrangements with the entities administering the alternate sources of funds, including eligible providers administering Pell grants. All sources of funds, excluding loans, shall be considered in determining a customer's overall need for WIOA funds. Participation in a training program funded under WIOA may not be conditioned on applying for or using a loan to help finance training costs." LWDB 7 provides non ITA funded Customized Training, which includes Employed Worker Training as a component of Customized Training, as funding permits consistent with WIOA requirements.

LWDB 7 provides non ITA funded training including Employed Worker Training and Customized Training as funding permits consistent with WIOA requirements.

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



CSFC is in partnership with Florida Gateway College (FGC) which offers business education classes as a core curriculum. CSFC refers any potential small business owners to FGC for information and program details. Additionally, referrals are also made available to LWDB 8, CareerSource Northeast Florida (CSNEFL) which offered the Start-up Quest entrepreneurial training series. The innovative training program ran three years and served over 350 aspiring new business entrepreneurs. To build on this success CSNEFL is supporting the JAX Chamber in their new program named JAX Bridges. JAX Bridges is a program of the JAX Chamber Entrepreneurial Growth Division. It is a program designed to connect small and medium-sized companies with opportunities to do business with larger corporations, as well as providing targeted entrepreneurial education support. The program is a simulation that educates entrepreneurs. It creates “many-to-many relationship access” for both vendors and suppliers. CSNEFL leverages entrepreneurial tools, unique learning strategies, and corporate relationships.

In addition to JAX Bridges, CSNEFL works closely with the Jacksonville Women’s Business Center, the Small Business Administration, the Jacksonville Urban League, the Beaver Street Enterprise Center and specific programs provided by the University of North Florida’s Small Business Development Center (SBDC). Each year these groups provide training, mentoring and support to hundreds of First Coast residents who desire to open their own business.

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

Being a rural region with job opportunities primarily in the corrections, medical, hospitality, and agricultural fields, a number of our customers chose to commute to Jacksonville and Gainesville for more abundant career opportunities, including apprenticeships. While we currently do not have any formal apprenticeship opportunities in our region, our local economy



would potentially be supported by residents commuting to other areas participating in an apprenticeship program there, and spending earned dollars locally.

Our Business Service Consultants meet with new employers in the region to share information on the benefits of operating an apprenticeship program, and sponsor job fairs and hiring events for occupations that would potentially benefit from apprenticeships, such as the upcoming construction job fair. With most of them working as sub-contractors from out of area corporations, or being smaller “Mom and Pop” type of establishments, starting an apprenticeship program has not seemed feasible to these businesses. Our larger skilled trade employers, Haeco, New Millennium, and Quality Industries, have not been interested or willing to move forward with this process. We have had one local electrician company that offered job training for an electrician’s helper position, but was not interested in becoming a registered apprenticeship program sponsor. This LWDB’s Business Service Consultants and other staff have participated in apprenticeship training via webinars and also through the apprenticeship training offered during the 2016 MSFW conference. It is anticipated that future training will be requested marketing the apprenticeship program to businesses.

Job seekers are made aware of apprenticeship opportunities via handouts and the DOE apprenticeship website. Additionally, when customers express interest or would benefit from apprenticeships, case managers and RESEA staff show the individuals how to navigate the DOE apprenticeship site.

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

The Region has a number of innovative initiatives and service delivery strategies to assist targeted populations. For youth, we utilize The Able Trust High School/High Tech grant in conjunction with our WIOA Youth dollars to engage youth with disabilities in year round after-school programs that focus on remediation, retention in school, FCAT success, graduation



and successful transition into the workforce. Collectively, our Youth Programs serve both in school and out of school youth. All Youth Programs have a Summer Work Component. For the children of WT customers, we offer Pregnancy Prevention and Why Try. Why Try is a computer based program for the development of social skills for younger youth not eligible for the summer component.

On Eagles Wings is a Department of Corrections grant that allows this Region to operate 1 transitional housing for male ex-offenders with substance abuse backgrounds. The program focuses on transition from the incarcerated environment to re-establishment in society, followed by re-integration into the home environment and return to the workforce at a self-sufficiency wage while remaining drug free throughout.

This Region has operated a GED Program in conjunction with the Columbia County School District for over 10 years. This has enabled countless numbers of WT clients and WIOA out-of-school youth to obtain their GED and enhance their opportunities for self-sufficiency employment. The Region has established one advanced state-of-the-art computer learning labs in Lake. This lab supports the Job Club work shop as well as all of the skills assessment testing (My Career Shines, Prove It) as requested by the employers. Courses have also been developed with dedicated time set aside for seniors and veterans to learn basic and advanced computer skills and applications.

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

CSFC strives to maintain a quality workforce system that will be responsive to the needs of employers and job seekers. CSFC has developed partnerships which encourage coordination among community partners to pool financial and human resources to offer a mix of programs and services in a seamless and integrated manner to create the Career Center service delivery system.

All partners participate in a monthly Career Center meeting aimed at providing continuous improvement to the services offered at the Workforce Career Centers. Action plans will be



initiated to address any concerns revealed in the meetings. All aspects of the Career Center System are examined on a continuous basis.

The hallmark of an effective and successful Career Center workforce delivery system includes ensuring the following:

- Universal Access to employment-related services in a seamless and integrated manner for all customers through the innovative efforts of the Board. This process is facilitated through a combination of physical location where providers are co-located in one central facility, and “virtual” connection of service providers through a computer network.
- Customer Choice to ensure easy access to information and services and customer friendly environment and helpful staff to provide information and assistance to customers
- Performance Driven Outcomes that promote high levels of accountability and high levels of customer satisfaction by ensuring that the services provided are of consistently high quality and performance standards are met. The process includes engaging in continuous improvement to ensure that customer expectations are exceeded.
- Integrated Funding through partner collaboration provides a comprehensive menu of services to customers, encourages coordination in planning, cost and resource sharing and funding opportunities.

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

The Region is a rural region, with limited employment opportunities. Employment opportunities in the Region for “living wage” jobs are very limited. Regional opportunities for “living wage” jobs lie primarily in the medical and correctional fields. The majority of employment opportunities pay less than the living wage, such as retail, hospitality, agricultural, and manufacturing fields. This region works closely with government entities,



and other organizations, such as Women in Business, and local Chamber of Commerce, to strategize and implement strategic plans to draw new businesses to that area that will provide opportunities for youth to follow a “career ladder” through employment opportunities and education. Post-secondary educational opportunities are limited to Florida Gateway College, along with some private educational organizations. Neighboring regions provide additional education opportunities. Other educational opportunities for training or training assistance are with the Department of Education, Career Academies, Vocational Rehabilitation, in house work experience. These options are in financial reach of most of the youth due to being provided at no direct cost to the youth, or being an option with financial aid and assistance through the WIOA program. Successful providers of training activities in the Region include the local high schools, GED program, Florida Gateway College, and other local colleges depending on the program interest of the customer. WIOA offers afterschool tutoring, study skills workshops on a weekly basis to try to prevent student dropout. LWDB 7 coordinates a summer work experience program with Able Trust/Vocational Rehabilitation which affords youth opportunities to gain occupational skills in field of interest. LWDB 7 also coordinates with Institution of Educational Leadership through the Able Trust, High School/High Tech in which weekly focus meetings are on researching current occupation desires, future college selections, leadership development and mentoring by peer to peer mentoring and adult mentoring for the current program year and follow-ups. Supporting services are provided by means of transportation assistance and attendance to workshops on weekly basis.

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

We make determination through observation and assessment. The tools used include TABE, My Career Shines and Prove-It. Once they are determined eligible, we refer them to the appropriate agencies for additional services and assistance.

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

Need for Additional Assistance (education) is defined as requiring additional assistance to complete an education program. The youth is (a) attending an alternative educational program/school; (b) is credit deficient, that is lacking credits required to obtain a high school diploma; (c) has educational achievement below expected levels, students are basic skill deficient in math, reading or language if their TABE scores are less than 8.9; (d) exhibits past or current attendance and/or discipline problems which may include involvement in the Department of Juvenile Justice or an Alternative School; (e) has unstable living conditions by currently being homeless, living with a family member, or being a foster child; and (f) may be on academic probation.

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

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

PUBLIC COMMENT PROCESS

Describe the process used, in accordance with the criteria below, to provide opportunities for public comment and input into the two-year modification 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 proposed local plan was made available to the public on February 20, 2018 through advertisements in the Lake City Advertiser, the Union County Times, Dixie County Advocate,



the Gilchrist Journal, the public Library, the Columbia, Dixie, Gilchrist and Union County Clerks offices as well as the CareerSource Florida Crown web site.

- (2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).

The 30-day period for public comment was Monday, February 19 through Wednesday, March 21, 2018. It was submitted to the Governor on March 20, 2018.

- (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)).

The proposed local plan was made available to the public on February 20, 2018 through advertisements in the Lake City Advertiser, the Union County Times, Dixie County Advocate, the Gilchrist Journal, the public Library, the Columbia, Dixie, Gilchrist and Union County Clerks offices as well as the CareerSource Florida Crown web site.

Future plans to obtain input and comment by representatives of businesses and labor organizations for the development of the plan will be to include the Chambers of Commerce and Economic Development in all four counties.

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

All partners have representatives who are members of the Board of CareerSource Florida Crown. All partners had representatives present during the development of the plan and most were present at the quarterly board meeting when the two-year update was presented to the Board of Directors for approval and submitted to the state.



- (5) Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

No comments were received.



SIGNATURE PAGE

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

Columbia

Dixie

Gilchrist

Union

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

Name (printed or typed)
Title

Name (printed or typed)
Title

Date

Date

INTERLOCAL AGREEMENT

FLORIDA CROWN WORKFORCE BOARD, INC.

RWB Region 7



INTERLOCAL AGREEMENT

August 30, 2011

INTERLOCAL AGREEMENT

Affirming the Region 7 Workforce Consortium

THIS AGREEMENT entered into in six (6) duplicate originals by and between the following parties: Columbia County, Dixie County, Gilchrist County and Union County, political subdivisions of the State of Florida (hereinafter referred to as "Consortium") for the purpose of establishing a Regional Workforce Board (hereinafter referred to as "RWB") comprised of Columbia, Dixie, Gilchrist and Union Counties pursuant to Federal Public Law 105-220, the Workforce Investment Act, effective August 6, 1998, and the State of Florida Workforce Innovation Act of 2000, (hereinafter collectively referred to as "WIA"), and Florida Senate Bill 2156, Government Reorganization of 2011, and for the purpose of establishing an integrated management and control structure for providing job training, job placement and related benefits services.

WITNESSETH:

WHEREAS, Federal Public Law and the Laws of the State of Florida mandate a unified training system that will increase employment, retention of employment and earnings by participants and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance productivity and competitiveness; and

WHEREAS, WIA requires the Governor to designate Regional Workforce Boards to promote the effective delivery of job training services and further provides that a consortium of general purpose local governments may constitute such an area; and

WHEREAS, the Board of County Commissioners (hereinafter "BOCC") of each of the parties to this agreement desires that its county be included in a regional job training program to avail its citizens of the benefits of WIA; and

WHEREAS, the Governor has designated the parties to this Agreement as an RWB for the purposes of WIA; and

WHEREAS, WIA requires the establishment of an RWB to provide policy guidance for, and exercise oversight with respect to, activities under the job training program for its workforce development region in partnership with the general purpose local governments (County Commissions) within its RWB; and

WHEREAS, the BOCC of each of the parties to this Agreement desires that the RWB created hereby be known as the Florida Crown Workforce Board, Inc. (hereinafter referred to as FCWB); and

WHEREAS, it is the responsibility of the BOCC of each county in the RWB to appoint members to FCWB in accordance with WIA; and

WHEREAS, it is the responsibility of the BOCC of each county in the RWB to approve a WIA Plan, select a grant recipient, fiscal agent and administrative entity; and

WHEREAS, the purpose of the RWB is to develop local workforce development policies and strategies; oversee the management and administration of those policies and strategies; and maintain maximum flexibility to develop an approach which consolidates the delivery of workforce development strategies into a comprehensive, customer-centered system; and

WHEREAS, the WIA Plan must be approved and submitted jointly by FCWB and the Region 7 Workforce Consortium (Dixie, Columbia, Gilchrist and Union County Commissions);

NOW, THEREFORE, the parties, to implement the terms and conditions of WIA, hereby agree as follows:

1. Establishment of Region 7 Workforce Consortium

There is hereby established a multi-jurisdictional arrangement among the four member counties hereto for the express purpose of collectively carrying out the individual responsibilities of each county to this Agreement under the WIA.

The Consortium shall consist of one member, designated from each of the BOCCs from the four member counties, each voting as an individual entity.

2. Identification of Counties to this Agreement

Each of the counties to this Agreement is a county of the State of Florida, and as such is for general purposes political subdivisions which have the power to levy taxes and spend funds, as well as general corporate and police powers. This governing body of each of the counties to this Agreement is its BOCC and each party to this Agreement is identified as follows:

**Board of County Commissioners
Columbia County, Florida**

**Board of County Commissioners
Dixie County, Florida**

**Board of County Commissioners
Gilchrist County, Florida**

**Board of County Commissioners
Union County, Florida**

No later than December 31st of each year, the BOCC of each member county shall notify FCWB and the other BOCC members of their respective county representative, whose term shall begin the succeeding January 1st and continue for one (1) year or until their successor is appointed.

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 four (4) member counties, which are legally described in Florida Statutes.

4. Agreement Not Prohibited by Law

State or local law does not prohibit this Agreement.

5. Responsibilities of Consortium

Authority is hereby delegated to individual Consortium members by their respective County Commissions to carry out the following:

- A. Appoint the members of FCWB, in accordance with Public Law 105-220, which will serve the functions described in Section 117(d) of WIA; and
- B. Enter into an agreement designating the grant recipient, an entity to administer the WIA and a

fiscal agent, as described in Section 117(d) of WIA;

C. Review and approve the WIA Plan for submission to the Governor; and

D. Serve as the agency for last resort for disallowed costs; and

E. To perform any other appropriate duties necessary for the accomplishment of and consistent with the purpose of this Agreement and WIA.

6. Affirmation, Composition, and Appointment of the Regional Workforce Board (RWB)

The FCWB is constituted in accordance with the requirements of WIA. The minimum FCWB membership shall number seventeen (17). Thereafter, the number of members of the RWB shall be determined by the Consortium, but must remain compliant with WIA.

A. The Consortium shall appoint nine (9) business members, two (2) each from Dixie, Gilchrist and Union counties and three (3) from Columbia County, for fixed terms who may serve thereafter until their successors are appointed. Terms of FCWB members shall be one-third for one (1) year, one-third for two (2) years and one-third for three (3) years. Columbia County's third seat shall be for a one (1) year term. Any vacancy in the membership of FCWB shall be filled in the same manner as the original appointment. Any member of FCWB may be removed for cause in accordance with procedures established by FCWB. If a county does not fill a vacancy within three (3) months, FCWB shall notify the Consortium who may fill such vacancy from any of the member counties for a one (1) year term at which time the vacancy shall revert back to the eligible county.

