

CareerSource

Northeast Florida

Local Workforce Development Area 08

Tel 904 213-3800
Fax 904 272-8927

1845 Town Center Blvd., Suite 350
Fleming Island, FL 32003

CareerSourceNortheastFlorida.com
BFerguson@CareerSourceNEFL.com

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Plan Contact: Bruce Ferguson, President and CEO

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INTRODUCTION

Prosperity in the New Economy requires a highly skilled and productive workforce. Throughout the United States, worker skills and the preparation of workers have been identified as two of the greatest competitive challenges facing the nation's communities today. A number of significant shifts in the economic structure have created this challenge, including the impact of information technology on the workplace, increasing globalization, the aging of the workforce, and welfare reform.

Every day businesses relocate to other regions, states and countries, restructure to improve competitiveness, or deal with the downturn in the economy. Consequently, business requires new skills and efficiencies from their workers. Over the past few decades, the nation's workforce has witnessed a reduction in high paying, long-term manufacturing jobs with low educational requirements. The New Economy is quickly replacing these jobs with those that require an entirely different set of skills.

These factors have all combined to make the quality of the workforce the key component in any community's economic health. The available labor force dictates the type of business mix that can be supported. The business mix then has a direct impact on the level of wealth that will be available to the community. This relationship must be understood to allow for careful planning and implementation of a successful economic development strategy.

First Coast Workforce Development, Inc., dba CareerSource Northeast Florida (CSNEFL), forges working partnerships with local communities, elected officials, business, labor and education leaders to improve workforce education, employment, and training opportunities in Northeast Florida. Our region consists of Baker, Clay, Duval, Nassau, Putnam and St. Johns counties.

Our **Vision**, "Northeast Florida will have a world-class workforce development system that will enable our businesses to be leaders in the global economy."

Our **Mission**, "Connecting employers with talent." CareerSource Northeast Florida provides innovative services that exceed employer's requirements for the jobs of today and the future."

1. Chief Elected Official - First Coast Workforce Consortium

First Coast Workforce Development Consortium (“Consortium”) is made and entered into pursuant to the authority under Section 163.01, Florida Statutes, and Public Law 113-128 the Workforce Innovation and Opportunities Act, by and between the Counties of Baker, Clay, Nassau, Putnam and St. Johns, and the City of Jacksonville, of the State of Florida, each passing resolutions to that effect. Current membership is:

BAKER: The Honorable Bobby Steele
Baker County Commissioner
55 North 3rd Street
MacClenny, FL 32063
904.259.3613
Bobby.steele@bakercountyfl.org

CLAY: The Honorable Diane Hutchings
District 3
Clay County Commissioner
P.O. Box 1366
Green Cove Springs, FL 32043
904.269.6394
Diane.hutchings@claycountygov.com

DUVAL: The Honorable Anna Lopez Brosche
At Large Group 1
City of Jacksonville
117 W. Duval Street, Suite 425
Jacksonville, FL 32202
904.630.1377
abrosche@coj.net

NASSAU: The Honorable George Spicer
Nassau County Commission
96135 Nassau Place, Suite 1
Yulee, FL 32097
904.530.6010
gspicer@nassaucountyfl.com

PUTNAM: The Honorable Chip Laibl
Putnam County Commissioner
2509 Crill Avenue
P.O. Box 758
Palatka, FL 32178-0758
386.329.0205
chip.laibl@putnam-fl.com

ST. JOHNS: The Honorable Paul M. Waldron
St. John's County Commissioner
500 San Sebastian View
St. Augustine, FL 32084
904.209.0303
bcc3pwaldron@sjcfl.us

The First Coast Workforce Development Consortium is established as a multi-jurisdictional consortium for the express purpose of carrying out the individual responsibilities of each county that is part of the Agreement under the WI-2000, WIOA and PRWOR-1996. The First Coast Workforce Development Consortium Agreement is included as **Attachment I.- INTERLOCAL AGREEMENT**, which fully describes in detail the by-laws established by the consortium which fully conforms to Section 163.01, Florida Statutes, and Public Law 113-128, the Workforce Innovation and Opportunities Act. This agreement will be modified as needed to conform with future guidance as it is established by CareerSource Florida, as it pertains to local board structure and appointments. Further, all meetings of the Consortium and the CSNEFL Board of Directors fully comply with the Sunshine Law 286.011, Florida Statutes. All meetings are posted and declared public meetings which are open to all. In addition, all consortium and CSNEFL Board meetings are supported by technology with conference call capability.

The board does not allow an alternate designee or proxy for a board member. A board member can send a representative to attend the meeting, but that individual may not vote on any board action.

Since its foundation in 1996, the First Coast Workforce Development Consortium has been instrumental in providing vision and leadership in the delivery of workforce development services to the citizens of Northeast Florida. Through their involvement and direction, staff has developed this plan which articulates their vision for a dynamic offering and delivery of workforce development services through the year 2020. The consortium members were provided the final plan draft on 02/26/2018 for review. Comments were received, the plan was modified to conform and the final document was approved by the consortium on 03/28/2018.

To ensure full compliance with WIOA regulation §679.310(g) the consortium has adopted the by-laws below:

Procedure for appointments and approval of First Coast Workforce Development, Inc. DBA CareerSource Northeast Florida (CSNEFL) Board of Directors.

1. CSNEFL Board of Directors Composition and Nomination Process

a. Business

A majority of the CSNEFL Board of Directors will represent businesses in the local area who:

- Are owners of a business, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- Represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant

training and development in in-demand industry sectors or occupations in the local area (at least two representatives of small businesses must be included); and

- Are appointed from among individuals nominated by local business organizations and business trade associations. [§ 107(b)(2)(A), WIOA]

b. Labor/Apprenticeships

No less than 20% of the CSNEFL Board of Director will be representatives of the workforce within the local area, including:

- At least two representatives will represent labor organizations nominated by local labor federations. For a local area in which no employees are represented by such organizations, at least two representatives of employees will be included.
- At least one representative of a labor organization or a training director from a joint labor-management apprenticeship program. If no such joint program exists in the area, at least one representative of an apprenticeship program in the area, if such a program exists.
- May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or provide/support competitive integrated employment for individuals with disabilities.
- May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives or organizations that serve out-of-school youth. [§ 107(b)(2)(B), WIOA]

c. Education

CSNEFL Board of Directors will include representatives of entities administering education and training activities in the local area, including:

- A representative of eligible providers administering adult education and literacy activities under Title II of WIOA.
- A representative of institutions of higher education providing workforce investment activities (including state/community colleges).
- A private education provider. CareerSource Florida may waive this requirement if requested by a LWDB if it is demonstrated that such representatives do not exist in the local area.
- May include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

Note: When there is more than one institution in each of the types of educational entities listed above, nominations are solicited from representatives of each of these entities. [§ 107(b)(2)(C), WIOA, § 445.007(1), Fla. Stat.]

d. Economic/Community Development and Other Entities

Each local board shall include representatives of governmental and economic and community development entities serving the local areas, including:

- A representative of economic and community development entities serving the local area. An economic agency is defined as including a local planning or zoning commission or board, a community development agency, or another local agency or institution responsible for regulating, promoting, or assisting in local economic development.
- A representative of Vocational Rehabilitation serving the local area.
- May include representatives of agencies or entities serving the local area relating to transportation, housing, and public assistance.
- May include representatives of philanthropic organizations serving the local area.
- May include other individuals or representatives of entities as the Chief Elected Official in the local areas determines to be appropriate. [§ 107(b)(2)(D) & (E), § 3(17) WIOA]

2. Term Limitations

Board nominees will be appointed for two (2) or three (3) year terms to ensure that no more than 1/3 third of the members terminate their appointment in any one year. Board members may be re-appointed for additional terms. Members may continue service until their vacancy is filled.

3. Notification of Board Vacancy

The CSNEFL President will maintain a list of potential board members who have been nominated in accordance with the process outlined in Section 1 above. The list will be updated semi-annually. Each year the President and Board will review the vacancies which will occur due to term limits. Recommendations for appointments will be forwarded to the Consortium. If approved, the nominee will begin their term of service upon appointment or designated date.

If the board vacancy occurs for reasons other than term limitation, the President will, as soon as is reasonably possible, notify the Consortium of the opening and provide an appropriate candidate to fill the position. The Consortium will vote on the nominee at the next regularly scheduled meeting.

5. Nomination and approval process for the CSNEFL Board Chair

The Chair of the CSNEFL Board of Directors shall be from the business community and serve for a term of no more than two years and no more than two consecutive terms. [§ 107(b)(3)], WIOA, § 445.007(2)(a)]

In the first quarter of each appropriate year, the CSNEFL Board Chair will appoint a nominating committee of up to seven (7) members from among the membership. The nominating Committee will recommend nominations for the Chair and will report those nominations to the membership at an election meeting to be held prior to July 1st. Nominations from the floor will be accepted at that meeting, with elections decided by simple majority.

Elections will be held during the last quarterly meeting of each fiscal year by and among the full CSNEFL board membership. The chair will assume office on the first day of the fiscal year.

6. Use of Technology to Promote Board Member Participation

CSNEFL Board Members, whenever unable to attend a Board meeting in person may join by teleconference, if teleconferencing is available for that meeting.

7. Ensuring Full Board Participation

The CSNEFL President and staff will provide a board orientation to all new appointments to ensure that they are fully equipped to represent CSNEFL throughout the community. The orientation consists of:

- An in-depth overview of CareerSource Northeast Florida (mission, vision, operations, partnerships, etc.)

- An overview of the First Coast Workforce Development Consortium
- Board member and meeting schedule information
- Board Governance Policies
- Current fiscal year budget
- Current Strategic Plan
- Current Audited Financial Statements

2. First Coast Workforce Development, Inc. dba CareerSource Northeast Florida Board of Directors

Board Chair Darryl Register
 Executive Director
 Baker County Chamber of Commerce/EDC
 20 E. MacClenny Avenue
 MacClenny, FL 32063
 Phone: 904.259.6433
 Email: dregister@bakerchamberfl.com
 Represents: BU (business)

Vice Chair: Elaine Johnson, SPHR, SHRM-SCP
 Principal, Corporate Development and Strategic Investments
 Guidewell
 4800 Deerwood Campus Parkway, DCC9-1
 Jacksonville, FL 32246
 Phone: 904.905.3031
 Email: Elaine.johnson@bcbsfl.com
 Represents: BU (business)

Under the direction of the CareerSource Northeast Florida Board, staff held extensive focus and planning meetings with job seekers, employers, partners and stakeholders as part of the development for our plans issued in 2002, 2005, 2009, 2011, 2012 and 2016. The result of that intensive process ensured a blueprint for workforce development on Florida’s First Coast which synthesized divergent views and needs into a common vision, and in turn was supported by tangible goals and measurable outcomes. The 2 Year Update we now offer is built on the vision articulated in these important documents. Our approach simultaneously refines and forwards successful local initiatives while aligning our vision with the essential imperatives identified in the strategic and State Unified plans developed by CareerSource Florida.

At every step our board has provided direction and oversight as staff worked to write our plan. This update was offered for formal review on February 26, 2018. Comments were received through March 26, 2018, and appropriate changes made. The update was approved and adopted by the executive board on March 28, 2018.

3. Local Grant Subrecipient

First Coast Workforce Development, Inc. DBA CareerSource Northeast Florida (CSNEFL) has been designated the local fiscal agent and administrative entity by the First Coast Workforce Development Consortium.



The Administrative Plan describes how CSNEFL carries out its multiple responsibilities, including the adoption of appropriate firewalls that guard against conflict of interest. These firewalls include, but are not limited to:

1. A robust conflict of interest policy;
2. Internal controls which are specifically designed to avoid conflicts of interest;
3. Independent third-party monitoring and oversight;
4. A Performance Evaluation Plan that provides step by step report and corrective action guidance;
5. A hierarchical Complaint Policy that allows the board to fairly arbitrate issues that arise throughout the career system;
6. A Financial Management Plan that appropriately segments, assigns and tracks funding to the board operations and separately to program operations; and,
7. Forceful Purchasing and Procurement policies designed to provide transparency in CSNEFL financial acquisitions and expenditures and that are conducted in a fair and open competitive manner.

The Administrative Plan has been adopted by CSNEFL and First Coast Workforce Development Consortium as the framework that clarifies how these various responsibilities are carried out. In this manner, CSNEFL clearly demonstrates compliance with the Workforce Innovation and Opportunity Act, corresponding regulations, relevant Office of Management and Budget circulars, and guidance from the State of Florida.