B. A majority of FCWB shall be representative of the private sector who shall be owners of businesses, chief executives, or operating officers of businesses or professional organizations, and other business executives or employers with optimum policymaking or hiring authority.

C. The chairman of FCWB shall be a representative of the private sector and shall be selected by the membership of FCWB.

D. The private sector representatives on FCWB shall be selected in the following manner: Nominations for the private sector seats shall be submitted to the Consortium by local business organizations including local Chambers of Commerce, merchants associations, professional organizations, area business associations, etc., with an informational copy sent to FCWB. The

nominated member must be compliant with WIA.

E. The importance of minority and gender representation shall be considered when appointments are made to any committee established by the RWB.

F. Members may be dual hatted wherever appropriate; i.e., a business member who is prominent in a community-based organization or one that is prominent in a regional economic development organization may also be counted as a community based representative or economic development representative, respectively.

G. Eight (8) board members are specified in WIA.

The following members are not nominated by the four (4) respective County Commissions but are seated as specified in WIA:

- (1) Designated representative of the regional community college;
- (2) A Public Superintendent of Gilchrist, Columbia, Dixie or Union County on a two year rotational basis;
- (3) An economic development representative nominated by the primary economic development agency of any of the four counties;
- (4) Vocational Rehabilitation representative nominated by the Dept. of Education or other rehabilitation agency;
- (5) Children and Families representative nominated by Florida Department of Children and Families, Sub-district encompassing Columbia, Dixie, Gilchrist, and Union Counties;
- (6) Representative nominated by the Senior Community Service Employment Program or other activity receiving funding under The Senior Community Service Employment Act;
- (7) A representative of organized labor one (1) as appointed by their respective labor organizations; and
- (8) A Community/faith-based/Veterans organizations;

7. Quorum and Voting

At all meetings of the Consortium a majority of the total current membership of the consortium shall

comprise 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 majority vote of the members.

8. 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 WIA, it being the intent, hereof, that all funding of WIA shall be accomplished entirely by grants pursuant to WIA and any other available State or Federal grants.

9. Duration of Agreement

This Agreement shall have the duration equal to the period that the RWB designation remains in effect for the geographical area identified herein. Any parties to this agreement may withdraw from this Agreement by passing a resolution to such effect and providing thirty (30) days written notice to the other parties to this Agreement.

10. Conflict Resolution

WIA mandates that a partnership exist that requires mutual agreement on certain matters. Any disputes between the partners to this Agreement shall be resolved by mutually satisfactory negotiation. It is understood that in accordance with WIA the failure to resolve any dispute to the mutual satisfaction of all parties regarding the FCWB's Board membership, submission of the Plan, or designation of an administrative entity/grant recipient shall result in forwarding of the unresolved matter to the Governor of the State of Florida for resolution.

11. Effective Date

This Agreement and any amendments hereto shall be effective between and among each county passing a resolution adopting this Agreement and any amendments thereto and upon filing said Resolution of Adoption and this Agreement and any amendments thereto with the Clerk of the Circuit Court in their respective county.

12. Amendment(s)

It is agreed that no modification, amendment or alteration of the terms or conditions contained

herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith.

13. Notice

Whenever a party desires to give notice unto the other, thirty (30) days notice must be given in writing sent by registered United States mail with Return Receipt Requested, addressed to the party for whom it is intended and the place last specified for giving such notice in compliance with the provisions of this paragraph. For the present, the parties designate the following as the respective place or giving notice to:

Columbia County

**Chairman, Columbia County
Commission
PO Box 1529
Lake City, Florida 32056-1829**

Dixie County

**Chairman, Dixie County Board of
County Commissioners
PO Box 2600
Cross City, Florida 32628**

Gilchrist County

**Chairman, Gilchrist County Board of
County Commissioners
PO Box 37
Trenton, Florida 32693**

Union County

**Chairman, Union County Board of
County Commissioners
15 NE 1st. Street
Lake Butler, Florida 32054**

14. Performance

The performance of Columbia, Dixie, Gilchrist and Union counties of any of their obligations under this Agreement shall be subject to and contingent upon the availability of funds.

15. Survivability

If one section, subsection or part of this Agreement is found to be invalid in its compliance with the enabling Florida Statute, or is contested and successfully challenged in a court of law or other legal forum, then in any said event only that section, subsection or part that has been affected by such proceedings shall be changed or deleted and the remainder of this Agreement shall maintain its full force and effect and shall remain legally binding on all parties hereto.

HSHT/General Rev. 7/15/15



MEMORANDUM OF AGREEMENT

16-10

BETWEEN

THE ABLE TRUST AND

CAREERSOURCE FLORIDA CROWN

This MEMORANDUM OF AGREEMENT ("Agreement"), by and between The Able Trust ("Foundation") and CareerSource Florida Crown ("Organization") takes effect on July 1st, 2015.

IT IS THEREFORE agreed between The Able Trust and CareerSource Florida Crown:

I. Purpose:

To fund the High School High Tech (HSHT) program in **Columbia County**, in the amount of Twenty-Two Thousand Dollars (\$22,000.00.) Funds disbursed are contingent upon the continuing availability of legislative funding and DVR contract approval. **Funding includes \$9,805 from The Able Trust and \$12,195 from the Florida Division of Vocational Rehabilitation appropriation for FY 2016.**

II. Scope of Work

A. Florida HSHT is designed to encourage students to pursue careers in the technical fields of science, technology, engineering and mathematics (STEM), but does not exclude other professional careers or artistic experience. The overall goals of Florida HSHT include:

1. Improving participation in education and vocational-related activities leading to increased employment opportunities for students with disabilities;
2. Increasing enrollment in postsecondary education/training, and
3. Increasing the graduation rate of students with disabilities

A general description of the HSHT program includes:

- Motivating students with all types of disabilities, ages 14-22 to graduate from high school and pursue their interests and potential in STEM-related careers
- Encouraging students interested in technology-related careers to aim for post-secondary education, degrees, and certificates in their chosen field
- Providing students with appropriate postsecondary (college/vocational and career planning) information and guidance based on current labor market information
- Enhancing life skills and opportunities for socialization
- Collaborating with business and industry to ensure students are acquiring competitive skills that are aligned with industry standards.

B. The Five Guideposts for Success:

The Guideposts for Success were developed in 2000 by the National Collaborative on Workforce and Disability for Youth and adapted by The Able Trust as the program structure for Florida HSHT. It is required that each local site incorporates activities that address all 5 Guideposts including:

Guidepost 1: School- Based Preparatory Experiences: This includes the activities and services undertaken by the youth while at the program site or collaborating education site such as a postsecondary education facility. The term “preparatory” is used to indicate the “getting ready” nature of the activities for the world of work experiences. Activities may include career assessments, interest inventories, independent living goals etc. It is presumed the preparatory experiences are conducted in a friendly and safe environment where youth feel accepted and nurtured by staff.

Guidepost 2: Career Preparation and Work-Based Learning Experiences: This includes activities that sequentially build work skills through on-the-job experiences including a structured internship (age and stage appropriate for student). Activities may include site visits and skill development workshops. In all cases the lessons learned during the work-based experiences should be reviewed back “home” in-program to ensure that youth are connecting what they are learning in school and in the program to what they are learning from the on-the-job experience.

Youth Development and Leadership: Every student should be exposed to personal leadership skills such as self-advocacy and self-determination as well as activities that build self-esteem, interpersonal skills, and teaming. Peer-centered activities promoting responsibility and other positive social behaviors are encouraged. Each student should have the opportunity to participate in a structured relationship with an adult such as informal/formal and individual/group mentoring. Based on a students’ interest, students should also be encouraged to take advantage of elite leadership opportunities such as the Youth Leadership Forum and student representation on Workforce Innovation and Opportunity Act (WIOA) Youth Councils and other advisory groups. Activities may occur during school or non-school hours as appropriate.

Connecting Activities: HSHT programs cannot be stand-alone efforts. It is necessary to connect with other institutions (e.g., sponsoring schools, postsecondary institutions, local workforce development organization, the services of the sponsoring organization and others) in order to provide the necessary support services for the student and to enrich the content of the program. The services listed are a mix of direct support and information about future needs such as independent living options. The arrangements will vary depending upon the needs of the student in the program.

Family Involvement & Supports: Family involvement is about promoting collaborative alliances with parents and families that will increase family participation in promoting the social, emotional, physical, academic, and occupational growth of youth, leading to improved post high school outcomes. Because of the diversity of family experiences and living situations in our current world, many youth require services and systems that recognize an expanded definition of “family”, which includes grandparents, relative caregivers, other relatives, non-relatives, and caring adults all of which takes into consideration unique cultural issues and practices. These

systems need to promote a supportive network of family members, peers, mentors, and/or significant adults to be included in all aspects of life planning for the young person.

C. DOE/Division of Vocational Rehabilitation Connection

Each potential HSHT student shall obtain an enrollment package which contains at a minimum the following materials or their updates:

- The DOE/DVR, *A Guide for School to Work Transition Service* information Pamphlet
- An overview of The Able Trust/*DVR Florida High School High Tech Program goals and services*
- Contact information for the DOE/DVR unit office in the student's respective area.

The HSHT Local Site Coordinator[s] will follow up regarding the student's interest and contact with DOE/DVR.

D. Florida HSHT Annual Training

The Program Coordinator must participate in the Florida HSHT Annual Training which will be held on October 7-9, 2015 in Orlando, Florida. During the training, programmatic and financial reporting requirements will be distributed and basic standards for program activities will be reviewed. In addition, Program Coordinators will learn about innovative statewide and national transition resources, The Able Trust youth programs and will share best practices, achievements and lessons learned. It is the responsibility of the Organization to designate travel funds for the Annual Training in its local budget.

III. Deliverables:

A. Program Operations

1. Recruitment and orientation of a minimum of fifteen (15) students to participate in the HSHT program. This enrollment goal should be reached by December 31, 2015 to assure adequate opportunity for the students to gain from the HSHT experience.
2. A release of information from each student used for educational or promotional purposes of The Able Trust programs.
3. An annual student recognition event. This event may be a Kickoff Event, End of the Year Celebration, Summer Internship Recognition or a combination event (i.e. Disability Employment Awareness Month Activities). The local Program Coordinator will provide written notification of the event to Foundation executive management at least 30 days prior to the event.
4. Reports of any changes in HSHT staff and top executive of the organization to Foundation executive management **within two business days** of occurrence.
5. Specific criteria for students to meet in order to receive an internship placement (i.e. to be considered **Internship Eligible**). Examples include: attending a minimum of 75% of yearly HSHT activities, participating in an internship orientation, and completing at least one job shadowing experience prior to receiving an internship placement. The number of internship eligible students will be reported to the Foundation by May 10, 2016.
6. An active Business Advisory Council (BAC) that includes a minimum of 50% membership from the private business community. The BAC will meet at least two times within the contract year, at a

3. Include the **total cost** of the HSHT Program associated with any additional Organization funds.
4. Name and contact information for person responsible for submitting the **fiscal report**:

Name: William Howard
Job title: Director of Finance
Telephone #: 386-755-9026 extension: 3221
Email: bwHoward@careerSourceFLCrown.com

Supervisor Name: _____
Supervisor Telephone#: _____ extension: _____
Supervisor Email: _____

Penalties: Non-performance of the above deliverables will result in the following penalties:

1. \$250 for each report not filed timely;
2. \$500 for non-attendance at the required annual program coordinators training;
3. Possible ineligibility for renewal consideration.

IV. Terms:

- A. This Agreement shall become effective upon budget approval and signing by both parties. The agreement will continue to be in effect for the FY unless terminated by either party upon thirty (30) days written notice to the other party at the stated address below. Further modifications, changes or amendments to this Agreement may be made by the Foundation and presented in writing and signed by the parties hereto.
- B. Compliance - The Foundation may perform on-site inspections of the project anytime during regular business hours or scheduled functions. The on-site visit may be completed by a board or staff member of the Foundation or any representative designated by the Foundation. The Foundation may conduct an audit of the project at any time during or after the completion of the project described in this Contract. Such audit shall include, but is not limited to financial records relating to the project funded and time/work completed on the project. Audits may include interviews with recipients of services.
- C. In the event of a breach of any promise, representation, warranty or agreement made by Organization under this Contract, or in the event that the Foundation believes that the Organization has not attempted to or cannot or will not complete the project described in its Grant Application, the Foundation shall be released from any and all obligation to provide the Funds or any undelivered portion thereof to the Organization. Upon any such occurrence, the Foundation shall be entitled to the immediate delivery of any unused funds by the Organization, as well as to the delivery of any personal property purchased with the funds by the Organization, and shall be entitled to pursue any other legal remedy available to it, resulting from the Organization's breach of this Contract.
- D. If any provision of this Agreement is amended by the parties, or held to be void or unenforceable in a court of competent jurisdiction, all other provisions shall remain in full force and effect.

V. Other Contract Conditions

- A. The Organization acknowledges that the Organization is not an agent or employee of the Foundation. The Organization agrees to indemnify and hold harmless the Foundation, its Board members and employees from any and all cost, loss, damage or expense (including reasonable

attorney's fees) which may occur by virtue of the Organization's implementation of the proposed project to the extent authorized by law and without waving any rights under the State of Florida Sovereign Immunity Statute, Chapter 768 F.S.

- B. The Organization will acknowledge existing Foundation grants and/or those that will operate concurrently to this grant prior to the execution of this Contract.

VI. Contract Service Dates: The awarded contract will be from **July 1, 2015 thru June 30, 2016**

VII. Payments

Three payments will be made. The first payment is scheduled for August 15, 2015 in the amount of \$11,000 and is dependent on a returned signed MOA by August 1, 2015 with completed items A thru H below.

The second payment is scheduled for April, 2016 in the amount of \$10,000 and is contingent upon utilization of the first payment, demonstrated with complete and timely fiscal reports, sufficient enrollment of students and completion of program activities for the first half of the program year.

The third payment in the amount of \$1,000 will be paid within 30 days of receipt of the final reports due on July 10, 2016.

All payments are made subject to continuation of State of Florida funding.

The Foundation shall not be required to deliver any of the funds to the Organization until the Organization has complied with each of the following requirement or conditions:

- A. Submission of a signed contract.
- B. Provision of a budget reflecting the use of awarded funds for the travel, food, lodging and other needs for implementing the HSHT Program according to the Guideposts of Success of the program. The submitted budget is subject to review and approval by the Foundation.
- C. Provision of the **total cost** of the HSHT Program associated with additional Organization funds for the Foundation's internal purposes.
- D. Provision of the resumes of the individuals delivering the HSHT Program to youth with disabilities and verification of employment eligibility of those individuals (USCIS Form I-9).
- E. Provision of a copy of the most recently filed audit or completed Internal Revenue Service form 990.
- F. Provision of an outline of proposed activities for the program year which includes two or more activities for each of the Five Guideposts and expected results. Provision of criteria for determining students Internship Eligible.
- G. Provision of a list of the Business Advisory Council membership, tentative meeting dates, and projected goals of the BAC for the program year.
- H. Provision of a description for how additional funds and resources will be developed and/or maintained to ensure program sustainability.

VIII. Insurance

During the Agreement, including any renewals and extension, the Organization shall maintain at its expense, insurance coverage of such types and with such terms and limits as may be reasonably associated with the Agreement. Evidence of such insurance shall be provided to the Foundation in

minimum. The meetings, memberships and activities must be described in the required quarterly progress report.

7. Internships for a minimum of 50% of **Internship Eligible** students on an annual basis, only two of which may be at the host organization of the HSHT site. Each internship must meet the following minimum standards:
 - a. 2 weeks in duration and ideally up to 6 weeks;
 - b. Average of 10 hours a week and ideally 20 hours per week;
 - c. May occur during the school year if part of Career and Technical Education or other job development program; and
 - d. Ideally, will be paid by an Organization stipend, the employer, CareerSource, DVR, or other similar program. Exceptions to the internship standards may be granted based on individual and/or extenuating circumstances with prior approval of executive management of the Foundation.
8. The opportunity for each active, enrolled student to participate in HSHT activities (i.e. workshops, group activities, site visits) or other events an **average** of two times per month for the contract year.
9. Graduation of 80% of all active, enrolled seniors.
10. Assistance, as requested by the Foundation, with exit interviews of HSHT graduating seniors.
11. Program sustainability through the pursuit of additional resources. Sustainability efforts will be reported in each quarterly report.
12. Appropriate use of logos (The Able Trust, Vocational Rehabilitation, and Florida HSHT) on all promotional and educational materials, updated as needed and consistent with guidelines provided by the Foundation.
13. Actively assisting Foundation in the distribution of communication materials from Foundation to students during the program year.

A. Reporting

The Organization must submit to the Foundation:

1. HSHT Enrollment forms for every student and alumni enrolled in the HSHT program submitted quarterly on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
2. Quarterly program reports to document comprehensive program services each quarter and quarterly finance reports, both due on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
3. Annual data at the end of the contract year including, but not limited to, outcome data of graduated seniors, number of students in the program, number of students obtaining an internship, number of students graduating from high school and/or advancing to the next grade level, number of students offered acceptance into college /vocational technical centers, number of students referred for Vocational Rehabilitation Services. End-of year updated contact list of all HSHT participants which includes name, address, email address, cell phone, and family contacts.
4. Supplemental materials with all quarterly, fiscal, and programmatic reports such as copies of receipts, invoices, salary paid, photographs and other listed materials.

B. Budget

1. The Organization must submit a budget for program expenses that totals at least \$22,000.
2. Florida DVR funds must be expended by June 30, 2016. All funds from the Foundation portion must be expended by July 31, 2016.

writing from the covering insurance company, within 30 days of the effective date of the Agreement.

The following types of insurance are required:

- A. Commercial General Liability Insurance
- B. Workers' Compensation
- C. Employer's Liability (100,000/100,000/500,000 as minimum limits)

IX. Project Management:

The Foundation and the Organization designate their respective representatives, identified below for coordination, communication, and management of the Project.

Foundation:

Program Support and Reporting including but not limited to: Enrollment Forms, Monthly Narratives, Quarterly Reports and Annual Data

Allison Chase The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
VP, Youth Programs Phone: 850-224-4493 allison@abletrust.org

Fiscal Reporting

Guenevere Crum The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
Senior VP Phone: 850-224-4493 guenevere@abletrust.org

CONTACT INFORMATION FOR ORGANIZATION:

Name: Elizabeth Wetherington Position: Project Coordinator HS/HT
Address: 1389 US Hwy 90 W, Suite 170, Lake City, FL 32055
Telephone: 386-755-9026 extension: 3122
Email: emwetherington@careersourceflcrown.com

Name: Robert Jones Position: Chief Executive
Address: 1389 US Hwy 90 W, Suite 170, Lake City, FL 32055
Telephone: 386-755-9026 extension: 3222
Email: rljones@careersourceflcrown.com

X. This Agreement is non-transferable by Organization unless agreed in writing by Foundation.

IN WITNESS WHEREOF, the parties have signed this Memorandum of Agreement on the dates set forth below.

The Able Trust

By: Susanne F. Homant
Susanne F. Homant, President & CEO

Date: 8/7/15

Organization

By: Robert Jones
Title: Executive Director

Date: 7/29/15



MEMORANDUM OF AGREEMENT
16-11
BETWEEN
THE ABLE TRUST AND
CAREERSOURCE FLORIDA CROWN

This MEMORANDUM OF AGREEMENT ("Agreement"), by and between The Able Trust ("Foundation") and CareerSource Florida Crown ("Organization") takes effect on July 1st, 2015.

IT IS THEREFORE agreed between The Able Trust and CareerSource Florida Crown:

I. Purpose:

To fund the High School High Tech (HSHT) program in Dixie County, in the amount of Twenty-Two Thousand Dollars (\$22,000.00.) Funds disbursed are contingent upon the continuing availability of legislative funding and DVR contract approval. **Funding includes \$9,805 from The Able Trust and \$12,195 from the Florida Division of Vocational Rehabilitation appropriation for FY 2016.**

II. Scope of Work

A. Florida HSHT is designed to encourage students to pursue careers in the technical fields of science, technology, engineering and mathematics (STEM), but does not exclude other professional careers or artistic experience. The overall goals of Florida HSHT include:

1. Improving participation in education and vocational-related activities leading to increased employment opportunities for students with disabilities;
2. Increasing enrollment in postsecondary education/training, and
3. Increasing the graduation rate of students with disabilities

A general description of the HSHT program includes:

- Motivating students with all types of disabilities, ages 14-22 to graduate from high school and pursue their interests and potential in STEM-related careers
- Encouraging students interested in technology-related careers to aim for post-secondary education, degrees, and certificates in their chosen field
- Providing students with appropriate postsecondary (college/vocational and career planning) information and guidance based on current labor market information
- Enhancing life skills and opportunities for socialization
- Collaborating with business and industry to ensure students are acquiring competitive skills that are aligned with industry standards.

B. The Five Guideposts for Success:

The Guideposts for Success were developed in 2000 by the National Collaborative on Workforce and Disability for Youth and adapted by The Able Trust as the program structure for Florida HSHT. It is required that each local site incorporates activities that address all 5 Guideposts including:

Guidepost 1: School- Based Preparatory Experiences: This includes the activities and services undertaken by the youth while at the program site or collaborating education site such as a postsecondary education facility. The term “preparatory” is used to indicate the “getting ready” nature of the activities for the world of work experiences. Activities may include career assessments, interest inventories, independent living goals etc. It is presumed the preparatory experiences are conducted in a friendly and safe environment where youth feel accepted and nurtured by staff.

Guidepost 2: Career Preparation and Work-Based Learning Experiences: This includes activities that sequentially build work skills through on-the-job experiences including a structured internship (age and stage appropriate for student). Activities may include site visits and skill development workshops. In all cases the lessons learned during the work-based experiences should be reviewed back “home” in-program to ensure that youth are connecting what they are learning in school and in the program to what they are learning from the on-the-job experience.

Youth Development and Leadership: Every student should be exposed to personal leadership skills such as self-advocacy and self-determination as well as activities that build self-esteem, interpersonal skills, and teaming. Peer-centered activities promoting responsibility and other positive social behaviors are encouraged. Each student should have the opportunity to participate in a structured relationship with an adult such as informal/formal and individual/group mentoring. Based on a student's interest, students should also be encouraged to take advantage of elite leadership opportunities such as the Youth Leadership Forum and student representation on Workforce Innovation and Opportunity Act (WIOA) Youth Councils and other advisory groups. Activities may occur during school or non-school hours as appropriate.

Connecting Activities: HSHT programs cannot be stand-alone efforts. It is necessary to connect with other institutions (e.g., sponsoring schools, postsecondary institutions, local workforce development organization, the services of the sponsoring organization and others) in order to provide the necessary support services for the student and to enrich the content of the program. The services listed are a mix of direct support and information about future needs such as independent living options. The arrangements will vary depending upon the needs of the student in the program.

Family Involvement & Supports: Family involvement is about promoting collaborative alliances with parents and families that will increase family participation in promoting the social, emotional, physical, academic, and occupational growth of youth, leading to improved post high school outcomes. Because of the diversity of family experiences and living situations in our current world, many youth require services and systems that recognize an expanded definition of “family”, which includes grandparents, relative caregivers, other relatives, non-relatives, and caring adults all of which takes into consideration unique cultural issues and practices. These

systems need to promote a supportive network of family members, peers, mentors, and/or significant adults to be included in all aspects of life planning for the young person.

C. DOE/Division of Vocational Rehabilitation Connection

Each potential HSHT student shall obtain an enrollment package which contains at a minimum the following materials or their updates:

- The DOE/DVR, *A Guide for School to Work Transition Service* information Pamphlet
- An overview of The Able Trust/*DVR Florida High School High Tech Program goals and services*
- Contact information for the DOE/DVR unit office in the student's respective area.

The HSHT Local Site Coordinator[s] will follow up regarding the student's interest and contact with DOE/DVR.

D. Florida HSHT Annual Training

The Program Coordinator must participate in the Florida HSHT Annual Training which will be held on October 7-9, 2015 in Orlando, Florida. During the training, programmatic and financial reporting requirements will be distributed and basic standards for program activities will be reviewed. In addition, Program Coordinators will learn about innovative statewide and national transition resources, The Able Trust youth programs and will share best practices, achievements and lessons learned. It is the responsibility of the Organization to designate travel funds for the Annual Training in its local budget.

III. Deliverables:

A. Program Operations

1. Recruitment and orientation of a minimum of fifteen (15) students to participate in the HSHT program. This enrollment goal should be reached by December 31, 2015 to assure adequate opportunity for the students to gain from the HSHT experience.
2. A release of information from each student used for educational or promotional purposes of The Able Trust programs.
3. An annual student recognition event. This event may be a Kickoff Event, End of the Year Celebration, Summer Internship Recognition or a combination event (i.e. Disability Employment Awareness Month Activities). The local Program Coordinator will provide written notification of the event to Foundation executive management at least **30 days** prior to the event.
4. Reports of any changes in HSHT staff and top executive of the organization to Foundation executive management **within two business days** of occurrence.
5. Specific criteria for students to meet in order to receive an internship placement (i.e. to be considered **Internship Eligible**). Examples include: attending a minimum of 75% of yearly HSHT activities, participating in an internship orientation, and completing at least one job shadowing experience prior to receiving an internship placement. The number of internship eligible students will be reported to the Foundation by May 10, 2016.
6. An active Business Advisory Council (BAC) that includes a minimum of 50% membership from the private business community. The BAC will meet at least two times within the contract year, at a

- minimum. The meetings, memberships and activities must be described in the required quarterly progress report.
7. Internships for a minimum of 50% of **Internship Eligible** students on an annual basis, only two of which may be at the host organization of the HSHT site. Each internship must meet the following minimum standards:
 - a. 2 weeks in duration and ideally up to 6 weeks;
 - b. Average of 10 hours a week and ideally 20 hours per week;
 - c. May occur during the school year if part of Career and Technical Education or other job development program; and
 - d. Ideally, will be paid by an Organization stipend, the employer, CareerSource, DVR, or other similar program. Exceptions to the internship standards may be granted based on individual and/or extenuating circumstances with prior approval of executive management of the Foundation.
 8. The opportunity for each active, enrolled student to participate in HSHT activities (i.e. workshops, group activities, site visits) or other events an **average** of two times per month for the contract year.
 9. Graduation of 80% of all active, enrolled seniors.
 10. Assistance, as requested by the Foundation, with exit interviews of HSHT graduating seniors.
 11. Program sustainability through the pursuit of additional resources. Sustainability efforts will be reported in each quarterly report.
 12. Appropriate use of logos (The Able Trust, Vocational Rehabilitation, and Florida HSHT) on all promotional and educational materials, updated as needed and consistent with guidelines provided by the Foundation.
 13. Actively assisting Foundation in the distribution of communication materials from Foundation to students during the program year.

A. Reporting

The Organization must submit to the Foundation:

1. HSHT Enrollment forms for every student and alumni enrolled in the HSHT program submitted quarterly on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
2. Quarterly program reports to document comprehensive program services each quarter and quarterly finance reports, both due on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
3. Annual data at the end of the contract year including, but not limited to, outcome data of graduated seniors, number of students in the program, number of students obtaining an internship, number of students graduating from high school and/or advancing to the next grade level, number of students offered acceptance into college /vocational technical centers, number of students referred for Vocational Rehabilitation Services. End-of year updated contact list of all HSHT participants which includes name, address, email address, cell phone, and family contacts.
4. Supplemental materials with all quarterly, fiscal, and programmatic reports such as copies of receipts, invoices, salary paid, photographs and other listed materials.

B. Budget

1. The Organization must submit a budget for program expenses that totals at least \$22,000.
2. Florida DVR funds must be expended by June 30, 2016. All funds from the Foundation portion must be expended by July 31, 2016.

3. Include the total cost of the HSH Program associated with any additional Organization funds.
4. Name and contact information for person responsible for submitting the fiscal report:

Name: William Howard
Job title: Director of Finance
Telephone #: 386-755-9026 extension: 3221
Email: whoward@careersourceflcrown.com

Supervisor Name: _____
Supervisor Telephone#: _____ extension: _____
Supervisor Email: _____

Penalties: Non-performance of the above deliverables will result in the following penalties:

1. \$250 for each report not filed timely;
2. \$500 for non-attendance at the required annual program coordinators training;
3. Possible ineligibility for renewal consideration.

IV. Terms:

- A. This Agreement shall become effective upon budget approval and signing by both parties. The agreement will continue to be in effect for the FY unless terminated by either party upon thirty (30) days written notice to the other party at the stated address below. Further modifications, changes or amendments to this Agreement may be made by the Foundation and presented in writing and signed by the parties hereto.
- B. Compliance - The Foundation may perform on-site inspections of the project anytime during regular business hours or scheduled functions. The on-site visit may be completed by a board or staff member of the Foundation or any representative designated by the Foundation. The Foundation may conduct an audit of the project at any time during or after the completion of the project described in this Contract. Such audit shall include, but is not limited to financial records relating to the project funded and time/work completed on the project. Audits may include interviews with recipients of services.
- C. In the event of a breach of any promise, representation, warranty or agreement made by Organization under this Contract, or in the event that the Foundation believes that the Organization has not attempted to or cannot or will not complete the project described in its Grant Application, the Foundation shall be released from any and all obligation to provide the Funds or any undelivered portion thereof to the Organization. Upon any such occurrence, the Foundation shall be entitled to the immediate delivery of any unused funds by the Organization, as well as to the delivery of any personal property purchased with the funds by the Organization, and shall be entitled to pursue any other legal remedy available to it, resulting from the Organization's breach of this Contract.
- D. If any provision of this Agreement is amended by the parties, or held to be void or unenforceable in a court of competent jurisdiction, all other provisions shall remain in full force and effect.

V. Other Contract Conditions

- A. The Organization acknowledges that the Organization is not an agent or employee of the Foundation. The Organization agrees to indemnify and hold harmless the Foundation, its Board members and employees from any and all cost, loss, damage or expense (including reasonable

attorney's fees) which may occur by virtue of the Organization's implementation of the proposed project to the extent authorized by law and without waving any rights under the State of Florida Sovereign Immunity Statute, Chapter 768 F.S.