Attachment II.- ADMINISTRATIVE PLAN

4. CareerSource Northeast Florida One-Stop System

A. Definition

CareerSource Northeast Florida has a single full- service “One-Stop” located at 5000 Norwood Avenue, Jacksonville, Florida 32208. Under WIOA, the roles and responsibilities of our partners are found at WIOA§121(b)(1)(A); these activities include but are not limited to:

- Entering into a MOU with FCWD relating to the operation of the One-Stop Center consistent with the requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements;
- Providing access to its programs or activities through the One-Stop Center, in addition to any other appropriate locations;
- Beginning July 1, 2017, jointly funding the One-Stop system through infrastructure contributions that are based upon:
 - a. A reasonable cost allocation methodology by which cash or in-kind infrastructure costs are contributed by each partner in proportion to the relative benefits of their participation;
 - b. Federal cost principles; and
 - c. Any local administrative cost requirements in the Federal law authorizing the partner’s program.

These partners include:

- Title I programs (Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, and Migrant Seasonal Farmworker)
- Title II Adult Education and Family Literacy activities
- Wagner-Peyser Act employment services programs
- The Vocational Rehabilitation program under Title I of the Rehabilitation Act
- The Senior Community Service Employment Program authorized under Title V of the Older Americans Act
- Postsecondary career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act (as identified in Attachment IV.)
- Trade Adjustment Assistance authorized under the Trade Act
- Jobs for Veterans State Grants programs authorized under chapter 41 of Title 38, U.S.C.
- Employment and training activities under the Community Services Block Grant
- Employment and training activities of the Department of Housing and Urban Development
- State unemployment compensation program
- Ex-offender programs authorized under section 212 of the Second Chance Act
- Temporary Assistance to Needy Families (TANF) authorized under the Social Security Act, unless exempted by the Governor

Under WIOA, partner programs and entities are jointly responsible for workforce and economic development, educational, and other human resource programs. The law envisions a collaborative process that leads to the creation of a seamless customer-focused One-Stop delivery system. At its best the resulting system integrates service delivery across all programs and enhances access to the programs' services.

Partners participating in the One Stop with special circumstances are:

- Unemployment Compensation through direct linkage
- Reentry- offered through community partner, Operation New Hope
- Career and Technical Education (Not included in Florida plan)
- Job Corps- due to an open Request for Proposal

In addition to the Comprehensive One Stop Center, CSNEFL provides services at 7 Access Centers, located in each of our 6 counties (2 in Jacksonville.) A full list of our locations is available online at www.careersourcenefl.com/contactus/locations.aspx. We are present in 21 satellite locations and 134 mobile sites throughout the region. Our full service One-Stop and 7 Access Centers are open Monday – Friday 8 AM to 5 PM. Hours of operation of our satellite and mobile sites vary according to need and are posted at the sites and at <http://www.careersourcenortheastflorida.com/CalendarOfEvents.aspx>.

B. Days and hours of operation

Hours of operation are Monday through Friday, 8am until 5pm, unless requested by partner agencies or the job seeker.

C. The One-Stop operator

LDW Group, LLC, President Linda D. Woodard was selected as the One-Stop Operator through a competitive bid process.

D. Provider of Career Services

CSNEFL has chosen to be the provider of Career Services. All services within the CSNEFL system are provided directly or through our core and required partners. The one exception we have is competitively procured youth services, and while eligible youth are served in our centers by CSNEFL staff, there are youth who are referred for specific contracted services such as soft skills training, skills upgrade training and job placement.

E. Role of One-Stop operator versus CSNEFL in providing career services

LDW Group does not provide any career services. All services within the CSNEFL system are provided directly or through our core and required partners; the exception being youth services.

F. One-Stop Certification

We certify this comprehensive center meets the certification requirements as they are currently defined. Further, we will comply with any updated guidance concerning comprehensive One-Stop certification as it is issued by CareerSource Florida.

1. Existing and Emerging In-Demand Industry Sectors and Occupations

In today's competitive economy, characterized by the global nature of business, simply creating jobs is less important than in the past. Regions must now also be concerned with the *type* and *quality* of jobs being created. As the nation has shifted from an agrarian to industrial, and finally to an information based economy, economic and workforce development strategists must monitor the strengths, weaknesses and changes in various business sectors. To provide an overview of the First Coast labor market sectors, we will present information on:

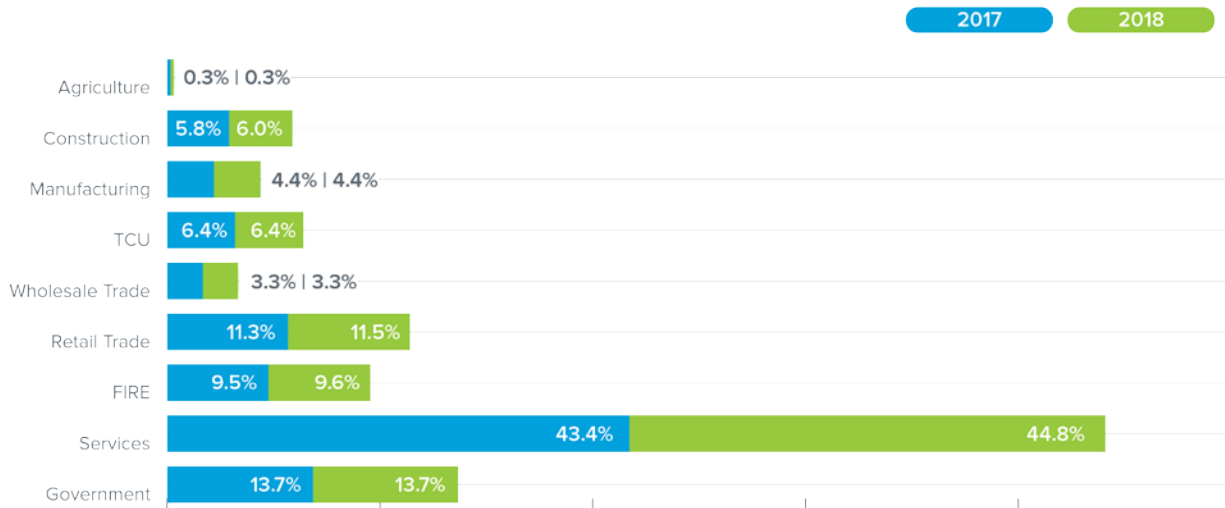
- a. Sector Employment
- b. Service Sector Employment
- c. Manufacturing Employment
- d. Sector Earnings and Wages
- e. Location Quotients
- f. Non-farm Proprietorships
- g. Number of Business Establishments
- h. Major Employers
- i. Occupations
- j. Opportunities and Challenges in the Labor Market Sector

We will separately summarize the opportunities and challenges in the Region's labor market sectors.

1.a. Sector Employment

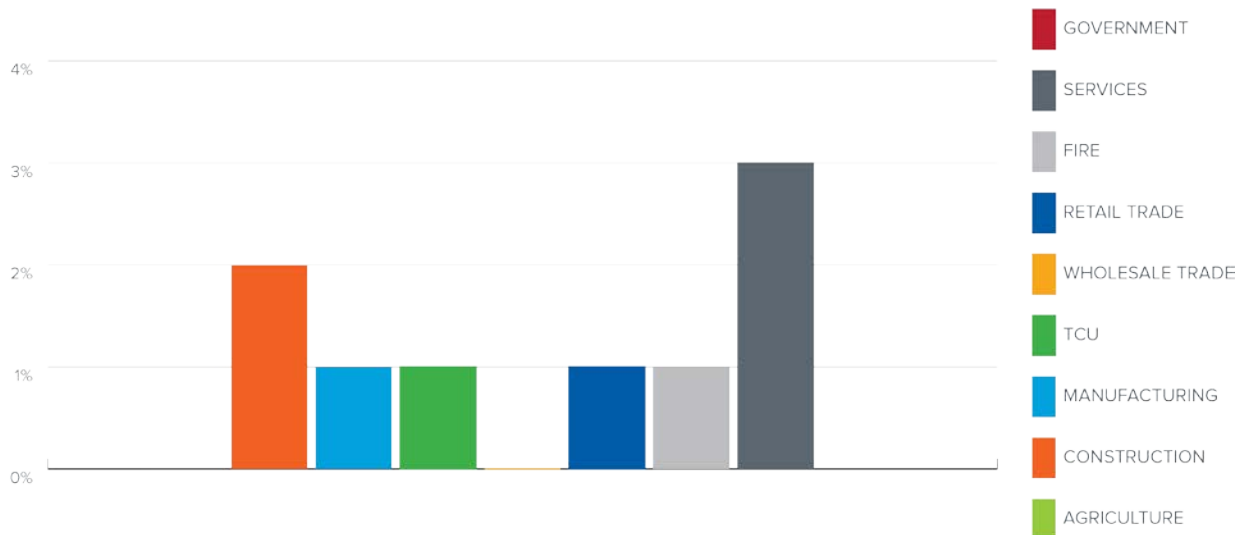
The data we use to examine the Region’s sector employment covers *all* people employed in a particular sector, regardless of whether they are covered by unemployment insurance or not. Most of the sectors’ share of total employment in the Region have changed only incrementally since we last studied the 2015 – 2016 data. The relative share of employment by sector remains somewhat constant.

FIRST COAST EMPLOYMENT TRENDS 2017-2018



SOURCE: ECONOMIC MODELING SPECIALISTS, INC 4 QUARTER 2017

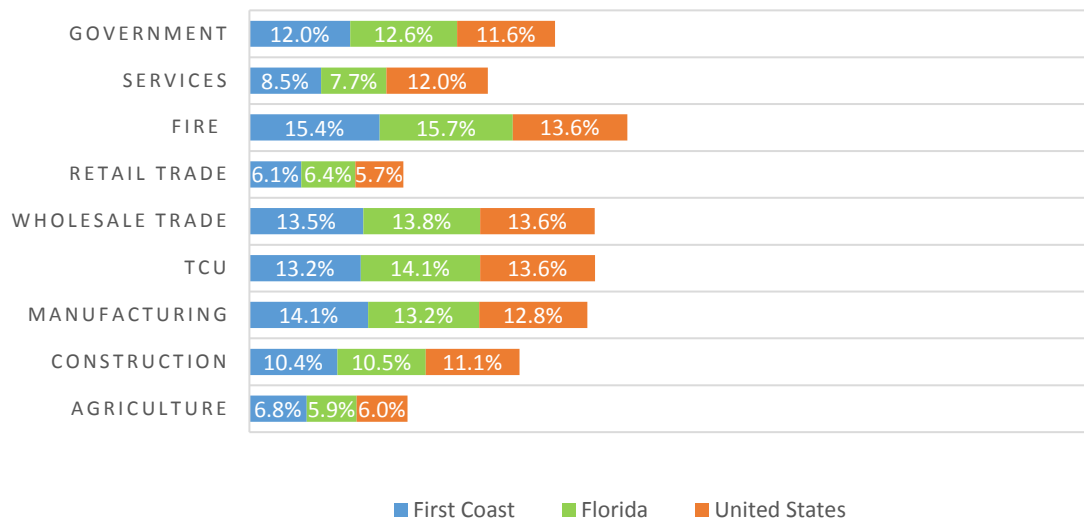
CHANGE IN FIRST COAST SECTOR EMPLOYMENT 2017-2018



SOURCE: EMSI Q4 2017 DATA SET - 2/2018

In 2015, agriculture, wholesale trade, and government sectors had declined, with government experiencing more than 6% decline in employment. Today, agriculture, wholesale trade, and government are flat at 0% growth. We see growth in all other sectors, with construction (+2%), and services (+3%) sectors leading the way.