- B. The Organization will acknowledge existing Foundation grants and/or those that will operate concurrently to this grant prior to the execution of this Contract.

VI. Contract Service Dates: The awarded contract will be from **July 1, 2015 thru June 30, 2016**

VII. Payments

Three payments will be made. The first payment is scheduled for August 15, 2015 in the amount of \$11,000 and is dependent on a returned signed MOA by August 1, 2015 with completed items A thru H below.

The second payment is scheduled for April, 2016 in the amount of \$10,000 and is contingent upon utilization of the first payment, demonstrated with complete and timely fiscal reports, sufficient enrollment of students and completion of program activities for the first half of the program year.

The third payment in the amount of \$1,000 will be paid within 30 days of receipt of the final reports due on July 10, 2016.

All payments are made subject to continuation of State of Florida funding.

The Foundation shall not be required to deliver any of the funds to the Organization until the Organization has complied with each of the following requirement or conditions:

- A. Submission of a signed contract.
- B. Provision of a budget reflecting the use of awarded funds for the travel, food, lodging and other needs for implementing the HSHT Program according to the Guideposts of Success of the program. The submitted budget is subject to review and approval by the Foundation.
- C. Provision of the **total cost** of the HSHT Program associated with additional Organization funds for the Foundation's internal purposes.
- D. Provision of the resumes of the individuals delivering the HSHT Program to youth with disabilities and verification of employment eligibility of those individuals (USCIS Form I-9).
- E. Provision of a copy of the most recently filed audit or completed Internal Revenue Service form 990.
- F. Provision of an outline of proposed activities for the program year which includes two or more activities for each of the Five Guideposts and expected results. Provision of criteria for determining students Internship Eligible.
- G. Provision of a list of the Business Advisory Council membership, tentative meeting dates, and projected goals of the BAC for the program year.
- H. Provision of a description for how additional funds and resources will be developed and/or maintained to ensure program sustainability.

VIII. Insurance

During the Agreement, including any renewals and extension, the Organization shall maintain at its expense, insurance coverage of such types and with such terms and limits as may be reasonably associated with the Agreement. Evidence of such insurance shall be provided to the Foundation in

writing from the covering insurance company, within 30 days of the effective date of the Agreement.

The following types of insurance are required:

- A. Commercial General Liability Insurance
- B. Workers' Compensation
- C. Employer's Liability (100,000/100,000/500,000 as minimum limits)

IX. Project Management:

The Foundation and the Organization designate their respective representatives, identified below for coordination, communication, and management of the Project.

Foundation:

Program Support and Reporting including but not limited to: Enrollment Forms, Monthly Narratives, Quarterly Reports and Annual Data

Allison Chase	The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
VP, Youth Programs	Phone: 850-224-4493 allison@abletrust.org

Fiscal Reporting

Guenevere Crum	The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
Senior VP	Phone: 850-224-4493 guenevere@abletrust.org

CONTACT INFORMATION FOR ORGANIZATION:

Name: Elizabeth Wetherington Position: Project Coordinator
 Address: 1389 US Hwy 90 W, Suite 170, Lake City, FL 32055
 Telephone: 386-755-9026 extension: 3132
 Email: emwetherington@careersourceflcrown.com

Name: Robert Jones Position: Chief Executive
 Address: 1389 US Hwy 90 W, Suite 170, Lake City, FL 32055
 Telephone: 386-755-9026 extension: 3022
 Email: rljones@careersourceflcrown.com

X. This Agreement is non-transferable by Organization unless agreed in writing by Foundation.

IN WITNESS WHEREOF, the parties have signed this Memorandum of Agreement on the dates set forth below.

The Able Trust

By: Susanne F. Homant
 Susanne F. Homant, President & CEO

Date: 8/7/15

Organization

By: Robert Jones
 Title: Executive Director

Date: 7/29/15



MEMORANDUM OF AGREEMENT

16-14

BETWEEN

THE ABLE TRUST AND

CAREERSOURCE FLORIDA CROWN

This MEMORANDUM OF AGREEMENT ("Agreement"), by and between The Able Trust ("Foundation") and CareerSource Florida Crown ("Organization") takes effect on July 1st, 2015.

IT IS THEREFORE agreed between The Able Trust and CareerSource Florida Crown:

I. Purpose:

To fund the High School High Tech (HSHT) program in Gilchrist County, in the amount of Twenty-Two Thousand Dollars (\$22,000.00.) Funds disbursed are contingent upon the continuing availability of legislative funding and DVR contract approval. **Funding includes \$9,805 from The Able Trust and \$12,195 from the Florida Division of Vocational Rehabilitation appropriation for FY 2016.**

II. Scope of Work

A. Florida HSHT is designed to encourage students to pursue careers in the technical fields of science, technology, engineering and mathematics (STEM), but does not exclude other professional careers or artistic experience. The overall goals of Florida HSHT include:

1. Improving participation in education and vocational-related activities leading to increased employment opportunities for students with disabilities;
2. Increasing enrollment in postsecondary education/training, and
3. Increasing the graduation rate of students with disabilities

A general description of the HSHT program includes:

- Motivating students with all types of disabilities, ages 14-22 to graduate from high school and pursue their interests and potential in STEM-related careers
- Encouraging students interested in technology-related careers to aim for post-secondary education, degrees, and certificates in their chosen field
- Providing students with appropriate postsecondary (college/vocational and career planning) information and guidance based on current labor market information
- Enhancing life skills and opportunities for socialization
- Collaborating with business and industry to ensure students are acquiring competitive skills that are aligned with industry standards.

- minimum. The meetings, memberships and activities must be described in the required quarterly progress report.
7. Internships for a minimum of 50% of **Internship Eligible** students on an annual basis, only two of which may be at the host organization of the HSHT site. Each internship must meet the following minimum standards:
 - a. 2 weeks in duration and ideally up to 6 weeks;
 - b. Average of 10 hours a week and ideally 20 hours per week;
 - c. May occur during the school year if part of Career and Technical Education or other job development program; and
 - d. Ideally, will be paid by an Organization stipend, the employer, CareerSource, DVR, or other similar program. Exceptions to the internship standards may be granted based on individual and/or extenuating circumstances with prior approval of executive management of the Foundation.
 8. The opportunity for each active, enrolled student to participate in HSHT activities (i.e. workshops, group activities, site visits) or other events an **average** of two times per month for the contract year.
 9. Graduation of 80% of all active, enrolled seniors.
 10. Assistance, as requested by the Foundation, with exit interviews of HSHT graduating seniors.
 11. Program sustainability through the pursuit of additional resources. Sustainability efforts will be reported in each quarterly report.
 12. Appropriate use of logos (The Able Trust, Vocational Rehabilitation, and Florida HSHT) on all promotional and educational materials, updated as needed and consistent with guidelines provided by the Foundation.
 13. Actively assisting Foundation in the distribution of communication materials from Foundation to students during the program year.

A. Reporting

The Organization must submit to the Foundation:

1. HSHT Enrollment forms for every student and alumni enrolled in the HSHT program submitted quarterly on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
2. Quarterly program reports to document comprehensive program services each quarter and quarterly finance reports, both due on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
3. Annual data at the end of the contract year including, but not limited to, outcome data of graduated seniors, number of students in the program, number of students obtaining an internship, number of students graduating from high school and/or advancing to the next grade level, number of students offered acceptance into college /vocational technical centers, number of students referred for Vocational Rehabilitation Services. End-of year updated contact list of all HSHT participants which includes name, address, email address, cell phone, and family contacts.
4. Supplemental materials with all quarterly, fiscal, and programmatic reports such as copies of receipts, invoices, salary paid, photographs and other listed materials.

B. Budget

1. The Organization must submit a budget for program expenses that totals at least \$22,000.
2. Florida DVR funds must be expended by June 30, 2016. All funds from the Foundation portion must be expended by July 31, 2016.

B. The Five Guideposts for Success:

The Guideposts for Success were developed in 2000 by the National Collaborative on Workforce and Disability for Youth and adapted by The Able Trust as the program structure for Florida HSHT. It is required that each local site incorporates activities that address all 5 Guideposts including:

Guidepost 1: School- Based Preparatory Experiences: This includes the activities and services undertaken by the youth while at the program site or collaborating education site such as a postsecondary education facility. The term “preparatory” is used to indicate the “getting ready” nature of the activities for the world of work experiences. Activities may include career assessments, interest inventories, independent living goals etc. It is presumed the preparatory experiences are conducted in a friendly and safe environment where youth feel accepted and nurtured by staff.

Guidepost 2: Career Preparation and Work-Based Learning Experiences: This includes activities that sequentially build work skills through on-the-job experiences including a structured internship (age and stage appropriate for student). Activities may include site visits and skill development workshops. In all cases the lessons learned during the work-based experiences should be reviewed back “home” in-program to ensure that youth are connecting what they are learning in school and in the program to what they are learning from the on-the-job experience.

Youth Development and Leadership: Every student should be exposed to personal leadership skills such as self-advocacy and self-determination as well as activities that build self-esteem, interpersonal skills, and teaming. Peer-centered activities promoting responsibility and other positive social behaviors are encouraged. Each student should have the opportunity to participate in a structured relationship with an adult such as informal/formal and individual/group mentoring. Based on a students’ interest, students should also be encouraged to take advantage of elite leadership opportunities such as the Youth Leadership Forum and student representation on Workforce Innovation and Opportunity Act (WIOA) Youth Councils and other advisory groups. Activities may occur during school or non-school hours as appropriate.

Connecting Activities: HSHT programs cannot be stand-alone efforts. It is necessary to connect with other institutions (e.g., sponsoring schools, postsecondary institutions, local workforce development organization, the services of the sponsoring organization and others) in order to provide the necessary support services for the student and to enrich the content of the program. The services listed are a mix of direct support and information about future needs such as independent living options. The arrangements will vary depending upon the needs of the student in the program.

Family Involvement & Supports: Family involvement is about promoting collaborative alliances with parents and families that will increase family participation in promoting the social, emotional, physical, academic, and occupational growth of youth, leading to improved post high school outcomes. Because of the diversity of family experiences and living situations in our current world, many youth require services and systems that recognize an expanded definition of “family”, which includes grandparents, relative caregivers, other relatives, non-relatives, and caring adults all of which takes into consideration unique cultural issues and practices. These

systems need to promote a supportive network of family members, peers, mentors, and/or significant adults to be included in all aspects of life planning for the young person.

C. DOE/Division of Vocational Rehabilitation Connection

Each potential HSHT student shall obtain an enrollment package which contains at a minimum the following materials or their updates:

- The DOE/DVR, *A Guide for School to Work Transition Service* information Pamphlet
- An overview of The Able Trust/*DVR Florida High School High Tech Program goals and services*
- Contact information for the DOE/DVR unit office in the student's respective area.

The HSHT Local Site Coordinator[s] will follow up regarding the student's interest and contact with DOE/DVR.

D. Florida HSHT Annual Training

The Program Coordinator must participate in the Florida HSHT Annual Training which will be held on October 7-9, 2015 in Orlando, Florida. During the training, programmatic and financial reporting requirements will be distributed and basic standards for program activities will be reviewed. In addition, Program Coordinators will learn about innovative statewide and national transition resources, The Able Trust youth programs and will share best practices, achievements and lessons learned. It is the responsibility of the Organization to designate travel funds for the Annual Training in its local budget.

III. Deliverables:

A. Program Operations

1. Recruitment and orientation of a minimum of fifteen (15) students to participate in the HSHT program. This enrollment goal should be reached by December 31, 2015 to assure adequate opportunity for the students to gain from the HSHT experience.
2. A release of information from each student used for educational or promotional purposes of The Able Trust programs.
3. An annual student recognition event. This event may be a Kickoff Event, End of the Year Celebration, Summer Internship Recognition or a combination event (i.e. Disability Employment Awareness Month Activities). The local Program Coordinator will provide written notification of the event to Foundation executive management at least **30 days** prior to the event.
4. Reports of any changes in HSHT staff and top executive of the organization to Foundation executive management **within two business days** of occurrence.
5. Specific criteria for students to meet in order to receive an internship placement (i.e. to be considered **Internship Eligible**). Examples include: attending a minimum of 75% of yearly HSHT activities, participating in an internship orientation, and completing at least one job shadowing experience prior to receiving an internship placement. The number of internship eligible students will be reported to the Foundation by May 10, 2016.
6. An active Business Advisory Council (BAC) that includes a minimum of 50% membership from the private business community. The BAC will meet at least two times within the contract year, at a

3. Include the total cost of the HSH Program associated with any additional Organization funds.
4. Name and contact information for person responsible for submitting the fiscal report:

Name: William Howard
Job title: Director of Finance
Telephone #: 386-755-9036 extension: 3221
Email: bwhoward@career-source-flcrown.com

Supervisor Name: _____
Supervisor Telephone#: _____ extension: _____
Supervisor Email: _____

Penalties: Non-performance of the above deliverables will result in the following penalties:

1. \$250 for each report not filed timely;
2. \$500 for non-attendance at the required annual program coordinators training;
3. Possible ineligibility for renewal consideration.

IV. Terms:

- A. This Agreement shall become effective upon budget approval and signing by both parties. The agreement will continue to be in effect for the FY unless terminated by either party upon thirty (30) days written notice to the other party at the stated address below. Further modifications, changes or amendments to this Agreement may be made by the Foundation and presented in writing and signed by the parties hereto.
- B. Compliance - The Foundation may perform on-site inspections of the project anytime during regular business hours or scheduled functions. The on-site visit may be completed by a board or staff member of the Foundation or any representative designated by the Foundation. The Foundation may conduct an audit of the project at any time during or after the completion of the project described in this Contract. Such audit shall include, but is not limited to financial records relating to the project funded and time/work completed on the project. Audits may include interviews with recipients of services.
- C. In the event of a breach of any promise, representation, warranty or agreement made by Organization under this Contract, or in the event that the Foundation believes that the Organization has not attempted to or cannot or will not complete the project described in its Grant Application, the Foundation shall be released from any and all obligation to provide the Funds or any undelivered portion thereof to the Organization. Upon any such occurrence, the Foundation shall be entitled to the immediate delivery of any unused funds by the Organization, as well as to the delivery of any personal property purchased with the funds by the Organization, and shall be entitled to pursue any other legal remedy available to it, resulting from the Organization's breach of this Contract.
- D. If any provision of this Agreement is amended by the parties, or held to be void or unenforceable in a court of competent jurisdiction, all other provisions shall remain in full force and effect.

V. Other Contract Conditions

- A. The Organization acknowledges that the Organization is not an agent or employee of the Foundation. The Organization agrees to indemnify and hold harmless the Foundation, its Board members and employees from any and all cost, loss, damage or expense (including reasonable

attorney's fees) which may occur by virtue of the Organization's implementation of the proposed project to the extent authorized by law and without waiving any rights under the State of Florida Sovereign Immunity Statute, Chapter 768 F.S.

- B. The Organization will acknowledge existing Foundation grants and/or those that will operate concurrently to this grant prior to the execution of this Contract.

VI. Contract Service Dates: The awarded contract will be from **July 1, 2015 thru June 30, 2016**

VII. Payments

Three payments will be made. The first payment is scheduled for August 15, 2015 in the amount of \$11,000 and is dependent on a returned signed MOA by August 1, 2015 with completed items A thru H below.