SECTOR EMPLOYMENT COMPARISON: 2017



Source: Economic Modeling Specialists, Inc 4 Quarter 2017

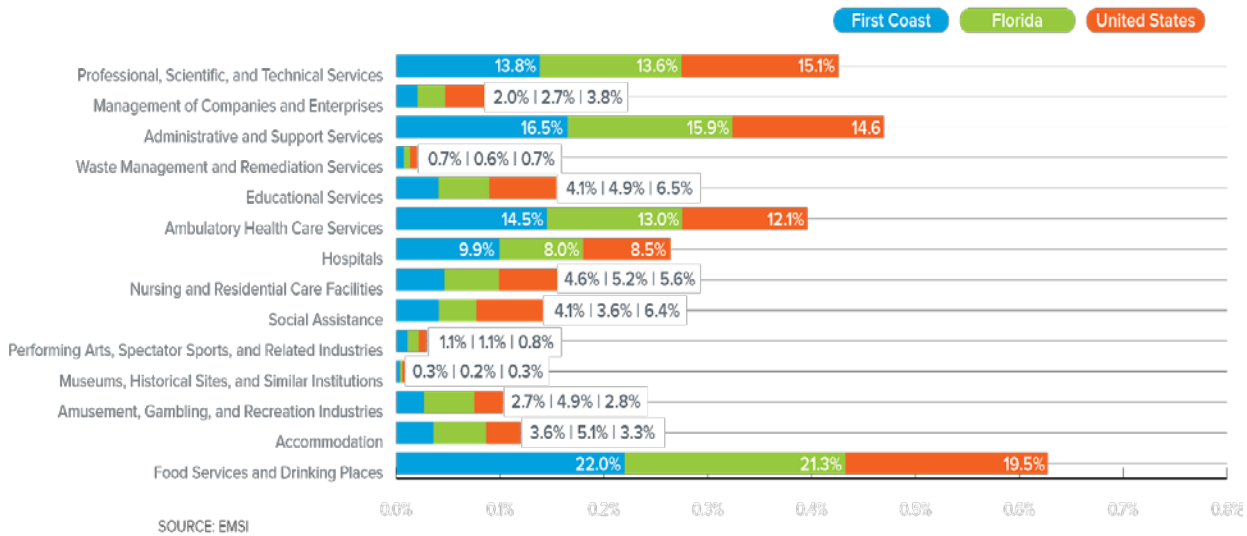
As evidenced in the graph above, the total composition of the Region’s employment sectors vary somewhat from both the state and national sectors, although the relative size of the sectors has remained stable over the past two years.

1.b. Service Sector Employment

Because the Service sector is such a dominant and growing part of the Region’s total employment, it is necessary to examine this sector in further detail. Again using EMSI, the chart below shows the seven largest components of the Service sector. In this chart, we can clearly see the strength of the Food Services sector in the region, making up 22% of the Services sector, compared to 21.3% of Florida’s sector and 19.5% of the national sector.

Region 8 has more employment in both hospitals (9.9%) and Ambulatory Care Services (14.5%) than Florida or the nation. This can be attributed in part to the proliferation of retail healthcare establishments such as walk in urgent care centers, franchise dental practices, and the growth of pharmacy, vision care, and other health services within retail centers.

MAJOR COMPONENTS OF SERVICE SECTOR 2017

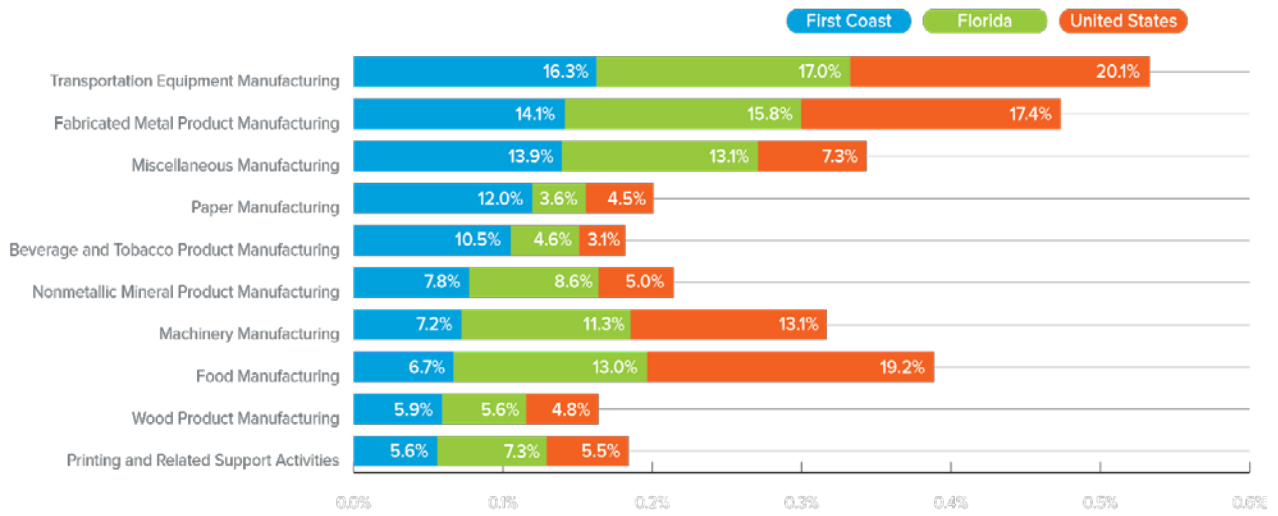


1.c. Manufacturing Employment

Manufacturing employment is often touted as a key sector to target in many economic and workforce development strategies. Historically, these jobs have provided relatively high-paying jobs for lesser-educated individuals. This is less true now, as the remaining and newly created manufacturing jobs require much higher skill levels. The chart on the following page uses the 2017 Economic Modeling Specialists Inc. (EMSI) to compare the five largest manufacturing components in the Region to their state and national shares. Because of the large growth in the Services sector shown in the chart on page 17, Manufacturing has shrunk as a percentage of our Regional, State and National employment. In the Regional Manufacturing sector, Transportation Equipment Manufacturing (16.3%) and Fabricated Metal Product Manufacturing (14.1%) lead employment, although they are smaller than the State and National Sectors. Region 8's Paper Manufacturing sector eclipses the State and National sectors, making up 12.0% of our Manufacturing sector, compared to the State (3.6%) and the National sector (4.5%).

Beverage and Tobacco Products and Paper Goods are two components of manufacturing in which the First Coast in 2015 had a larger portion of its manufacturing employment in comparison to Florida and the United States; this remains true in 2017.

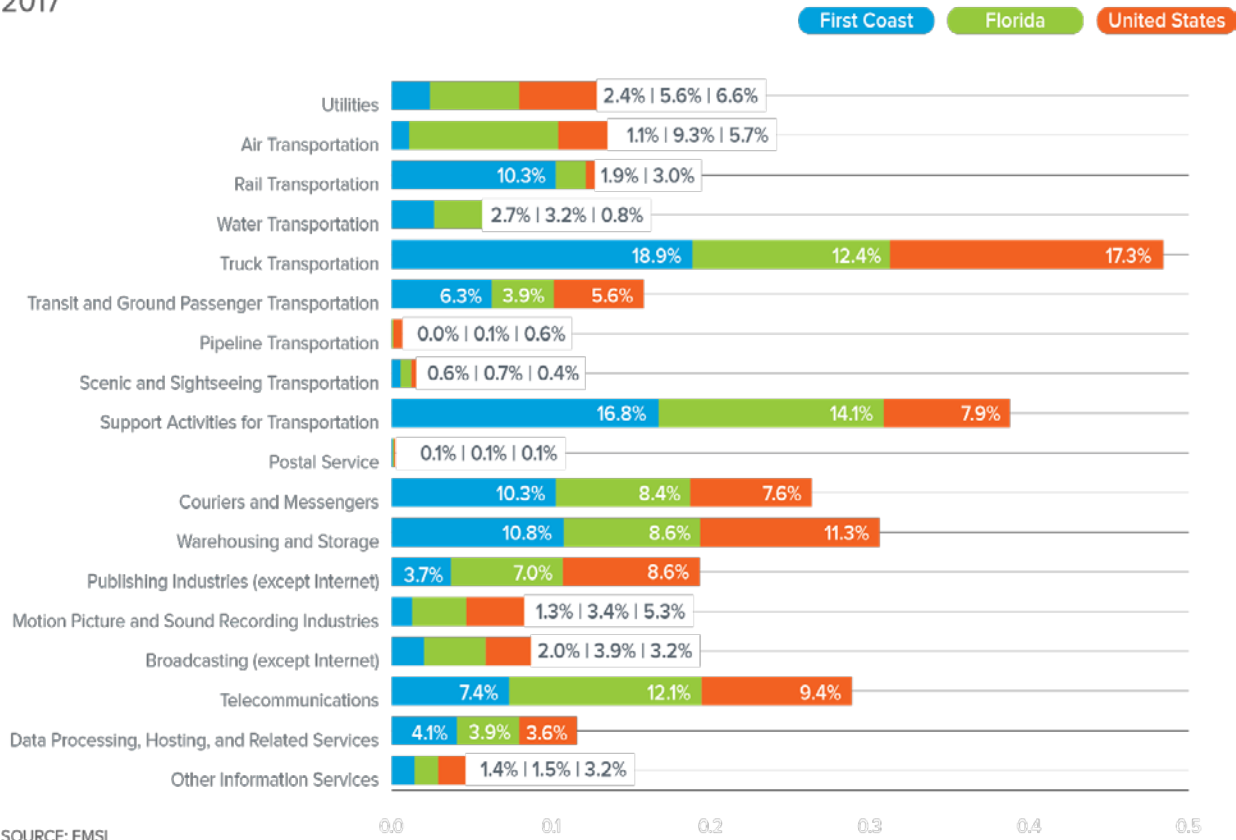
MAJOR COMPONENTS OF MANUFACTURING SECTOR 2017



Transportation and Logistics continues to grow on Florida's First Coast. As our regional port increases activities, we project that Rail Transportation, Support Activities for Transportation and Truck Transportation will continue to show marked increases.

MAJOR COMPONENTS OF FIRST COAST TRANSPORTATION, COMMUNICATION & UTILITIES SECTOR

2017



SOURCE: EMSI

1.d. Sector Earnings and Wages

Certain business sectors invariably offer higher wages than others. If a region is gaining jobs in only low-paying sectors, the economic vitality in the area may suffer. In this section, we look at both wages and earnings. The data used when discussing *wages* covers only those employees covered by unemployment insurance whereas the data used when discussing *earnings* covers all employees. The average wage and earnings in each business sector are other important aspects of the labor market's business sectors. The chart below shows the average annual wage by sector for the First Coast, Florida and the United States.

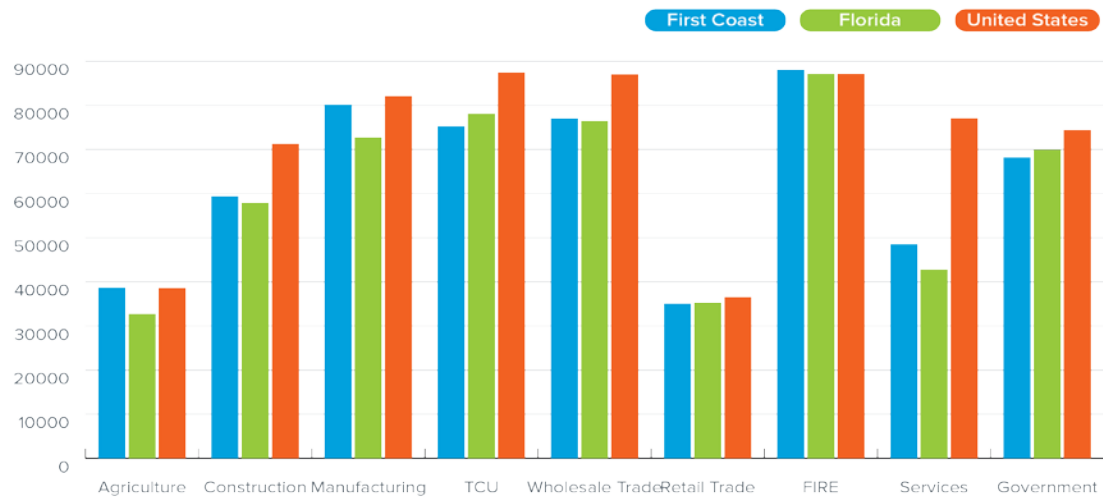
In 2017, the Region shows higher wages than the State in Agriculture, Construction, Manufacturing, Wholesale, FIRE, and Services. The National sectors have higher wages across the board, with the exception of FIRE, where our Region and the State make strong showings against wages in the National sector.

The area's wages may be a reflection of our tight labor market. Our regional unemployment rate stands at 3.4% as of December 2017, down 1.2 percentage points since December 2016. During that year, we added 17,500 jobs, with strong growth in Mining, Logging, and Construction (4.1%), Manufacturing (3.4%), Trade, Transportation, and Utilities (5.9%), Wholesale Trade (7.7%), Retail Trade (5.3%) and Transportation, Warehousing, and Utilities (6.0%).

In FIRE, our Region's strongest showing against the National Sector, the Area average wage is \$88,059, compared to Florida's, which matches the National sector at \$87,124. This is a significant change from 2015, when we reported that the average annual wage was \$55,507 compared to the United States' average of \$67,595 – a difference of \$12,088. The wage gap at that time was growing, as we reported in 2012, the difference was \$6,682. We have not only shown significant growth in the actual wage, but now have closed the gap and lead the National sector.

This is significant, and magnified by our lower cost of living, making the First Coast a very attractive location for workers in the sector. This trend should make it easier for companies in the region to attract and retain top talent from universities and companies across the nation.