The second payment is scheduled for April, 2016 in the amount of \$10,000 and is contingent upon utilization of the first payment, demonstrated with complete and timely fiscal reports, sufficient enrollment of students and completion of program activities for the first half of the program year.

The third payment in the amount of \$1,000 will be paid within 30 days of receipt of the final reports due on July 10, 2016.

All payments are made subject to continuation of State of Florida funding.

The Foundation shall not be required to deliver any of the funds to the Organization until the Organization has complied with each of the following requirement or conditions:

- A. Submission of a signed contract.
- B. Provision of a budget reflecting the use of awarded funds for the travel, food, lodging and other needs for implementing the HSHT Program according to the Guideposts of Success of the program. The submitted budget is subject to review and approval by the Foundation.
- C. Provision of the total cost of the HSHT Program associated with additional Organization funds for the Foundation's internal purposes.
- D. Provision of the resumes of the individuals delivering the HSHT Program to youth with disabilities and verification of employment eligibility of those individuals (USCIS Form I-9).
- E. Provision of a copy of the most recently filed audit or completed Internal Revenue Service form 990.
- F. Provision of an outline of proposed activities for the program year which includes two or more activities for each of the Five Guideposts and expected results. Provision of criteria for determining students Internship Eligible.
- G. Provision of a list of the Business Advisory Council membership, tentative meeting dates, and projected goals of the BAC for the program year.
- H. Provision of a description for how additional funds and resources will be developed and/or maintained to ensure program sustainability.

VIII. Insurance

During the Agreement, including any renewals and extension, the Organization shall maintain at its expense, insurance coverage of such types and with such terms and limits as may be reasonably associated with the Agreement. Evidence of such insurance shall be provided to the Foundation in

writing from the covering insurance company, within 30 days of the effective date of the Agreement. The following types of insurance are required:

- A. Commercial General Liability Insurance
- B. Workers' Compensation
- C. Employer's Liability (100,000/100,000/500,000 as minimum limits)

IX. Project Management:

The Foundation and the Organization designate their respective representatives, identified below for coordination, communication, and management of the Project.

Foundation:

Program Support and Reporting including but not limited to: Enrollment Forms, Monthly Narratives, Quarterly Reports and Annual Data

Allison Chase The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
 VP, Youth Programs Phone: 850-224-4493 allison@abletrust.org

Fiscal Reporting

Guenevere Crum The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
 Senior VP Phone: 850-224-4493 guenevere@abletrust.org

CONTACT INFORMATION FOR ORGANIZATION:

Name: Elizabeth Wetherington Position: Project Coordinator
 Address: 1389 US Hwy 90 W, Suite 170, Lake City, FL 32055
 Telephone: 386-755-9036 extension: 3132
 Email: emwetherington@careersourceflcrown.com

Name: Robert Jones Position: Chief Executive
 Address: 1389 US Hwy 90 W, Suite 170, Lake City, FL 32055
 Telephone: 386-755-9036 extension: 3222
 Email: rljones@careersourceflcrown.com

X. This Agreement is non-transferable by Organization unless agreed in writing by Foundation.

IN WITNESS WHEREOF, the parties have signed this Memorandum of Agreement on the dates set forth below.

The Able Trust

By: Susanne F. Homant
 Susanne F. Homant, President & CEO

Date: 8/7/15

Organization

By: Robert Jones
 Title: Executive Director

Date: 7/29/15



MEMORANDUM OF AGREEMENT
16-34
BETWEEN
THE ABLE TRUST AND
CAREERSOURCE FLORIDA CROWN

This MEMORANDUM OF AGREEMENT ("Agreement"), by and between The Able Trust ("Foundation") and CareerSource Florida Crown ("Organization") takes effect on July 1st, 2015.

IT IS THEREFORE agreed between The Able Trust and CareerSource Florida Crown:

I. Purpose:

To fund the High School High Tech (HSHT) program in Union County, in the amount of Twenty-Two Thousand Dollars (\$22,000.00.) Funds disbursed are contingent upon the continuing availability of legislative funding and DVR contract approval. **Funding includes \$9,805 from The Able Trust and \$12,195 from the Florida Division of Vocational Rehabilitation appropriation for FY 2016.**

II. Scope of Work

A. Florida HSHT is designed to encourage students to pursue careers in the technical fields of science, technology, engineering and mathematics (STEM), but does not exclude other professional careers or artistic experience. The overall goals of Florida HSHT include:

1. Improving participation in education and vocational-related activities leading to increased employment opportunities for students with disabilities;
2. Increasing enrollment in postsecondary education/training, and
3. Increasing the graduation rate of students with disabilities

A general description of the HSHT program includes:

- Motivating students with all types of disabilities, ages 14-22 to graduate from high school and pursue their interests and potential in STEM-related careers
- Encouraging students interested in technology-related careers to aim for post-secondary education, degrees, and certificates in their chosen field
- Providing students with appropriate postsecondary (college/vocational and career planning) information and guidance based on current labor market information
- Enhancing life skills and opportunities for socialization
- Collaborating with business and industry to ensure students are acquiring competitive skills that are aligned with industry standards.

B. The Five Guideposts for Success:

The Guideposts for Success were developed in 2000 by the National Collaborative on Workforce and Disability for Youth and adapted by The Able Trust as the program structure for Florida HSHT. It is required that each local site incorporates activities that address all 5 Guideposts including:

Guidepost 1: School- Based Preparatory Experiences: This includes the activities and services undertaken by the youth while at the program site or collaborating education site such as a postsecondary education facility. The term “preparatory” is used to indicate the “getting ready” nature of the activities for the world of work experiences. Activities may include career assessments, interest inventories, independent living goals etc. It is presumed the preparatory experiences are conducted in a friendly and safe environment where youth feel accepted and nurtured by staff.

Guidepost 2: Career Preparation and Work-Based Learning Experiences: This includes activities that sequentially build work skills through on-the-job experiences including a structured internship (age and stage appropriate for student). Activities may include site visits and skill development workshops. In all cases the lessons learned during the work-based experiences should be reviewed back “home” in-program to ensure that youth are connecting what they are learning in school and in the program to what they are learning from the on-the-job experience.

Youth Development and Leadership: Every student should be exposed to personal leadership skills such as self-advocacy and self-determination as well as activities that build self-esteem, interpersonal skills, and teaming. Peer-centered activities promoting responsibility and other positive social behaviors are encouraged. Each student should have the opportunity to participate in a structured relationship with an adult such as informal/formal and individual/group mentoring. Based on a students’ interest, students should also be encouraged to take advantage of elite leadership opportunities such as the Youth Leadership Forum and student representation on Workforce Innovation and Opportunity Act (WIOA) Youth Councils and other advisory groups. Activities may occur during school or non-school hours as appropriate.

Connecting Activities: HSHT programs cannot be stand-alone efforts. It is necessary to connect with other institutions (e.g., sponsoring schools, postsecondary institutions, local workforce development organization, the services of the sponsoring organization and others) in order to provide the necessary support services for the student and to enrich the content of the program. The services listed are a mix of direct support and information about future needs such as independent living options. The arrangements will vary depending upon the needs of the student in the program.

Family Involvement & Supports: Family involvement is about promoting collaborative alliances with parents and families that will increase family participation in promoting the social, emotional, physical, academic, and occupational growth of youth, leading to improved post high school outcomes. Because of the diversity of family experiences and living situations in our current world, many youth require services and systems that recognize an expanded definition of “family”, which includes grandparents, relative caregivers, other relatives, non-relatives, and caring adults all of which takes into consideration unique cultural issues and practices. These

systems need to promote a supportive network of family members, peers, mentors, and/or significant adults to be included in all aspects of life planning for the young person.

C. DOE/Division of Vocational Rehabilitation Connection

Each potential HSHT student shall obtain an enrollment package which contains at a minimum the following materials or their updates:

- The DOE/DVR, *A Guide for School to Work Transition Service* information Pamphlet
- An overview of The Able Trust/*DVR Florida High School High Tech Program goals and services*
- Contact information for the DOE/DVR unit office in the student's respective area.

The HSHT Local Site Coordinator[s] will follow up regarding the student's interest and contact with DOE/DVR.

D. Florida HSHT Annual Training

The Program Coordinator must participate in the Florida HSHT Annual Training which will be held on October 7-9, 2015 in Orlando, Florida. During the training, programmatic and financial reporting requirements will be distributed and basic standards for program activities will be reviewed. In addition, Program Coordinators will learn about innovative statewide and national transition resources, The Able Trust youth programs and will share best practices, achievements and lessons learned. It is the responsibility of the Organization to designate travel funds for the Annual Training in its local budget.

III. **Deliverables:**

A. Program Operations

1. Recruitment and orientation of a minimum of fifteen (15) students to participate in the HSHT program. This enrollment goal should be reached by December 31, 2015 to assure adequate opportunity for the students to gain from the HSHT experience.
2. A release of information from each student used for educational or promotional purposes of The Able Trust programs.
3. An annual student recognition event. This event may be a Kickoff Event, End of the Year Celebration, Summer Internship Recognition or a combination event (i.e. Disability Employment Awareness Month Activities). The local Program Coordinator will provide written notification of the event to Foundation executive management at least **30 days** prior to the event.
4. Reports of any changes in HSHT staff and top executive of the organization to Foundation executive management **within two business days** of occurrence.
5. Specific criteria for students to meet in order to receive an internship placement (i.e. to be considered **Internship Eligible**). Examples include: attending a minimum of 75% of yearly HSHT activities, participating in an internship orientation, and completing at least one job shadowing experience prior to receiving an internship placement. The number of internship eligible students will be reported to the Foundation by May 10, 2016.
6. An active Business Advisory Council (BAC) that includes a minimum of 50% membership from the private business community. The BAC will meet at least two times within the contract year, at a

minimum. The meetings, memberships and activities must be described in the required quarterly progress report.

7. Internships for a minimum of 50% of **Internship Eligible** students on an annual basis, only two of which may be at the host organization of the HSHT site. Each internship must meet the following minimum standards:
 - a. 2 weeks in duration and ideally up to 6 weeks;
 - b. Average of 10 hours a week and ideally 20 hours per week;
 - c. May occur during the school year if part of Career and Technical Education or other job development program; and
 - d. Ideally, will be paid by an Organization stipend, the employer, CareerSource, DVR, or other similar program. Exceptions to the internship standards may be granted based on individual and/or extenuating circumstances with prior approval of executive management of the Foundation.
8. The opportunity for each active, enrolled student to participate in HSHT activities (i.e. workshops, group activities, site visits) or other events an **average** of two times per month for the contract year.
9. Graduation of 80% of all active, enrolled seniors.
10. Assistance, as requested by the Foundation, with exit interviews of HSHT graduating seniors.
11. Program sustainability through the pursuit of additional resources. Sustainability efforts will be reported in each quarterly report.
12. Appropriate use of logos (The Able Trust, Vocational Rehabilitation, and Florida HSHT) on all promotional and educational materials, updated as needed and consistent with guidelines provided by the Foundation.
13. Actively assisting Foundation in the distribution of communication materials from Foundation to students during the program year.

A. Reporting

The Organization must submit to the Foundation:

1. HSHT Enrollment forms for every student and alumni enrolled in the HSHT program submitted quarterly on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
2. Quarterly program reports to document comprehensive program services each quarter and quarterly finance reports, both due on October 10, 2014, January 10, 2015, April 10, 2015 and July 10, 2015.
3. Annual data at the end of the contract year including, but not limited to, outcome data of graduated seniors, number of students in the program, number of students obtaining an internship, number of students graduating from high school and/or advancing to the next grade level, number of students offered acceptance into college /vocational technical centers, number of students referred for Vocational Rehabilitation Services. End-of year updated contact list of all HSHT participants which includes name, address, email address, cell phone, and family contacts.
4. Supplemental materials with all quarterly, fiscal, and programmatic reports such as copies of receipts, invoices, salary paid, photographs and other listed materials.

B. Budget

1. The Organization must submit a budget for program expenses that totals at least \$22,000.
2. Florida DVR funds must be expended by June 30, 2016. All funds from the Foundation portion must be expended by July 31, 2016.

3. Include the total cost of the HSHT Program associated with any additional Organization funds.
4. Name and contact information for person responsible for submitting the fiscal report:

Name: William Howard
Job title: Director of Finance
Telephone #: 386-755-9026 extension: 3201
Email: whoward@careersourceflcrown.com

Supervisor Name: _____
Supervisor Telephone#: _____ extension: _____
Supervisor Email: _____

Penalties: Non-performance of the above deliverables will result in the following penalties:

1. \$250 for each report not filed timely;
2. \$500 for non-attendance at the required annual program coordinators training;
3. Possible ineligibility for renewal consideration.

IV. Terms:

- A. This Agreement shall become effective upon budget approval and signing by both parties. The agreement will continue to be in effect for the FY unless terminated by either party upon thirty (30) days written notice to the other party at the stated address below. Further modifications, changes or amendments to this Agreement may be made by the Foundation and presented in writing and signed by the parties hereto.
- B. Compliance - The Foundation may perform on-site inspections of the project anytime during regular business hours or scheduled functions. The on-site visit may be completed by a board or staff member of the Foundation or any representative designated by the Foundation. The Foundation may conduct an audit of the project at any time during or after the completion of the project described in this Contract. Such audit shall include, but is not limited to financial records relating to the project funded and time/work completed on the project. Audits may include interviews with recipients of services.
- C. In the event of a breach of any promise, representation, warranty or agreement made by Organization under this Contract, or in the event that the Foundation believes that the Organization has not attempted to or cannot or will not complete the project described in its Grant Application, the Foundation shall be released from any and all obligation to provide the Funds or any undelivered portion thereof to the Organization. Upon any such occurrence, the Foundation shall be entitled to the immediate delivery of any unused funds by the Organization, as well as to the delivery of any personal property purchased with the funds by the Organization, and shall be entitled to pursue any other legal remedy available to it, resulting from the Organization's breach of this Contract.
- D. If any provision of this Agreement is amended by the parties, or held to be void or unenforceable in a court of competent jurisdiction, all other provisions shall remain in full force and effect.

V. Other Contract Conditions

- A. The Organization acknowledges that the Organization is not an agent or employee of the Foundation. The Organization agrees to indemnify and hold harmless the Foundation, its Board members and employees from any and all cost, loss, damage or expense (including reasonable

attorney's fees) which may occur by virtue of the Organization's implementation of the proposed project to the extent authorized by law and without waving any rights under the State of Florida Sovereign Immunity Statute, Chapter 768 F.S.

- B. The Organization will acknowledge existing Foundation grants and/or those that will operate concurrently to this grant prior to the execution of this Contract.

VI. Contract Service Dates: The awarded contract will be from **July 1, 2015 thru June 30, 2016**

VII. Payments

Three payments will be made. The first payment is scheduled for August 15, 2015 in the amount of \$11,000 and is dependent on a returned signed MOA by August 1, 2015 with completed items A thru H below.

The second payment is scheduled for April, 2016 in the amount of \$10,000 and is contingent upon utilization of the first payment, demonstrated with complete and timely fiscal reports, sufficient enrollment of students and completion of program activities for the first half of the program year.

The third payment in the amount of \$1,000 will be paid within 30 days of receipt of the final reports due on July 10, 2016.

All payments are made subject to continuation of State of Florida funding.

The Foundation shall not be required to deliver any of the funds to the Organization until the Organization has complied with each of the following requirement or conditions:

- A. Submission of a signed contract.
- B. Provision of a budget reflecting the use of awarded funds for the travel, food, lodging and other needs for implementing the HSHT Program according to the Guideposts of Success of the program. The submitted budget is subject to review and approval by the Foundation.
- C. Provision of the **total cost** of the HSHT Program associated with additional Organization funds for the Foundation's internal purposes.
- D. Provision of the resumes of the individuals delivering the HSHT Program to youth with disabilities and verification of employment eligibility of those individuals (USCIS Form I-9).
- E. Provision of a copy of the most recently filed audit or completed Internal Revenue Service form 990.
- F. Provision of an outline of proposed activities for the program year which includes two or more activities for each of the Five Guideposts and expected results. Provision of criteria for determining students Internship Eligible.
- G. Provision of a list of the Business Advisory Council membership, tentative meeting dates, and projected goals of the BAC for the program year.
- H. Provision of a description for how additional funds and resources will be developed and/or maintained to ensure program sustainability.

VIII. Insurance

During the Agreement, including any renewals and extension, the Organization shall maintain at its expense, insurance coverage of such types and with such terms and limits as may be reasonably associated with the Agreement. Evidence of such insurance shall be provided to the Foundation in

writing from the covering insurance company, within 30 days of the effective date of the Agreement.

The following types of insurance are required:

- A. Commercial General Liability Insurance
- B. Workers' Compensation
- C. Employer's Liability (100,000/100,000/500,000 as minimum limits)

IX. Project Management:

The Foundation and the Organization designate their respective representatives, identified below for coordination, communication, and management of the Project.

Foundation:

Program Support and Reporting including but not limited to: Enrollment Forms, Monthly Narratives, Quarterly Reports and Annual Data

Allison Chase The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
 VP, Youth Programs Phone: 850-224-4493 allison@abletrust.org

Fiscal Reporting

Guenevere Crum The Able Trust 3320 Thomasville Rd, Suite 200, Tallahassee, FL 32308
 Senior VP Phone: 850-224-4493 guenevere@abletrust.org

CONTACT INFORMATION FOR ORGANIZATION:

Name: Elizabeth Wetherington Position: Project Coordinator
 Address: 1389 US Hwy 90 W., Suite 170, Lake City, FL 32055
 Telephone: 386-755-9026 extension: 3192
 Email: emwetherington@careersourceflcrown.com

Name: Robert Jones Position: Chief Executive
 Address: 1389 US Hwy 90 W., Suite 170, Lake City FL 32055
 Telephone: 386-755-9026 extension: 3222
 Email: rljones@careersourceflcrown.com

X. This Agreement is non-transferable by Organization unless agreed in writing by Foundation.

IN WITNESS WHEREOF, the parties have signed this Memorandum of Agreement on the dates set forth below.

The Able Trust

By: Susanne F. Homant
 Susanne F. Homant, President & CEO

Date: 8/7/15

Organization

By: Robert Jones
 Title: Executive Director

Date: 7/29/15

**CareerSource Florida Crown
Region 07**

Employed Worker Training Agreement

with

CCA Corporation
subrecipient [x] or vendor []

Funding Sources: CFDA

- [] 93.558 Temporary Assistance for Needy Families
- [X] 17.258 WIOA Adult Program
- [] 17.260 WIOA Dislocated Workers
- [] 17.259 WIOA Youth Activities
- [] 17.258 ARRA WIOA Adult
- [] 17.259 ARRA WIOA Youth
- [] 17.260 ARRA WIOA Dislocated Worker
- [] 17.207 Wagner-Peyser
- [] 17.207 ARRA Wagner Peyser
- [] 17.207 ARRA Wagner Peyser Reemployment
- [] 17.225 Unemployment
- [] 17.225 Reed Act
- [] 17.804 Local Veterans' Employment Representative Program
- [] 17.801 Disabled Veterans' Outreach Program
- [] 17.235 Senior Community Service Employment Program
- [] 10.551 Food Stamps
- [] 17.253 Welfare-to-Work Grants (not applicable for 04-05)
- [] 17.255 WIOA Toll Free Help Line
- [] 17.266 Disability Navigator
- [] 17.801 Disabled Veterans' Outreach Program

January 22, 2016

EMPLOYED WORKER TRAINING PROGRAM AGREEMENT BETWEEN CAREERSOURCE FLORIDA CROWN AND CCA CORPORATION

This **AGREEMENT** is entered into between CareerSource Florida Crown (hereinafter referred to as "CSFC"), located at 1389 US Highway 90 West, Suite 170-B, Lake City, Florida 32055 and CCA Corporation (hereinafter referred to as "CCA"), located at Lake City Correctional Facility, 7906 E. Highway 90, Lake City, FL.

1. TERMS and CONDITIONS:

Due to a one-time allocation of funds from Workforce Florida, Inc. (WFI), CSFC is able to offer Employed Worker Training for a very short time period and based upon a first-come, first-served basis. CSFC will provide training assistance under the Employed Worker Training Program (EWT) as follows:

- **All personnel designated for training must meet WIOA eligibility requirements. CSFC will establish and certify eligibility of all personnel prior to their enrollment or receipt of any training.**
- **This training is for Correctional Officers training only and is not to be applied to any other ongoing contract or training that is presently underway at CCA. This training is necessary for employees to meet continuing education required by CCA.**
- **CSFC funds will be used for training of existing CCA personnel and is in the direct support of Florida economic development efforts.**
- **This training is required in order for existing CCA workers to retain employment that allows for economic self-sufficiency and to avoid lay off.**
- **CCA personnel funded under this agreement will be upgrading their skills and training.**
- **CSFC will reimburse CCA once employees have completed required training. The amount to be reimbursed for this training program will not exceed \$31,236.02 for fourteen (14) people. Wages during this period will not exceed \$77,750.40. Total amount of the contract will not exceed \$108,986.42.**
- **CSFC will work with CCA to establish program eligibility for all designated EWT personnel during mass or individual orientation (as desired by CCA. CCA agrees that employees designated for this training that cannot attend mass orientation will report to the CSFC Career Center for full registration before being accepted into the program.**

- Upon **completion** of the training CCA will provide CSFC with a completed '*Cost Allocation Sheet*' (see attachment) and proof of training completion and credential attainment.
- The '*Cost Allocation Sheet*' must be presented to the CSFC Accounting Technician no later than ten (10) working days after the completion of the training period.
- CSFC will reimburse CCA within fifteen (15) working days of receipt of a completed and approved '*Cost Allocation Sheet*.'
- Employer and/or Employee of the Employer as aforementioned in this **AGREEMENT** agree to forward all training documentation/certification relating to the training to CSFC.

This **AGREEMENT** shall commence on January 25, 2016 or the date on which this **AGREEMENT** has been signed by both parties; whichever is later. This **AGREEMENT** shall terminate no later than June, 2016.

The following number of participants and the costs for training allowed for this contract are: 14 participants \$108,986.42 total.

It is understood and agreed to by the Contractor that CSFC may use information regarding this **AGREEMENT** in its grant applications.

2. Termination:

a) Termination at Will:

This **AGREEMENT** may be terminated by either party upon no less than thirty (30) days notice, without cause. Said notice shall be delivered by certified mail, return receipt requested, or in person with proof of delivery, to the individuals identified

b) Termination for Breach:

Unless CCA breach is waived by CSFC in writing, the CSFC may, upon written notice of breach to CCA, terminate this **AGREEMENT** upon no less than seventy-two (72) hours notice. Said notice shall be delivered by certified mail, return receipt requested, or in person with proof of delivery. Waiver or breach of any provision of this **AGREEMENT** shall not be deemed to be waiver of any other breach and shall not be construed to be a modification of terms to the **AGREEMENT**.

3. Notice of Contact:

The name, title and address of the representative for the CSFC:

Elizabeth Wetherington, WIOA Program Manager or
Anna Mendoza, Project Director
CareerSource Florida Crown
1389 US Hwy. 90 West, Suite 170-B, Lake City, FL 32055
(386) 755-9026, ext. 3132

The name, title and address of the representative for CCA:

Larry Ford, Manager
CCA, Corporation
Lake City Correctional Facility
7906 E. Highway 90
Lake City, FL 32055
(386) 752-7202

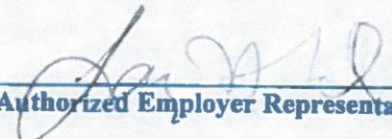
In the event that either party designates a different representative following the execution of this **AGREEMENT**, notice of the name, title and address of the new representative will be rendered in writing to the other party and said notification attached to the original copies of the **AGREEMENT**.

This **AGREEMENT** contains all the terms and conditions agreed upon by both parties.

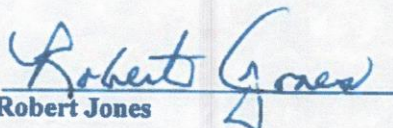
IN WITNESS thereof, the parties hereto have caused this **AGREEMENT** to be executed by their undersigned agreed upon by both parties.

CCA, Corporation
Lake City Correctional Facility

CAREERSOURCE FLORIDA CROWN



Authorized Employer Representative



Robert Jones

LARRY FORD, Mgr, Human Resources

Name & Official Title

Executive Director

Official Title

1/22/16

Date

1/22/16

Date

November 9 2004
Date

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
FLORIDA DEPARTMENT OF EDUCATION,
DIVISION OF BLIND SERVICES AND
Florida Crown Workforce Development Board

PURPOSE:

This Memorandum of Understanding (MOU) is entered into between the Florida Crown Workforce Development Board ("Center Partner") and the Division of Blind Services (DBS) (Partner Agency) for Region 7 One-Stop Center(s).

The purpose of this MOU is to establish an agreement between the above-mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121(c)(2) of Title I of the Workforce Investment Act of 1998.

This agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Columbia, Dixie, Gilchrist, and Union county(ies).

Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

INTRODUCTION:

The Region 7 One-Stop Career Center(s), the Center Partner, and the Partner Agency enter into this agreement to ensure that the principles of the Workforce Investment Act of 1998 are implemented.

PERIOD OF PERFORMANCE:

This agreement shall commence on the date it is executed November 9, 2004 and shall remain in effect unless either entity notifies the other, in writing, that the agreement will be canceled or terminated. A 60-day notice shall be given prior to termination.

ATTACHMENTS:

- Attachment A: Regional One-Stop Center Directory
This attachment is for One-Stop Center contact information for the Center Partner's Regions.

SCOPE OF WORK:

It is the intent of the Florida Crown Workforce Development Board to participate in the One-Stop Career Center(s) as a Center Partner with the Division of Blind Services (DBS) (Partner Agency). In so doing, the partners agree to the following:

- 1) Informational Materials:
 - a. The informational materials will identify local points of contact, contact phone numbers, description of services, and web site address for prospective clients. The informational materials will be available in the following formats: regular print, large print, Braille, and electronic format on CD.
 - b. The Center Partner will identify the quantity of informational materials needed for each of the One-Stop Career Centers.
 - c. The Partner Agency will provide the specified quantities to the Center Partner
 - d. The Center Partner will distribute the informational materials to their respective One-Stop Career Centers in their regions as contained in Attachment A.
- 2) The Center Partner's respective One-Stop Career Centers will identify a client who is blind or visually impaired
- 3) The One-Stop Centers will provide the client an informational brochure, which refers client to DBS.

COST SHARING:

The Partner Agency will not be physically located in the One Stop Career Centers and therefore will not assume financial responsibilities for the day-to-day operational costs, i.e., utilities, phone service, etc.

The Partner Agency will assume the costs associated with supplying the informational brochures including printing and shipping to the Center Partner.

AMENDING/MODIFYING THE MOU:

- 1) The MOU can be modified by mutual agreement of Partner Agency and Center Partner. Any such modification will be preceded by written notice

of intent to modify and the purpose of such modification. All modifications shall be in writing and signed by both parties.

- 2) The MOU can be modified at any time to add additional one-stop partners who will sign the agreement in its current form at the time they are being added. All parties to the MOU will be notified in writing of additional parties joining the agreement.
- 3) Any party to the MOU can request a modification to the agreement by making such request in writing to the Center Partner. If such a request affects any other party to the agreement, the Center Partner will follow notification procedures specified in the #1 above for notifying the other parties in the event the modification request is to be approved.

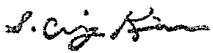

CERTIFICATION:

By signing this agreement, all parties agree that the provisions contained herein are subject to all applicable, Federal, State and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

By signatures affixed below, the parties specify their agreement:

Division of Blind Services

Florida Crown Workforce
Development Board

By: <u></u>	By: <u></u>
Signature	Signature
Name: <u>S. Craig Kiser</u>	Name: <u>John Chastain</u>
Typed	Typed
Title: <u>Director</u>	Title: <u>Executive Director</u>
Typed	Typed
Date: <u>11/9/04</u>	Date: <u>8 Nov 04</u>

Division of Blind Services Contact

Florida Crown Workforce
Development Board Contact

Name: <u>Joe Pearson</u>	Name: <u>Robert B. Bush</u>
Typed	Typed
Title: <u>Sr. Management Analyst II</u>	Title: <u>Director of Administration</u>
Typed	Typed
Phone: <u>850-245-0330</u>	Phone: <u>(386) 755-9026 ext. 3217</u>

Attachment A

ONE STOP CENTER DIRECTORY

Region7

Florida Crown Workforce Home Page

Office/Address	Phone Number	Fax Number	Manager/Contact (for full service center)	Level of Services	Last Update
Florida Crown Workforce Career Center 971 West Duval Street, Suite 10 Crown Professional Complex Lake City, FL 32055	(386) 755-9026	(386)754-1262	Sandy Phillips	One Stop Center-FullService	9/29/2004 8:50:50 AM
Florida Crown Workforce Career Center 25815 Southeast Highway 19 Post Office Box 567 Old Town, FL 32680	(352)542-3373	(352)542-7559	Patti Nyberg (352)542-3373	One Stop Center-FullService	9/29/2004 8:50:59 AM

Note: Full service centers should provide all WIA core services. Not all sites are full service sites. As local systems mature, site locations will change to meet the needs of the partners and the community.

ATTACHMENTS:

- Attachment A: Regional One-Stop Center Directory
This attachment is for One-Stop Center contact information for the Center Partner's Regions.

SCOPE OF WORK:

It is the intent of the Florida Crown Workforce Development Board to participate in the One-Stop Career Center(s) as a Center Partner with the Division of Blind Services (DBS) (Partner Agency). In so doing, the partners agree to the following:

- 1) Informational Materials:
 - a. The informational materials will identify local points of contact, contact phone numbers, description of services, and web site address for prospective clients. The informational materials will be available in the following formats: regular print, large print, Braille, and electronic format on CD.
 - b. The Center Partner will identify the quantity of informational materials needed for each of the One-Stop Career Centers.
 - c. The Partner Agency will provide the specified quantities to the Center Partner
 - d. The Center Partner will distribute the informational materials to their respective One-Stop Career Centers in their regions as contained in Attachment A.
- 2) The Center Partner's respective One-Stop Career Centers will identify a client who is blind or visually impaired
- 3) The One-Stop Centers will provide the client an informational brochure, which refers client to DBS.