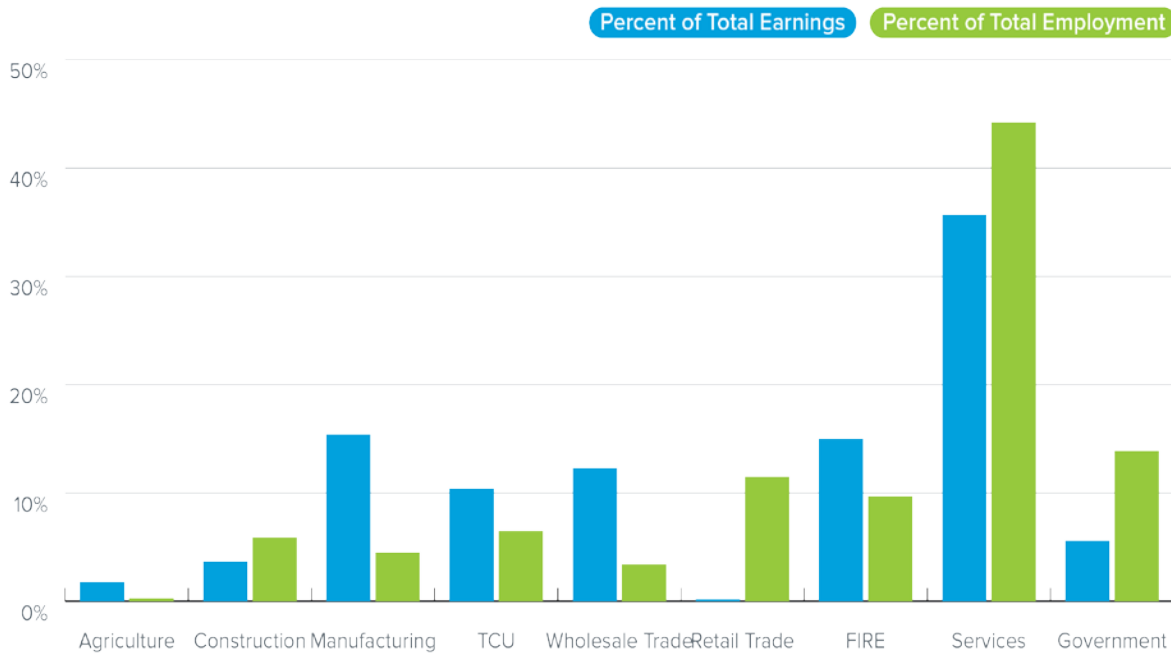
AVERAGE ANNUAL WAGES BY SECTOR 2017



SOURCE: ECONOMIC MODELING SPECIALISTS, INC.

The gaps in earnings between the First Coast and the National sectors in industries such as manufacturing, construction, TCU and Wholesale can be attributed in part to our low rate of unionization (about 2% in the private sector) compared to the rest of the nation. Although this factor creates lower average wages, it is a significant business advantage, and we find that many companies in those sectors look at Northeast Florida as a cost-effective place to relocate or expand operations. We believe our sectors will grow and create more opportunity for workers than they would see in places like the Northeastern U.S.

FIRST COAST EARNINGS VERSUS EMPLOYMENT 2017



SOURCE: EMSI

NOTE: FIRE = FINANCE, INSURANCE AND REAL ESTATE; TCU = TRANSPORTATION, COMMUNICATIONS AND UTILITIES

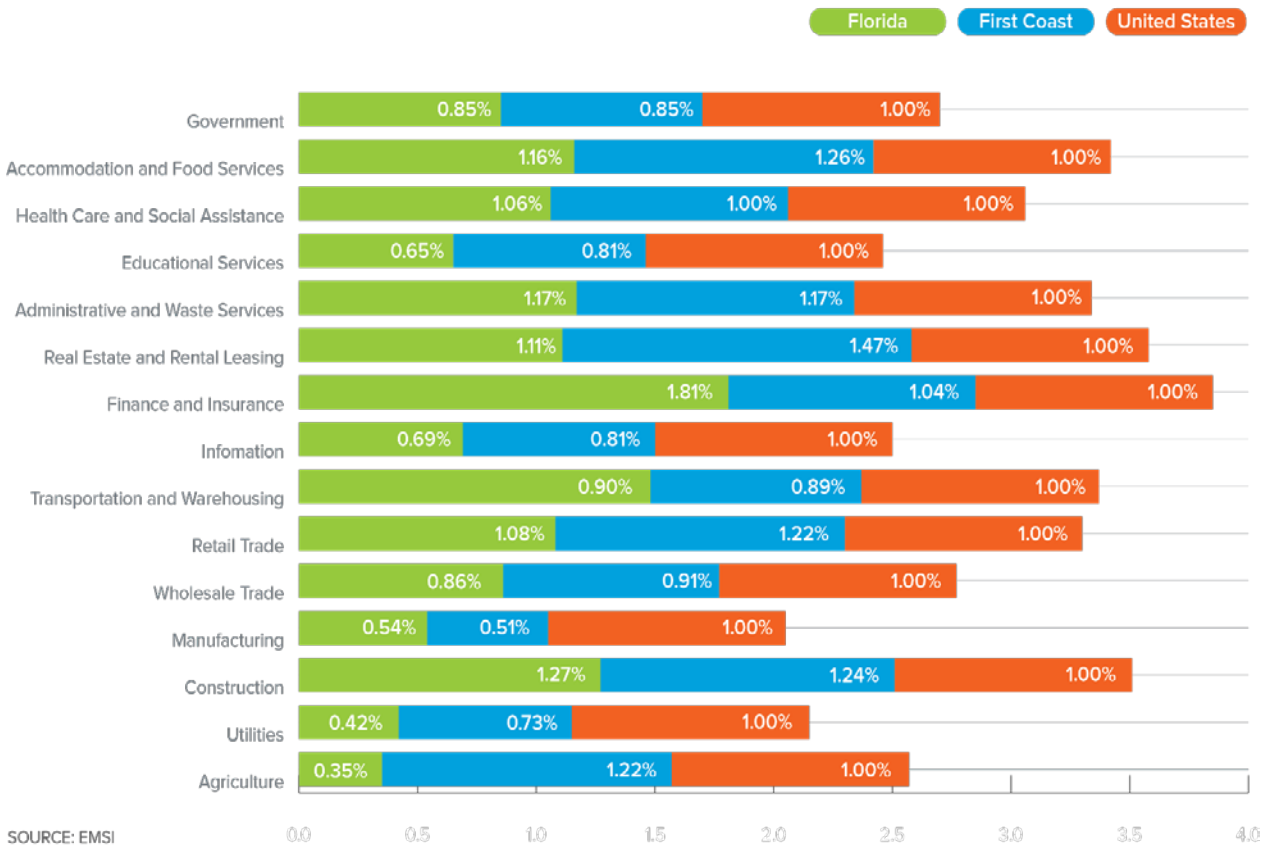
Another way to comprehend the impact that each sector’s earnings have on the Regional economy is to compare earnings and employment to produce a ratio as demonstrated in the chart above. If the percentage of total earnings for a business sector is higher than the percentage of employment it provides for the area, that would be considered a “positive” ratio and reflect a business sector that generates wealth for the region. In 1999, five business sectors in the Region had positive ratios.

In 2007 there were seven business sectors that had positive ratios; in 2015, there were five. Today, only four sectors have positive ratios: Manufacturing, TCU, Wholesales and FIRE. The Government Sector has grown over the past two years, expanding from a little over 10% of total regional employment in 2015 to 13.9% in 2017, pushing it into negative ratio territory.

1.e. Location Quotients

A location quotient can be used to measure the importance and relative competitiveness of individual business sectors. Location quotients are calculated by comparing the percentage contribution of each business sector to local employment versus the percentage contribution of that sector nationally. A location quotient of 1.0 indicates that a specific sector is providing the same percentage of total employment locally and nationally, while scores above or below 1.0 represent relatively larger or smaller industries.

LOCATION QUOTIENTS - FIRST COAST AND FLORIDA 2017



The graph above demonstrates the location quotients for major business sectors in the First Coast and Florida. As shown, Finance and Insurance (1.04), Construction (1.24), Administrative and Support and Waste Management and Remediation Services (1.17), Accommodation and Food Services (1.26), Real Estate and Rental and Leasing (1.47), Retail Trade (1.22) show positive location quotients. Health Care and Social Assistance matches the National sector at 1.00.

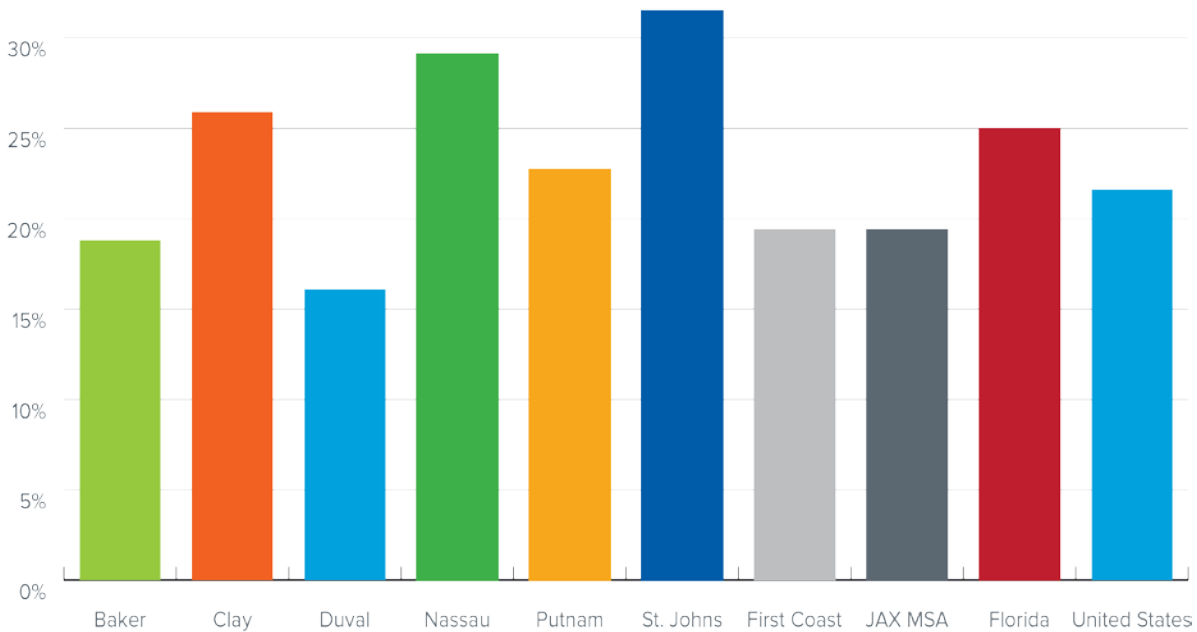
In 2015, we reported that Finance and Insurance and Transportation and Warehousing were well above the national average with both at about 1.5. Utilities, Educational Services, Government, Agriculture, Information, Manufacturing and Wholesale Trade were, and remain, below the national average.

1.f. Non-Farm Proprietorships

Non-farm Proprietorships allow us to gauge the level of entrepreneurial activity occurring in a region because this is essentially a measure of small and locally owned establishments. Employment at non-farm proprietorships can be a significant portion of the labor market. Non-farm proprietorships account for 19.4% of total employment in the First Coast Region. As shown in the chart below, this percentage is below Florida's (25%). The gap has increased since 2015, when First Coast employment was 22.6% and Florida's was 24.5%.

Duval County, despite having the largest percentage of establishments, has the lowest percentage of proprietorships compared to the other counties in the region.