COST SHARING:

The Partner Agency will not be physically located in the One Stop Career Centers and therefore will not assume financial responsibilities for the day-to-day operational costs, i.e., utilities, phone service, etc.

The Partner Agency will assume the costs associated with supplying the informational brochures including printing and shipping to the Center Partner.

AMENDING/MODIFYING THE MOU:

- 1) The MOU can be modified by mutual agreement of Partner Agency and Center Partner. Any such modification will be preceded by written notice

of intent to modify and the purpose of such modification. All modifications shall be in writing and signed by both parties.

- 2) The MOU can be modified at any time to add additional one-stop partners who will sign the agreement in its current form at the time they are being added. All parties to the MOU will be notified in writing of additional parties joining the agreement.
- 3) Any party to the MOU can request a modification to the agreement by making such request in writing to the Center Partner. If such a request affects any other party to the agreement, the Center Partner will follow notification procedures specified in the #1 above for notifying the other parties in the event the modification request is to be approved.

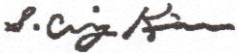
CERTIFICATION:


By signing this agreement, all parties agree that the provisions contained herein are subject to all applicable, Federal, State and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

By signatures affixed below, the parties specify their agreement:

Division of Blind Services

**Florida Crown Workforce
Development Board**

By: 
Signature
Name: S. Craig Kiser
Typed
Title: Director
Typed
Date: 11/9/04

By: 
Signature
Name: John Chastain
Typed
Title: Executive Director
Typed
Date: 8 Nov 04

Division of Blind Services Contact

**Florida Crown Workforce
Development Board Contact**

Name: Joe Pearson
Typed
Title: Sr. Management Analyst II
Typed
Phone: 850-245-0330

Name: Robert B. Bush
Typed
Title: Director of Administration
Typed
Phone: (386) 755-9026 ext. 3217

**MEMORANDUM OF UNDERSTANDING
ONE-STOP CAREER CENTER SYSTEM**

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to Rehabilitation Act of 1973, 29 U.S.C. §721(a)(11) and the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by the Division of Vocational Rehabilitation (hereafter referred to as the Partner) and CareerSource Florida Crown (hereafter referred to as "LWDB 7").

II. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its one-stop customer service delivery system. The One-stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of LWDB 7 and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements in order to establish and maintain an effective and successful One-stop System.

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in LWDB 7. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWDB 7.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

III. PROVISION OF SERVICES

- A. The CareerSource Florida Crown Workforce Board and the CareerSource Florida Crown Consortium have designated LWDB 7 to act as the administrative entity, grant recipient and fiscal agent for this area. LWDB 7 will perform the following functions:
1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
 2. Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary

Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
 4. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
 5. Maintain the statewide "CareerSource" branding of each center.
 6. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:00 am until 6:00 pm, Monday through Thursday and 8:00 am until 12:00 pm on Friday (excluding recognized holidays and emergency situations.)
 7. Provide an area for the Partner's meetings and/or co-location as space permits.
 8. Model LWDB 7 core values and maintain a professional working environment.
 9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
- B. The Partner will perform the following functions:
1. Coordinate with LWDB 7 to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System.
 2. Coordinate with LWDB 7 to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
 3. Coordinate with LWDB 7 for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
 4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-stop System.

5. Provide LWDB 7 with monthly outcome numbers for performance data tracking.
6. Provide feedback to LWDB 7 management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to LWDB 7 staff.

IV. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

V. CONFIDENTIALITY OF RECORDS

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

VI. INFRASTRUCTURE COSTS

Costs of the infrastructure of one-stop centers will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements. The Department of Education, Division of Vocational Rehabilitation will transfer its total statewide infrastructure cost contribution, minus funds already committed through MOUs containing lease agreements, to the Department of Economic Opportunity for disbursement to local area workforce boards, as it deems appropriate.

VII. TERM

This MOU is effective July 1, 2016 through June 30, 2017 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

VIII. MERGER

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

IX. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource Florida Crown, the Partner, and the CareerSource Florida Crown Consortium and no third party is an intended beneficiary.

X. GOVERNANCE

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource Florida Crown and the CareerSource Florida Crown Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop System.

SIGNATURES

CareerSource Florida Crown:

Robert Jones
Signature
Robert Jones
Printed Name
5/31/2016
Date

Vocational Rehabilitation (Partner):

Pam Stewart
Signature
Pam Stewart
Printed Name
6/27/16
Date

**Memorandum of Understanding
between Florida Gateway College
and CareerSource Florida Crown**

Florida Gateway College (FGC) and CareerSource Florida Crown (CSFC) have opportunities to work together in a variety of ways to support the development of a highly qualified and skilled workforce for the North Florida region. Acknowledging this, these two entities agree to collaborate in the following ways to promote the best use of regional resources and acquisition of grant funds for additional training and educational support.

Florida Gateway College agrees to:

1. Provide active participation on the CSFC Board of Directors.
2. Include funding in grant applications for CSFC to provide tracking where required by a specific grant funding source at a rate determined in collaboration with the College prior to submission of each application.
3. Collaborate with CSFC on grant applications when appropriate and provide letters of support and other services, depending on the guideline requirements. This request may be initiated by FGC or CSFC.
4. Make available college program administration and faculty to share educational opportunities and college resources to individuals identified by CSFC. This may be on an individual or group level.
5. Arrange for CSFC to meet with current students being tracked in any grant-funded partnership to share resources provided through this agency in support of their agency goals, provided there are grant funds available to CSFC.
6. Partner in other opportunities as they arise during the year.

CareerSource Florida Crown agrees to:

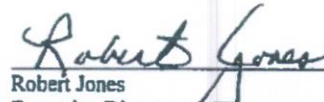
1. Support individuals eligible for WIOA funding with tuition, books, and fees for participation in FGC programs; in accordance with CSFC Targeted Occupation List and as funding allows.
2. Support displaced workers with tuition, books, fees and other potential resources for participation in retraining courses, both credit and non-credit, at FGC; in accordance with CSFC Targeted Occupation List and as funding allows.
3. Provide an overview of services offered by CSFC to new students to determine if any are eligible for WIOA funding during program orientations.
4. Meet with students completing capstone courses in programs at FGC to assist in job placement upon graduation.
5. Provided there are collectible grant funds available to CSFC, then CSFC will track and provide reports to FGC of students receiving grant supported services awarded jointly to FGC and CSFC, as necessary according to the applicable grant and reporting conditions.

6. Collaborate with FGC on grant applications when appropriate and provide letters of support and other services, depending on the guideline requirements. This request may be initiated by FGC or CSFC.
7. Provide a private office for one-to-one meetings between CSFC clients who are also FGC students the second and fourth Tuesday of each month, except during college holidays.
8. Partner in other opportunities as they arise during the year.

Florida Gateway College and CareerSource Florida Crown agree to these stipulations, which are in effect beginning July 1, 2017 and end June 30th, 2018. The agreement will be reviewed and renewed on an annual basis.



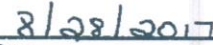
Dr. Lawrence Barrett
President
Florida Gateway College



Robert Jones
Executive Director
CareerSource Florida Crown



Date



Date

**Memorandum of Agreement
Between
CareerSource Florida Crown
and
Meridian Behavioral Healthcare, Inc.**

I. Purpose

The following is an agreement between CareerSource Florida Crown (CSFC) and Meridian Behavioral Healthcare, Inc.

The purpose of this Memorandum of Agreement (MOA) is to recognize the interconnected and complementary nature of the services provided by the CSFC and Meridian Behavioral Healthcare, Inc. and to define the roles, responsibilities, and procedures for collaboration between CSFC and Meridian Behavioral Healthcare, Inc.

This collaboration is accomplished by working with local human service agencies for the direct provision of needed services for Columbia, Dixie, Gilchrist and Union counties.

In addition, this agreement will establish joint processes and procedures that will enable Meridian Behavioral Healthcare, Inc. to integrate with CSFC resulting in a seamless and comprehensive array of workforce development services to persons with disabilities with the above mentioned counties.

The service area includes the following counties:

Within the framework of the MOA, Meridian Behavioral Healthcare, Inc. and CSFC agree to create a greater support network for Columbia, Dixie, Gilchrist and Union counties.

II. Roles and Responsibilities

- Each entity will assign an employee(s) to serve as a point of contact or liaison.
- CSFC will refer customers to Meridian Behavioral Healthcare, Inc. for the following services:
 - Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures that include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not

limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Reemployment Assistance (RA); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP); adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

- Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
 - Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:00 am until 6:00 pm, Monday through Thursday and Friday from 8:00am until 12:00 pm), excluding recognized holidays and emergency situations.
 - Provide an area for the Partner's meetings and/or co-location as space permits.
 - Model CareerSource Florida Crown core values and maintain a professional working environment.
 - Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
- Meridian Behavioral Healthcare, Inc. will refer customers to CSFC for the following services:
 - Coordinate with CSFC to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures, which include the manner in which the services will be coordinated and delivered through the One-stop System.
 - Coordinate with CSFC to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.

- o Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-stop System.
- o Provide feedback to CSFC's administrative entity regarding the performance of the partnership, including its effectiveness and success.
- o Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CSFC staff.

III. **Information Sharing**

- Meridian Behavioral Healthcare, Inc. and CSFC will share information regarding other services, providers, and resources to assist in maintaining and updating their respective resource databases.
- Meridian Behavioral Healthcare, Inc. and CSFC will provide each other with information regarding unmet needs of the aforementioned counties.
- CSFC and Meridian Behavioral Healthcare, Inc. will share information about staff and consumer training opportunities.

IV. **Collaboration on Community Events & Outreach**

CSFC and Meridian Behavioral Healthcare, Inc. will collaborate on community events and outreach, as is feasible, for the aforementioned counties.

V. **Confidentiality**

Both parties shall protect the confidentiality of information obtained or accessed in the implementation of the MOA. The use of confidential information is confined to the activities that are essential for the purpose of the MOA. Client information must be protected in accordance with the state and federal laws governing the programs and with the federal Health Insurance Portability and Accountability (HIPAA). If it is determined that the relationship between parties to this MOA require the sharing of data information defined in HIPAAA as personal health information, a Business Associate Agreement will be executed.

VI. **TERM**

This MOU shall become effective when signed and dated by all the signatories specified below. The date this MOU is signed by the last signatory shall be deemed the effective date of this MOU. Either Party may terminate this MOU upon thirty (30) days prior written notice to the non-terminating Party.

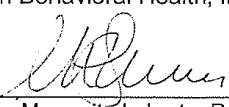
The Parties will review this MOU at least once every three (3) years to ensure that the terms of this MOU continue to meet the needs of the Parties.

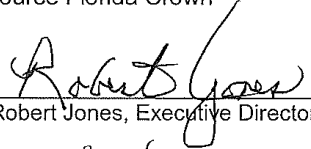
Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the Parties to this Agreement.

VII. NOTICES

All notices shall be sent to either Party via their respective electronic mail address or mailing address specified section I. (Contact Information) above.

SIGNATURES

Meridian Behavioral Health, Inc.
Signed: 
Dr. Margarita Labarta, President/CEO
Date: 12/12/2017

CareerSource Florida Crown
Signed: 
Robert Jones, Executive Director
Date: 12/18/17

MEMORANDUM OF UNDERSTANDING
CAREERSOURCE FLORIDA CROWN
AND
NCBA

I. PARTIES

This Memorandum of Understanding (MOU) is entered into by CareerSource Florida Crown (hereafter referred to as "CSFC") and The National Caucus & Center for Black Aging (NCBA).

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its one-stop customer service delivery system. The one-stop system assures coordination between the activities authorized in and linked to this Act.

II. PURPOSE

The one-stop system will allow for a central point of entry to job training programs, providing a "no wrong door" approach to service delivery. Anyone desiring services will have access to core employment related services maximizing consumer choice.

Changes in the labor market have made it incumbent upon agencies and institutions associated with employment, training and education to better coordinate services in general, and particularly, to focus on the Career Centers. These career centers will provide convenient access and customer focused services for individuals seeking to enter or return to the workforce.

The purpose of this MOU is to promote maximum cooperation and operational collaboration between NCBA and CSFC's Career Center System. The CSFC Career Center system and NCBA will share information and services that are necessary to best serve the Career Center customers and help them achieve their goal of employment.

III. PARTNERSHIP

Partnership will be demonstrated by the partner through continued cooperation and participation in the Career Center System that has been developed and in future developments in Columbia, Dixie, Gilchrist and Union counties. Descriptions of participation are included with this MOU as attachments as follows:

- **Attachment A: Cost Sharing/Resource Sharing**

This attachment will delineate what resources the partner will make available to the system. This attachment will include costs associated with items such as personnel, rent, equipment etc. Information is supplied in such a way as to make it possible to determine proportionate partnership.

- **Attachment B: Scope of Work (How services are to be provided/methods of referral)**

This attachment will describe the type of core services that will be provided by the partner and how those services will be integrated into the Career Center System. This description will include information regarding staffing patterns, the referral process, hours, supervision and specific services that will enhance the Career Center system.

- **Attachment C: Release of Information Form**

A universal release of information form is attached to this agreement for use within the Career Center. This information form will be used by all partners in an effort to reduce the duplication to our customers. This does not prohibit the use of other release forms required by federal or state statutes or rules.

- **Attachment D: Dispute Resolution**

Should any disputes require resolution the steps outlined in this attachment should be followed.

IV. PROVISIONS

As a partner of CareerSource Florida Crown we agree to demonstrate our partnership by the following:

1. The Workforce Innovation and Opportunity Act of 2014 requires that follow-up be conducted for all customers who have received intensive service for at least 12 months following their last service. Partners will assist with follow up by communicating customer numbers to the Career Center Operator, by providing necessary customer data, and by insuring the timely entry of information and corrections to the shared customer records.
2. Information on the customers using our services will be shared amongst the partners of the system through a Wide Area Network that will connect all partners' employees to a common intake system. This system will be provided by CSFC.
3. All partners will participate on the Continuing Improvement Committee (CIC) by designating a representative to serve on this committee. This designee will attend the bi-monthly meetings in an effort to help improve our services through evaluation and customer feedback.
4. Partners will actively participate in any staff meetings conducted for the purpose of operation of the Career Center System or specific Career Centers.
5. In order for the "universal" customer to receive seamless services in a true Career Center environment it is imperative that all partners in the system understand each partner organization, their services and their goals. Each partner agrees to provide training to the other partners in the system. Each partner also agrees to attend training given by other organizations within the Career Center System. It is understood that all organizations participating need to achieve specific program goals, and that by supporting each other through training and team work, the Career Center System will result in increased goal achievement by all of the partners.
6. Partner agencies will be held accountable for performance as specified within their scope of work.

V. DURATION

Ongoing, the length of this document's life is indefinite with the provision that either party may terminate this agreement by giving a sixty day written notice to the other party.

VI. AMENDMENTS

Amendments to this agreement may take place at any time provided the amendment is in writing, is agreed upon by both parties, and is attached to the original MOU. Either party, upon

written notification of the change to the other party, can effect simple and minor changes such as a change in the designation of a One-Stop Operator. Unless requested by the other party, these changes do not require formal modification of this Agreement.

VII. OVERSIGHT AND SUPPORT

Oversight and support for the MOU will be provided by CSFC.

VIII. ASSURANCE STATEMENT

As a condition to a partnership under the Workforce Innovation and Opportunity Act (WIOA), partner assures, with respect to coordination and operation of WIOA or activity and all agreements or arrangements to carry out WIOA or activity, that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Investment Act of 1998 (WIA); Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37. The United States has the right to seek judicial enforcement of this assurance.

In Witness Whereof, we have affixed our hands and seals this 30th day of JANUARY, 2017.

JOHN J. ECKERT
Partner's Name

[Signature]
Witness

By: [Signature]
Partner's Signature

[Signature]
Witness

CareerSource Florida Crown

By: Robert Jones
Robert Jones
Executive Director

Jeni Bohlscheid
Witness

William W. Howard
Witness

ATTACHMENT " A"
COST/RESOURCE SHARING PLAN

COST/RESOURCE SHARING PLAN

All Career Center partners have agreed to share staff and provide staff to the Career Centers. They have also agreed to pay the associated costs which go hand-in-hand with staff activities (copier, office supplies, communication, postage, etc.) through their current budgets or "in-kind services". The Senior Community Service Employment Program (SCSEP) is providing older workers through their funding source to act as the up-front information gatherers and guides to individuals seeking assistance. SCSEP workers will direct individuals to the various partner agencies, as they request, or the Job Information System (JIS) for self-service activities. General services, which include all programs such as job search classes, decision-making skills, organizational skills, parenting classes, employability skills classes, etc., shall be shared by all partner agencies. Staff will be cross-trained for these activities and instruction will be shared among partners. In-kind costs will be provided as stated above through staff and related expenses.

CareerSource Florida Crown will provide the following resources to partner:

- Office Space
- Conference Rooms (based upon availability)
- Server/ Internet connectivity and maintenance
- Telephone access
- Office furniture
- Receptionist services
- Utilities
- Computer/ Hardware and software
- Linkages to State Systems
- Copier / Fax systems
- Janitorial services (common areas)

Partner will provide the following resources to CareerSource Florida Crown

- Trained professional staff
- Access and coordination to other agencies and service providers
- Access to Agency Guidance and Procedural resources

NCBA will support the Career Center by providing a Field Operations Assistant in the Career Center as well as other offices throughout the region on an as needed basis.

NCBA also has two (2) support staff in the Career Center in Lake City. These support staff work an average of twenty (20) hours per week.

The in kind value of these support staff to the One-Stop Center is approximately \$29,671 per year.

ATTACHMENT "B"

SCOPE OF WORK

SCOPE OF WORK

CareerSource Florida Crown, in conjunction with partners, will provide the following services:

CORE SERVICES:

- Outreach and initial customer intake
- Initial orientation to include discussion of partner services
- Initial assessment of customer needs
- Eligibility determination for agency program services
- Provision of Labor Market Information
- Provision of information regarding job vacancy listings including job skill requirements and earnings
- Provision of information regarding the availability of supportive and partner services
- Provision of information regarding performance and costs for eligible training providers
- Unassisted access to job placement resources
- Referral to other appropriate workforce services or partners
- Other core services as determined by the Board and allowable as an eligible activity under the agency programs

INTENSIVE SERVICES:

- Comprehensive and specialized assessment of customer's needs
- Development of an appropriate intervention and service strategy to meet identified customer needs
- Group and specialized customer counseling
- Career planning
- Case management
- Staff assisted job placement
- Referral to other appropriate workforce services or partners
- Other intensive services as determined by the Board and allowable as an eligible activity under the agency programs

METHOD OF REFERRAL:

Services will be delivered by referral process among all partners participating in the One Stop System. All partners will provide referrals through the JIS and will rely heavily on this technology to provide labor exchange data. Placements may be shared among agencies as each partner specializes in distinct services. Job developers for all partners will network and discuss openings and potential customers for referral to these

jobs. Job openings and job development services will be processed into the JIS listing for all partner agencies to access. By using a shared placement concept, problem issues can be addressed to ensure non-duplication of services; otherwise, local employers will continue to be inundated from special interest groups which allows for confusion and duplication of services.

STAFFING PATTERN AND HOURS:

Partner agrees to provide adequate staff to provide services during normal Career Center business hours. In accordance with State Law, the Career Center Project Manager will serve as the overall coordinator and supervisor of all personnel working in the Career Center.

PARTNER SPECIFIC CONTRIBUTIONS:

I. How Services are Provided Through the Career Center

- A. Referral to appropriate partners in the community.
- B. Shared clerical staff with other career center partners.
- C. On-site eligibility determinations by Department of Children and Families staff.
- D. Voter Registration completed on site and forms forwarded to Supervisor of Elections.
- E. Emergency food distributed at time of visit to customers in immediate need as determined by case manager.
- F. Hardship forms are initiated by Department of Children and Families and reflect eligibility end date. Forwarded to Welfare Transition case manager for interview and recommendations. Board staff decision is made and shared with Department of Children and Families and Welfare Transition for termination or continued case management support.

II. DCF Methods of Referral

- A. Computer referrals through the Florida On Line Recipient Data Access (FLORIDA) computer system. FLORIDA handles referrals for new applications (job registration and job search); communication between Department of Children and Families and Welfare Transition case managers; sanction requests; termination or extension of benefits when time limits end.
- B. Computer communications between case managers concerning client status and changes in circumstances.

- C. Connection to Wide Area Network (WAN) for communication between partners, schools and colleges.
- D. Telephone communications.
- E. Verbal and written client referrals to Welfare Transition, other partners and other community services.

ATTACHMENT "C"
UNIVERSAL RELEASE OF INFORMATION FORM

UNIVERSAL RELEASE OF INFORMATION FORM
CAREER CENTER SYSTEM

Name: _____ Date of Birth: _____

Address: _____ City: _____ Zip: _____

Home Phone: _____ Work Phone: _____ Other: _____

Social Security Number: _____

Prior Names: _____

I hereby authorize all partners in Career Source Florida Crown's (CSFC's) Career Center System to engage in verbal, written, facsimile, or computerized communication of information for the purpose of making me eligible for services or for identifying services or agencies to assist me. All pertinent records and information can be released including those regarding past, present, or future information or records that may be needed for eligibility determination, monitoring or follow-up purposes. This information may include, but shall not be limited to, educational records, public assistance records, credit history, health/physical status/records, income/employment information and vocational rehabilitation assessment or evaluation tools. It is my understanding that any information obtained by any partner in CSFC's Career Center System will be held in strict confidence. I am aware that any information will be used in my best interest to provide ease of access to services.

Signature of Customer

Date

Witness Signature

Date

ATTACHMENT "D"
DISPUTE RESOLUTION

Dispute Resolution

If a dispute shall arise with any partner within CSFC's Career Center System, contact CareerSource Florida Crown.



**Columbia County School District Career and Adult Education
CareerSource Florida Crown
Interagency Collaboration/Letter of Agreement**

The Columbia County School District Career and Adult Education Program would like to continue our collaborative agreement for the fiscal year 2016-17 for provision of seamless and non-duplication of services.

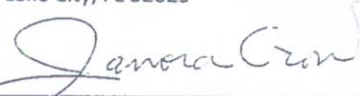
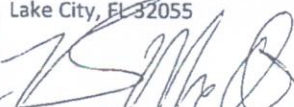
Proposing Agency: Columbia County School District Career and Adult Education
Columbia County School District Career and Adult Education will gladly support CareerSource Florida Crown in the following ways:

1. Disseminate information and services to Adult Education students and additionally assist with enrollment process as requested.
2. Make client referrals to CareerSource Florida Crown programs as appropriate.
3. Maintain weekly oral and/or written communication about the progress of mutual participants in determining how to best serve students and evaluation of student progress.
4. Administer the TABE® to students who qualify for CareerSource Florida Crown Programs.
5. Administer the GED Ready® to CareerSource Florida Crown participants

Collaborating Agency: CareerSource Florida Crown
CareerSource Florida Crown agrees to the following in support of Columbia County School District Career and Adult Education:

1. Do on-site program presentations on a requested basis and provide program information as well as initial entry interviews as agreed.
2. Make client referrals to Adult Education/GED, Family Literacy services and English as a Second Language programs as appropriate.
3. Through Out-of-School Youth Program, accept class attendance and participation in CCAE programs (Morning and Evening).

We feel agencies working together better serve our community and strengthen the effectiveness of those involved. We look forward to this opportunity of networking.

<p><u>Proposing Agency:</u> Columbia Career and Adult Education 409 SW St. Johns Street Lake City, FL 32025</p> 	<p><u>Collaborating Agency:</u> CareerSource Florida Crown 1389 US Hwy, Suite 170-B Lake City, FL 32055</p> 
--	---

The Columbia County School District does not discriminate on the basis of race, color, national origin, gender, age, disability or marital status in its educational programs, services or activities, or in its hiring or employment practices. The district also provides equal access to its facilities to the Boy Scouts and other patriotic youth groups, as required by the Boy Scouts of America Equal Access Act.

Questions, complaints, or requests for additional information regarding discrimination or harassment may be sent to:

Narragansett M. Smith
Columbia County School District
Faculty Officer

**Memorandum of Understanding
between Dixie County School District
and CareerSource Florida Crown**

Dixie County School District and CareerSource Florida Crown (CSFC) have opportunities to work together in a variety of ways to support the development of a highly qualified and skilled workforce for the North Florida Workforce region. Acknowledging this, these two entities agree to collaborate in the following ways to promote the best use of regional resources and acquisition of grant funds for additional training and educational support.


Dixie County School District agrees to:

1. Disseminate information and services to Adult Education students and additionally assist with the enrollment process as requested.
2. Make client referrals to CareerSource Florida Crown programs as appropriate.
3. Maintain weekly oral and/or written communication about the progress of mutual participants in determining how to best serve students and evaluation of student progress.
4. Administer the TABE to students who qualify for CareerSource Florida Crown programs.

CareerSource Florida Crown agrees to:

1. Do on-site program presentations on a requested basis and provide program information as well as initial entry interviews as agreed.
2. Make client referrals to Adult Education/GED and Family Literacy programs as appropriate.
3. Through the Out-Of-School Youth Program, accept class attendance and participation in the Dixie District Schools Adult Education Program (Evening).
4. Collaborate with Dixie County School District on grant applications when appropriate and provide letters of support and other services, depending on the guideline requirements. This request may be initiated by Dixie County School District or CareerSource Florida Crown.
5. Partner in other opportunities as they arise during the year.

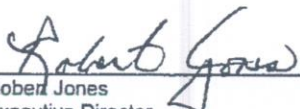
Dixie County School District and CareerSource Florida Crown agree to these stipulations, which are in effect beginning June 1, 2017 and end June 30th, 2018. The agreement will be reviewed and renewed on an annual basis.



Mike Thomas
Superintendent
Dixie County School District

5/17/17

Date



Robert Jones
Executive Director
CareerSource Florida Crown

5/2/17

Date

College of Central Florida/Levy Center and Citrus Campus
Career and Adult Education
CareerSource Florida Crown
Interagency Collaboration/Letter of Agreement

The College of Central Florida/Levy Center Adult Education Program would like to continue our collaborative agreement for the fiscal year 2017-18 for provision of seamless and non-duplication of services. *The duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720.*

Proposing Agency The College of Central Florida/Levy Center Adult Education will gladly support CareerSource Florida Crown in the following ways:

1. Disseminate information and services to Adult Education students and additionally assist with Enrollment process as requested.
2. Make client referrals to CareerSource Florida Crown programs as appropriate.
3. Maintain weekly oral and/or written communication about the progress of mutual Participants in determining how to best serve students and evaluation of student progress.
4. Administer the TABE to students who qualify for CareerSource Florida Crown Programs.

Collaborating Agency CareerSource Florida Crown agrees to the following in support of The College of Central Florida/Levy Center Career an Adult Education.

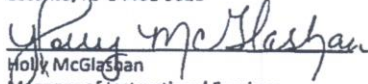
1. Do on-site program presentations on a requested basis and provide program information as well as initial entry interviews as agreed.
2. Make client referrals to Adult Education/GED and Family Literacy programs as appropriate.
3. Through Out-of-School Youth Program, accept class attendance and participation in the Adult School Adult Education Program.

We feel agencies working together better serve our community and strengthen the effectiveness of those involved. We look forward to this opportunity of networking.

IN WITNESS WHEREOF the parties have executed this agreement.

Proposing Agency:

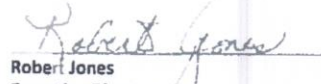
College of Central Florida
Levy Center and Citrus Campus
114 Rodgers Blvd.
Chiefland, FL 32626-1420
3800 S. Lecanto Hwy.
Lecanto, FL 34461-9026


Holly McGlashan
Manager of Instructional Services

Dated this 1st of August 2017

Collaborating Agency:

CareerSource Florida Crown
1389 US Highway 90, Suite 170
Lake City, FL 32055


Robert Jones
Executive Director

Dated this 1st of August 2017



Suwannee River Economic Council, Inc.
Post Office Box 70
Live Oak, Florida 32064

ADMINISTRATIVE OFFICE - PHONE (386) 362-4115
FAX (386) 362-4078
E-Mail: mattpearson@suwanneec.net

Memorandum of Understanding

The purpose of this Memorandum of Understanding is to document the mutually beneficial relationship between the Suwannee River Economic Council, Inc. and CareerSource Florida Crown. This Agreement is designed to encourage coordination of resources and services, and actively participate in the local recovery act effort that focuses on employment, job creation and retention.

Both parties agree to the following terms and conditions:

1. Provide wide range of innovative employment-related services and activities tailored to the specific needs of the community.
2. Use funds in a manner that meets the short-term and long-term economic and employment needs of individuals, families and the community.
3. Make meaning and measurable progress toward creating and sustaining economic growth and employment opportunities.
4. Aid in the identification and enrollment of eligible individuals and families in Federal, State, and local benefit programs.
5. Implement outreach activities that reach targeted population.
6. Use of marketing strategies that educate the public of program objectives.
7. Develop cooperative inter & intra agency strategies to provide comprehensive service package for participating individuals.
8. Work with employers who will support the creation of employment opportunities and sustaining economic growth.

I hereby agree to the terms listed above and will work to ensure that all involved staff members understand and comply with these conditions.

Signed by: Robert L. Jones
BY: Robert L. Jones
TITLE: Executive Director

Signed by: Matt Pearson
BY: Matt Pearson
TITLE: Executive Director

DATE: 7/27/15

DATE: 7/28/15

SERVING

BRADFORD - COLUMBIA - DIXIE - GILCHRIST - HAMILTON - LAFAYETTE - LEVY - MADISON - PUTNAM - SUWANNEE - TAYLOR - UNION

"This institution is an equal opportunity provider and employer."