NONFARM PROPRIETORSHIPS AS PERCENTAGE OF TOTAL EMPLOYMENT 2016

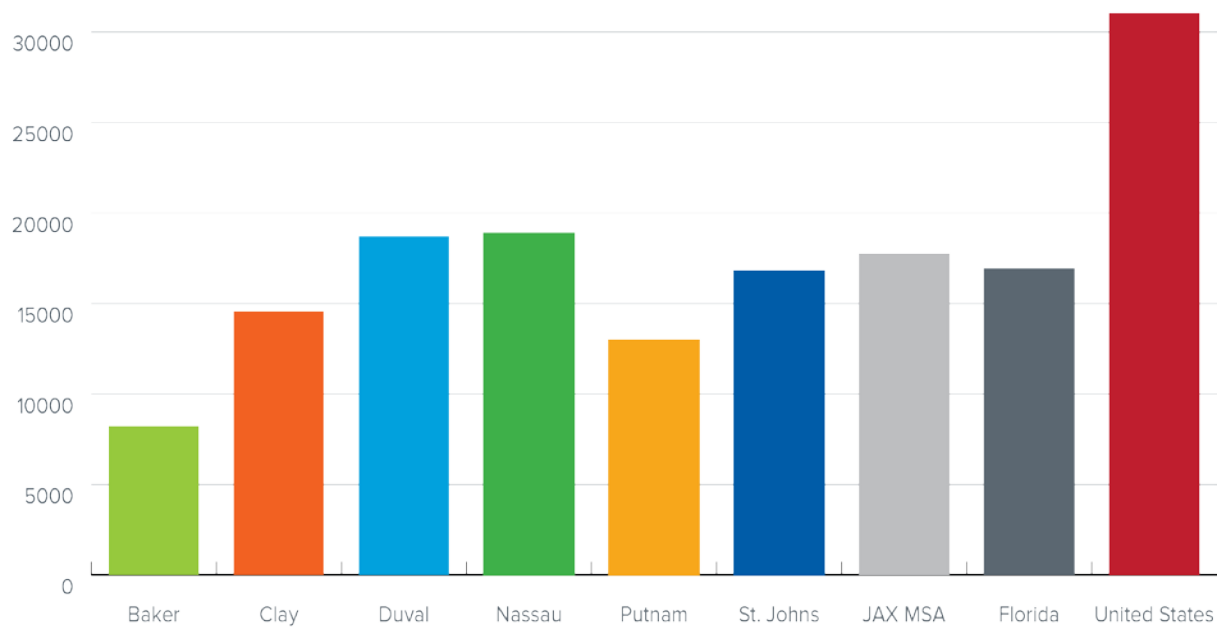


SOURCE: BUREAU OF ECONOMIC ANALYSIS

Putnam County has significantly increased its percentage of non-farm proprietorships (22.7%), almost doubling its percentage since we last ran the data for 2014, when the number was 10.5%. It now joins Clay (25.9%), Nassau (29.1%) and St. Johns (31.5%) counties as being above the national average. Clay, Nassau and St. Johns also have higher levels than the State average of 25%. St. Johns has the highest levels of entrepreneurial activity in the Region.

While looking at the number of non-farm proprietorships is important in assessing the level of entrepreneurial activity, studying the earnings of these individuals helps measure the success of local entrepreneurs. The chart below shows the average income of non-farm proprietors within each of the comparison areas. The Regional average in 2016 was \$17,739, up from 2014's average of \$16,987. We now surpass the State's average of \$16,935, which has dropped from the 2014 average of \$18,958. The national average in 2016 was \$31,028, down from its 2014 average of \$32,471. County average incomes range from \$8,218 in Baker to \$8,218 in Nassau County, pushing it past Duval to first among Northeast Florida counties. Every First Coast County fell below the national average.

AVERAGE INCOME OF NONFARM PROPRIETORSHIPS 2016



SOURCE: BUREAU OF ECONOMIC ANALYSIS

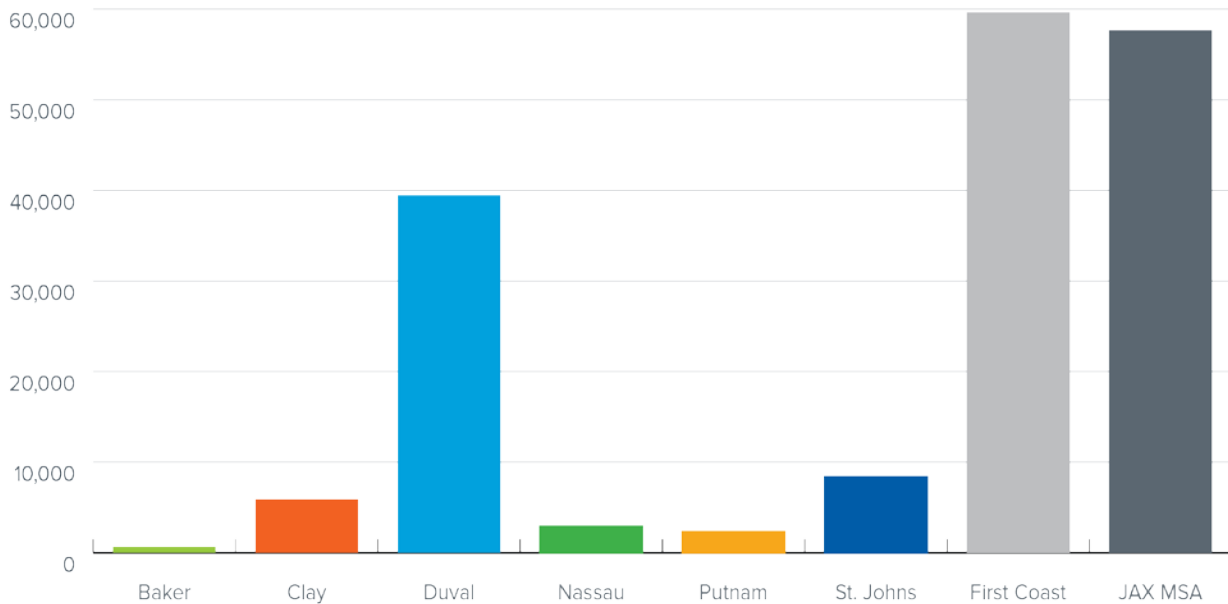
1.g. Number of Business Establishments

The number, type and size of business establishments in the Region offer some understanding of the competitiveness in the labor market. Essentially, the number of business establishments is the number of places in the private sector where an individual can seek employment. The number of places for potential employment that suit an individual's preference will change, depending on the type and size of businesses in which an individual wants to work.

In 2006, there were 53,845 total business establishments in the First Coast. In 2015, there were 42,555 establishments. In the 4th Quarter of 2017, there were 43,677. About 1,100 new businesses were established in the past 24 months.

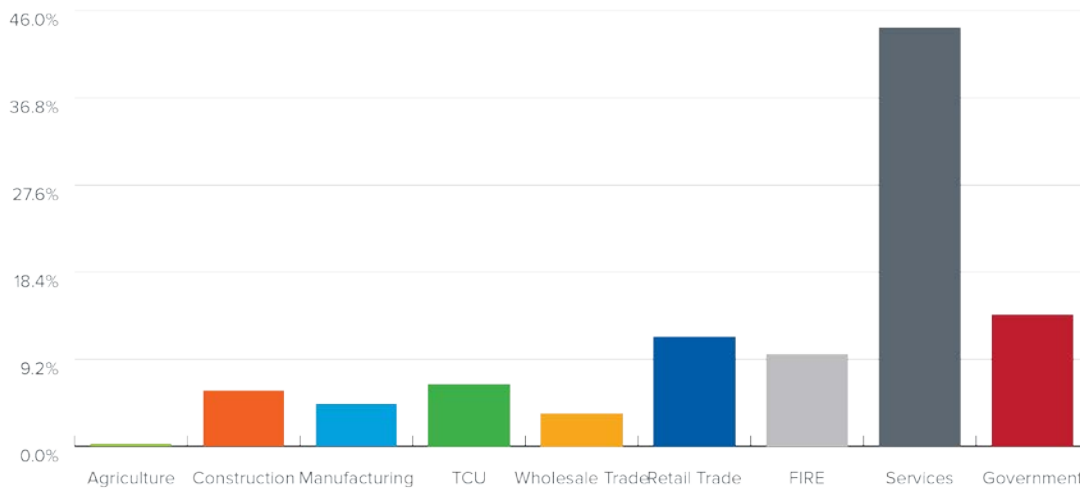
It is of no surprise that, as shown on the chart below, Duval County dominates the number of business establishments in the Region at 66%. Duval is the economic engine of the Region and the overwhelming majority of business establishments are located there. St. Johns has 14.1% and Clay has 10%, Nassau 4.1%, Putnam has 3.1%, but Baker only has about 1.0% of the Region's business establishments.

NUMBER OF ESTABLISHMENTS IN REGION BY COUNTY 2017



SOURCE: BUREAU OF LABOR STATISTICS

PERCENTAGE OF FIRST COAST ESTABLISHMENTS BY BUSINESS SECTOR 2017



SOURCE: EMSI

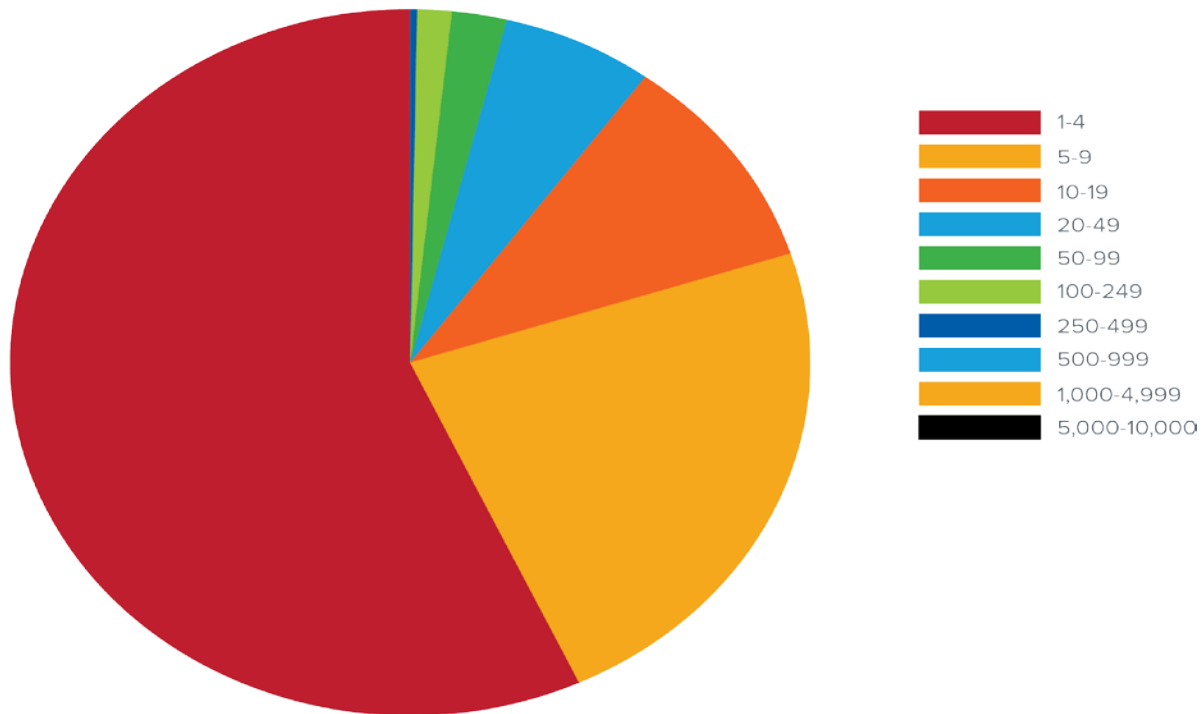
NOTE: FIRE = FINANCE, INSURANCE AND REAL ESTATE; TCU = TRANSPORTATION, COMMUNICATIONS AND UTILITIES

Using EMSI data, we note that the number of Services establishments is significantly higher than other sectors; 44.2% in 2017. The First Coast had 306,000 Services establishments in 2017.

Since the Services sector companies provide services for consumers and businesses, the large number of establishments is a sign of a healthy economy. We are experiencing a boom in restaurant openings, both fast food and casual dine in, which offer opportunities for young workers, students and part time workers. Nursing facilities, Hospitals and other healthcare establishments provide strong career paths in one of our key industry sectors. Professional services, from IT support and consulting to landscaping and waste management, are established and grow in response to business demand, providing opportunities for employment and entrepreneurship.

PERCENTAGE OF FIRST COAST ESTABLISHMENTS

By Employee Size - 4th Quarter 2017



First Coast

Source: Employer information is provided by Infogroup®, Omaha, NE, 800/555-5211. Copyright © 2018 Edition 1.

Looking at businesses by employment size illustrates that the large majority of business establishments have few employees. As shown above, more than half, 56.9%, of all establishments have only four or fewer employees and 96.5% of establishments have less than 50 employees. Only 1.3% of establishments in the Region have 100 employees or more.

1.h. Major Employers

While small firms offer a large share of employment opportunities in an area, the largest firms often indicate the most identifiable type of business in a region. As the table below indicates, Government, Services and FIRE sectors provide most of the major employers in the area. The service industry is such a large part of the Region's economy in that it provides jobs in many large and small establishments. Meanwhile, the FIRE sector has a sizeable portion of its jobs in large firms.

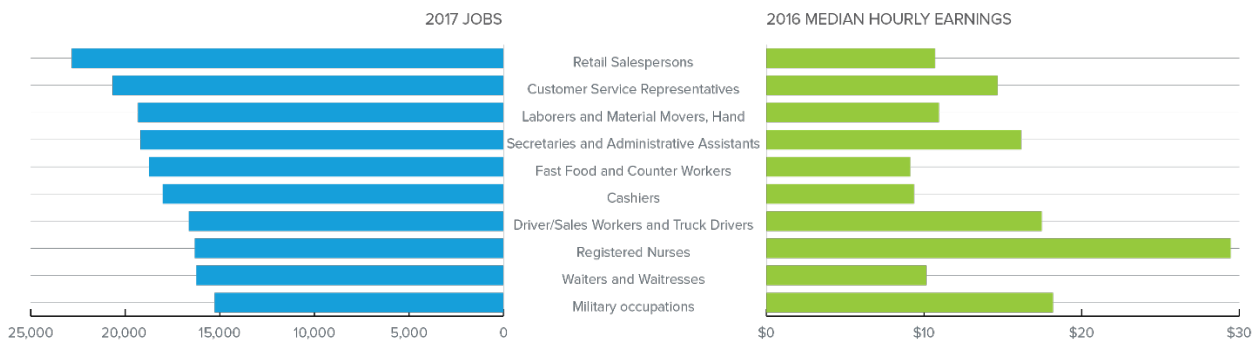
Company	County	Sector	NEFL Workforce
Naval Air Station Jacksonville	Duval	Government	19,800
Duval County Public Schools	Duval	Government	12,060
Baptist Health	Duval	Services	10,500
Naval Station Mayport	Duval	Government	9,000
Bank of America Merrill Lynch	Duval	FIRE	8,000
City of Jacksonville	Duval	Government	7,260
Florida Blue	Duval	FIRE	6,700
Mayo Clinic	Duval	Services	6,000
Southeastern Grocers	Duval	Retail	5,700
Clay County School Board	Clay	Government	5,000
Citi	Duval	FIRE	4,500
St. Johns County School District	St. Johns	Government	4,046
JP Morgan Chase	Duval	FIRE	3,900
Fleet Readiness Center Southeast	Duval	Government	3,850
U.S. Postal Service	Duval	Government	3,800
CSX Corporation	Duval	TCU	3,600
UF Health	Duval	Services	3,600
Wells Fargo	Duval	FIRE	3,500
Jacksonville Sheriff's Office	Duval	Government	3,300
GATE Petroleum Company	Duval	Retail	3,125
Amazon	Duval	Retail	3,000
Florida State College at Jacksonville	Duval	Education	3,000
St. Vincent's HealthCare	Duval	Services	3,000

1.i. Occupations

The 3 largest occupational groups in LWDA 8 are Retail Salesperson, Customer Service Representative and Laborers and Material Movers, which bumped Food Preparation Workers out of the number 3 spot from 2015. Of the 10 Largest Occupations listed below, 2 are directly tied to our targeted industries (Logistics and Medical), and 3 of the occupations can be classified as High Skill/High Wage (Registered Nurses, Drivers and Salespersons, and Military occupations). Customer Service Representatives and Secretaries and Administrators can work in any of our key industries.

Largest Occupations

FIRST COAST EMPLOYMENT TRENDS 2017-2018



SOURCE: ECONOMIC MODELING SPECIALISTS, INC 4 QUARTER 2017

Largest Occupations

Occupation	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2016 Median Hourly Earnings
Retail Salespersons	22,812	23,030	218	1%	\$10.69
Customer Service Representatives	20,657	20,960	303	1%	\$14.66
Laborers and Material Movers, Hand	19,306	19,436	130	1%	\$10.94
Secretaries and Administrative Assistants	19,188	19,506	318	2%	\$16.16
Fast Food and Counter Workers	18,727	19,423	696	4%	\$9.12
Cashiers	18,005	18,286	281	2%	\$9.36
Driver/Sales Workers and Truck Drivers	16,623	16,822	199	1%	\$17.46
Registered Nurses	16,307	16,916	609	4%	\$29.45
Waiters and Waitresses	16,226	16,568	342	2%	\$10.14
Military occupations	15,256	14,674	(582)	(4%)	\$18.18

Although Military occupations is still an important and well-paying occupation group, employment is shrinking. Projections predict a 4% drop in employment in the Military for our region over the next year. Growth and wages for the other large occupations remains fairly flat, with the exception of RN and Fast Food jobs, which are projected to grow by 4%.

The chart below represents the Highest Paying Occupations in our LWDA. You will quickly note that all of the listed occupations, with the exception of Chief Executives, are directly tied to the Services Sector and support our Medical Targeted Industry. Of the 10 occupations listed, most show positive growth year-over-year.

Highest Paying Occupations

HIGHEST PAYING OCCUPATIONS 2016-2017



SOURCE: EMSI 4TH QUARTER 2017 DATA SET

Occupation	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2016 Median Hourly Earnings
Chief Executives	1,051	1,059	8	1%	\$103.55
Physicians and Surgeons	2,849	2,988	139	5%	\$90.17
Dentists	349	364	15	4%	\$87.01
Veterinarians	245	256	11	4%	\$82.55
Nurse Anesthetists	389	404	15	4%	\$66.46
Financial Managers	1,905	1,939	34	2%	\$64.67
Air Traffic Controllers and Airfield Operations	437	440	3	1%	\$62.41
Architectural and Engineering Managers	587	594	7	1%	\$58.40



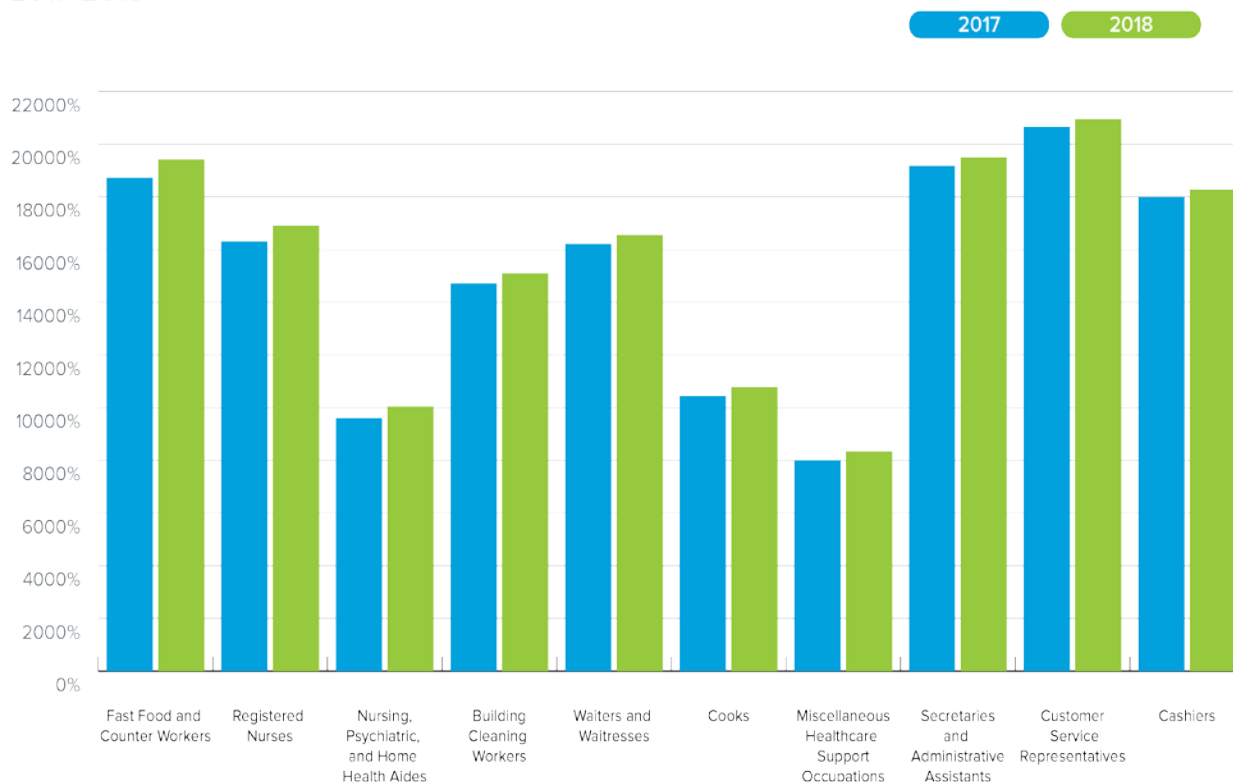
Computer and Information Systems Managers	1,026	1,063	37	4%	\$57.85
Pharmacists	1,710	1,739	29	2%	\$56.77

In 2017, the trend for fastest growing occupations reverses itself from 2015. In 2015, the 3 top Fastest Growing Occupations were Combined Food Preparation, Laborers, and Freight, Stock, and Material Handlers, and Registered Nurses; two of the fastest growing occupations were aligned with our targeted industries, Logistics and Medical.

In 2017, Nursing, Psychiatric, and Home Health Aides, Miscellaneous Healthcare Support Occupations, and Registered Nurses join Fast Food and Counter Workers as the fastest growing occupations (at 4% each.) This is good news, since they are also high skill, high wage jobs in the Health Care sector, which provides stable employment and career paths.

Fastest Growing Occupations

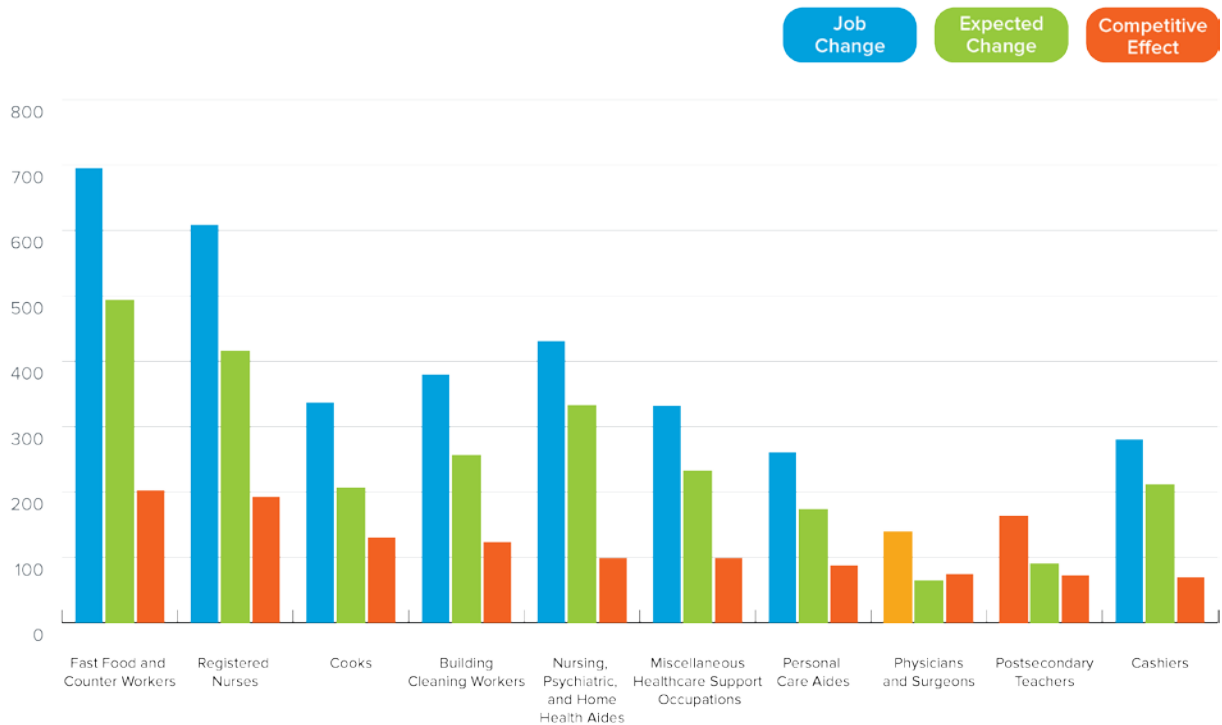
FASTEST GROWING OCCUPATIONS 2017-2018



SOURCE: EMSI 4TH QUARTER 2017 DATA SET

Fastest Growing Occupations					
Occupation	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2016 Median Hourly Earnings
Nursing, Psychiatric, and Home Health Aides	9,614	10,045	431	4%	\$11.57
Miscellaneous Healthcare Support Occupations	8,017	8,349	332	4%	\$14.73
Registered Nurses	16,307	16,916	609	4%	\$29.45
Fast Food and Counter Workers	18,727	19,423	696	4%	\$9.12
Cooks	10,448	10,785	337	3%	\$11.23
Building Cleaning Workers	14,720	15,100	380	3%	\$10.24
Waiters and Waitresses	16,226	16,568	342	2%	\$10.14
Secretaries and Administrative Assistants	19,188	19,506	318	2%	\$16.16
Cashiers	18,005	18,286	281	2%	\$9.36
Customer Service Representatives	20,657	20,960	303	1%	\$14.66

MOST COMPETITIVE OCCUPATIONS



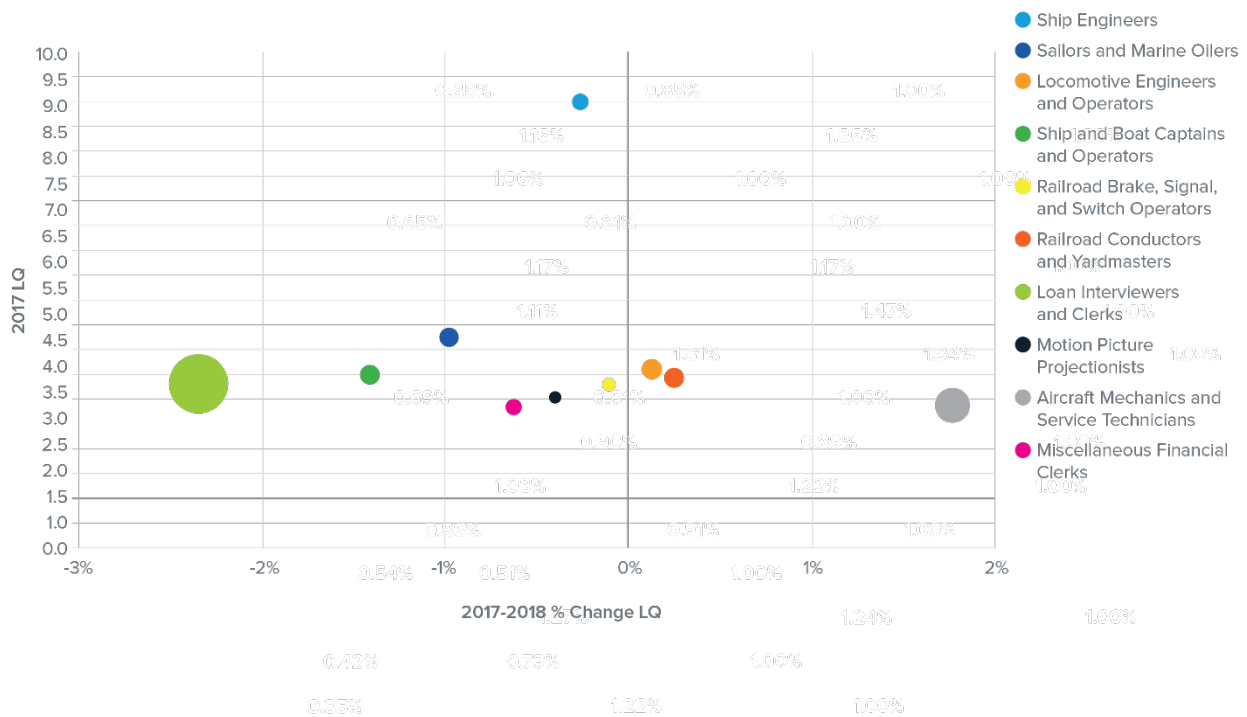
SOURCE: EMSI 4TH QUARTER 2017 DATA SET

Occupation	Job Change	Occ Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2016 Median Hourly Earnings
Fast Food and Counter Workers	696	166	327	493	203	\$9.12
Registered Nurses	609	130	285	415	193	\$29.45
Cooks	337	23	183	206	131	\$11.23
Building Cleaning Workers	380	(1)	257	256	124	\$10.24
Nursing, Psychiatric, and Home Health Aides	431	164	168	332	99	\$11.57
Miscellaneous Healthcare Support Occupations	332	92	140	232	99	\$14.73
Personal Care Aides	261	114	59	173	88	\$9.92
Physicians and Surgeons	139	14	50	64	75	\$90.17
Postsecondary Teachers	163	5	85	90	73	\$40.75
Cashiers	281	(104)	315	211	70	\$9.36

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique.” For example, if the leather products manufacturing industry accounts for 10% of jobs in your area but 1% of jobs nationally, then the area’s leather-producing industry has an LQ of 10. So in your area, leather manufacturing accounts for a larger than average “share” of total jobs—the share is ten times larger than normal. The chart below represents the Highest Occupation Location Quotient for LWDA 8. The chart illustrates our strong logistics and transportation sectors as a competitive advantage.

Highest Occupation Location Quotient

HIGHEST OCCUPATION LOCATION QUOTIENT



BUBBLE SIZE REPRESENTS 2017 JOBS IN EACH REGION
 SOURCE: EMSI 4TH QUARTER 2017 DATA SET

Occupation	2017 Jobs	2018 Jobs	% Change	2017 LQ	2018 LQ	% Change LQ	2016 Median Hourly Earnings
Ship Engineers	434	440	1%	8.97	8.94	(0%)	\$45.91
Sailors and Marine Oilers	665	670	1%	4.25	4.21	(1%)	\$21.59
Locomotive Engineers and Operators	877	889	1%	3.60	3.60	0%	\$27.04
Ship and Boat Captains and Operators	686	690	1%	3.54	3.49	(1%)	\$42.21
Railroad Brake, Signal, and Switch Operators	366	372	2%	3.48	3.48	(0%)	\$24.95
Railroad Conductors and Yardmasters	814	826	1%	3.47	3.48	0%	\$28.30
Loan Interviewers and Clerks	3,547	3,514	(1%)	3.33	3.25	(2%)	\$20.64
Motion Picture Projectionists	76	75	(1%)	3.05	3.04	(0%)	\$10.01
Aircraft Mechanics and Service Technicians	1,773	1,835	3%	2.88	2.93	2%	\$22.50
Miscellaneous Financial Clerks	518	523	1%	2.83	2.81	(1%)	\$17.79

1.j. Opportunities and Challenges in the Labor Market Sector

The total civilian labor force in LWDA 08 for December 2017 was 777,610, of which 750,829 were employed and 26,781 were unemployed. The unemployment rate was 3.4 percent. The average weekly wage for LWDA 08 in 4th Q 2017 was \$908.81. This would be equivalent to \$22.72 per hour or \$47,528 per year, assuming a 40-hour week worked the year around.

The figures below are 1st quarter 2016 period.

Area	Average Weekly Wage
CareerSource Northeast Florida	\$908
Florida	\$905
United States	\$849
Source: FREIDA & U.S. Bureau of Labor Statistics	

The labor market sectors and the changes they have experienced over recent years also present the First Coast with many unique opportunities and challenges. Opportunities in the labor market sectors are:

- The Region is comparatively strong in Construction, with a location quotient at 1.24. Anecdotally, we are hearing from contractors that skilled labor is becoming more challenging to recruit and retain. Because the skilled trades offer relatively high wages and contractors are often seeking minority workers and women, this may be the right time to consider placing construction trades on our list of demand occupations available for training scholarships. The construction industry is also open to hiring workers with less-than-perfect backgrounds, so it may also provide opportunities for some of our most challenged populations.
- In 2017, FIRE, Wholesale Trade, and Manufacturing had positive earnings to employment ratios. These sectors contribute a larger percentage share of earnings to the economy than their employment share. These industries offer higher wages and solid career paths. Manufacturing, in particular, is also worried about the coming wave of Baby Boomer and Gen X retirements, since data indicate that the average age of the manufacturing workforce is 44.7 years (2012 data.) The industry is very interested in creating a pipeline of younger workers.
- Some of our largest and fastest growing occupations are directly tied to our targeted industries, including Healthcare and Logistics. Of the highest paying occupations, almost all are in the Service Sector and are directly tied to our Healthcare Targeted Industry.

Challenges in the Region's labor market sectors include:

- Many of our largest occupational groups, such as retail and food preparation, are not directly related to our targeted industries, and may have limited career pathways to High Skill/High Wage jobs.
- The Registered Nurse Occupation is listed in the top ten Largest Occupations, Fastest Growing Occupations and Most Competitive reviews. Employers will most likely feel upward wage pressure to obtain and retain the needed workforce in this occupational group.
- The Construction Laborer Occupation continues to grow, and a shortage of these workers could slow projects and thus growth in other areas.

2. The Labor Force- Identification of Employment Needs

The people who comprise a region's workforce are of foremost importance in creating a valuable workforce profile. A region's economic performance and structure are indeed important, as will be discussed later, but the people in that economy will ultimately dictate how successful the Region will be. Through a careful analysis of several demographic characteristics, we can help determine the preparedness of the First Coast labor force for the changing economy. In this section, we will examine:

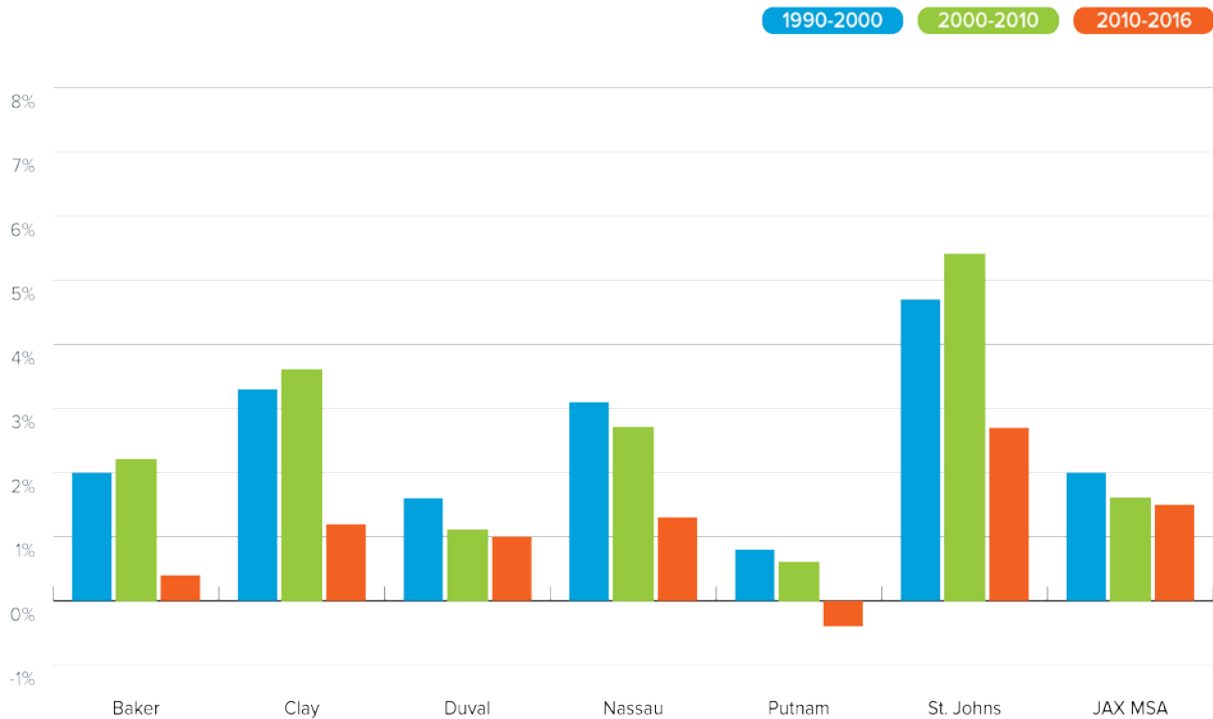
- a. Population
- b. Future Workforce
- c. Age Distribution
- d. Individuals with Barriers to Employment
- e. Educational Attainment
- f. Military Service
- g. Poverty Rates
- h. Opportunities and Challenges

2.a. Population

In 2014, the six counties that comprise Florida's First Coast (or hereafter referred to as the "Region") had a total population of 1,491,270. Since 1990, the Region's population increased 51% from 990,283, compared to 54% for Florida and 28% for the United States. From 2010 through 2014, as indicated in the chart below, the Region's annual growth rate averaged 7% with the highest local rates occurring in the suburban counties of Clay and St. Johns. Since 2010, Clay County's population has grown by 4.5% and St. Johns County has grown by 12.8%. These numbers reflect two analogous trends that are happening nationwide. First, regions and states in the Sun Belt, especially those along the coast, are experiencing dramatic increases in their population compared to the rest of the nation. Second, metropolitan areas are becoming increasingly decentralized as people from all backgrounds immigrate to the suburbs. Conversely, Putnam County shows a decrease of 2,221 in population a -3.1% growth rate for the same period.

AVERAGE ANNUAL GROWTH RATE

1990 - 2016



SOURCE: UNITED STATES CENSUS BUREAU; AMERICAN FACTFINDER; ADVANCED SEARCH; TABLE PPANNRES

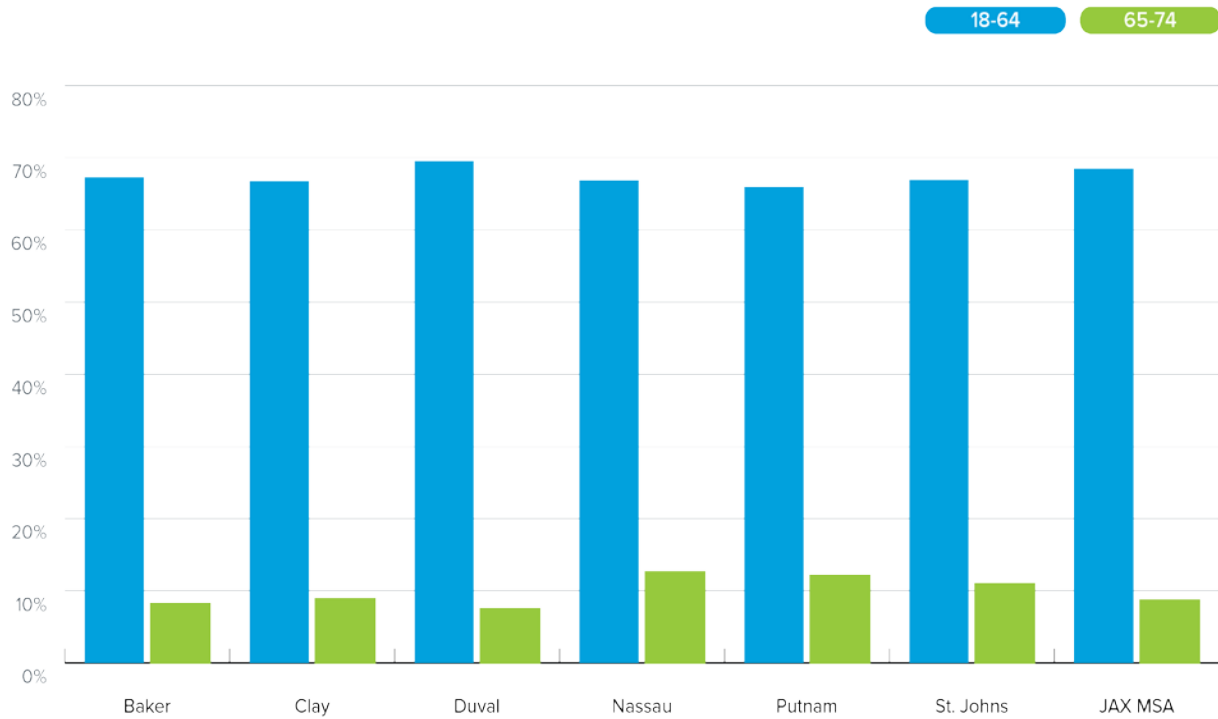
The potential labor force in the First Coast can be determined by looking at the total number of people between the ages of 18 and 64. While this is a useful estimate, it should be noted that people at the lower end of this range may be attending college fulltime and, as life spans continue to increase and the baby boomers age, those at the upper end may continue to work past the age of 64.

In 2013, the working age population of the Region was 913,317, which was 61.2% of the total population. Duval County dominates the Region’s labor pool by supplying 62.2% of the potential labor force. Fast growing Clay and St. Johns Counties provide 13% and 13.1% of the labor force, respectively.

The chart below represents the percentage of working age citizens versus the retired population who reside in each of our six counties.

FIRST COAST WORKING AGE POPULATION

2012-2016 5-Year Estimates



SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2012-2016

2.b. Future Workforce

A simple forecast of the Region’s future workforce provides an estimate of the number of people who will need to find employment in the area during the next ten years. These estimates are based on residents who currently live in the Region and do not take into account migrants to and from the area.

	2000	2008	2020	Change Rate
Baker	14,091	17,998	20,109	42.7%
Clay	87,657	131,020	158,168	80.4%
Duval	492,135	582,108	701,876	42.6%
Nassau	35,957	46,619	55,408	54.1%
Putnam	40,110	46,090	43,111	7.5%
St Johns	75,157	125,629	156,794	108.6%

Source: Florida Demographic Estimating Conference, February 2017 and the University of Florida, Bureau of Economic and Business Research, Florida Population Studies, Bulletin 178, June 2017

Used 2020 stats from source above, 2000 and 2008 from previous source (U.S. Census 2000 & EMSI 6/2009)

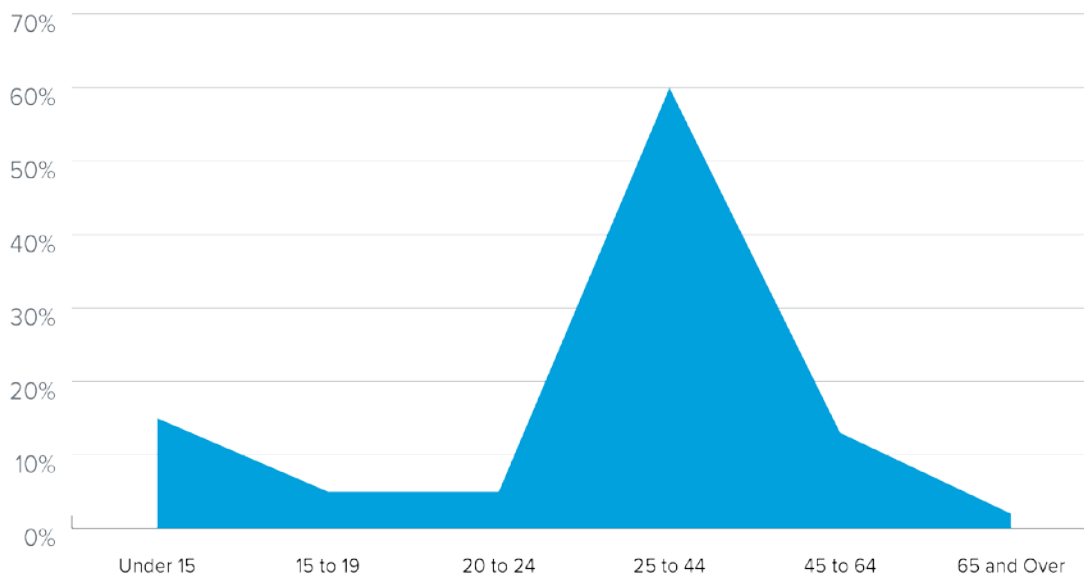
We started collecting our regional workforce’s growth rate in 1990. Since that time, our regional workforce has increased 40.6%; a rate lower than Florida’s increase of 49% and greater than the United States’ at 24.8%. In looking at specific counties, 2000-2020, there is a wide range increase in the projected workforce population. Baker’s workforce population will grow by 42.7%, but St. Johns’ workforce is projected to grow by 108.6% (see Table 1 above). Because this estimate does not predict migration flows in an area, it essentially indicates the relative age of an area’s population. The First Coast’s total population is relatively younger than Florida’s and the United States’ and its future workforce population will therefore increase at a faster rate. Similarly, Baker County’s total population is relatively younger than St. Johns’ population.

2.c. Age Distribution

By looking at the population’s age distribution in further detail, we offer additional insight into how the Region’s workforce will age in the future. The graph below depicts the Jacksonville MSA age distribution by group in 2010. This graph clearly indicates when historic population explosions occurred and when birth rates declined. For example, the post-World War II “baby boom” is illustrated in the large “hump” in the middle of the graph. As baby boomers age, that “hump” will shift towards the retirement age and this generation will gradually leave the workforce in the next ten years.

AGE DISTRIBUTION OF PEOPLE IN JACKSONVILLE

Florida MSA (includes Putnam County)



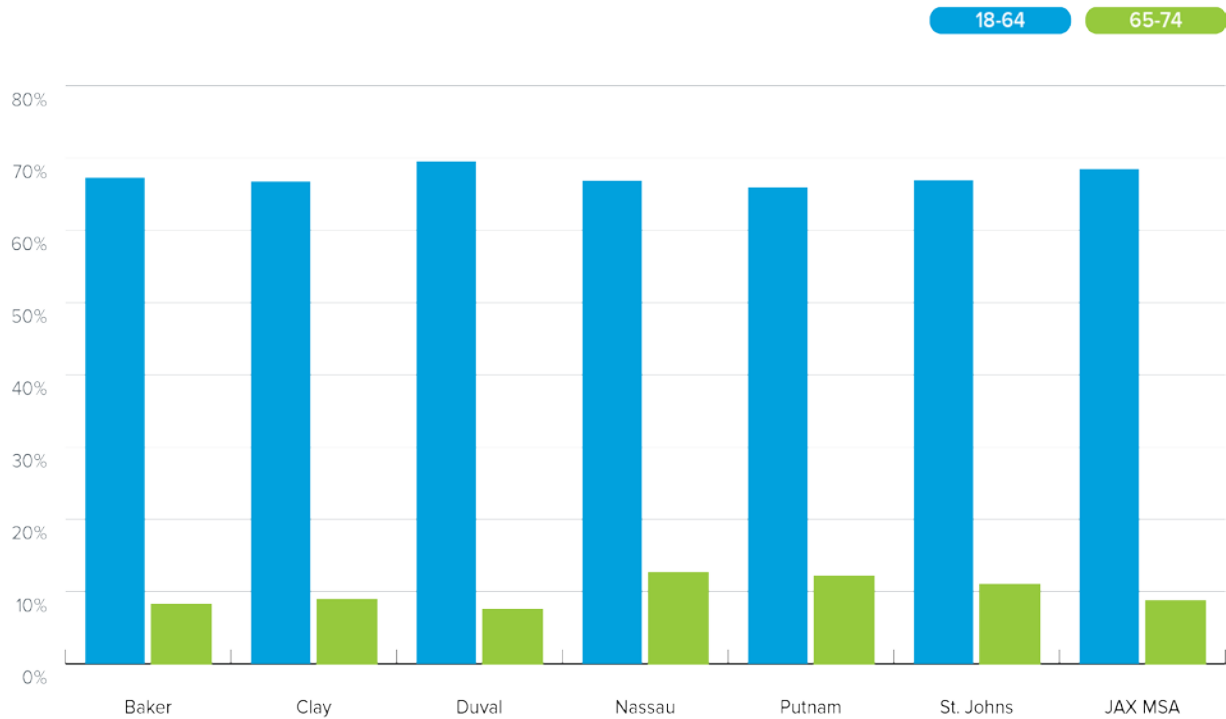
SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2012-2016

When looking at the specific counties in the Region, a few additional worthy points of discussion materialize. In the 2016 update to the 2010 US Census, Nassau, Putnam and St. Johns Counties had a relatively older population than the Region, and their population 65 and over is growing. Nassau County’s population of 65 and older was 21.3 of the total in 2016, up from approximately 16% in 2010. Putnam County had 17.5% in 2010; in 2016, the number was 21.9%. St. Johns population over 65 grew from about 16% in 2010 to 19.3% in 2016.

Census data shows a growth in our older population now ranging from a low of 13.4% in Baker County to 21.9% in Putnam County, each up about 2 percentage points since the 2010 Census. This data point is driven by the baby boomer generation.

FIRST COAST WORKING AGE POPULATION

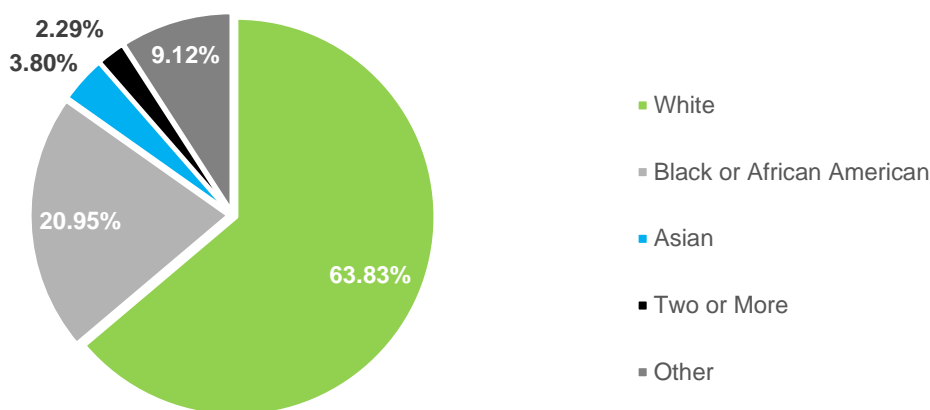
2012-2016 5-Year Estimates



SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2012-2016

The Census Bureau categorizes *Hispanic* as an ethnicity. For example, people can classify themselves as being both White and Hispanic or both Black and Hispanic. Projecting from 2010 to 2020, the First Coast will experience tremendous growth in our Hispanic population, showing a 51.2% increase. From 1990 to 2000 the First Coast Region experienced a 91.7% growth rate in its Hispanic population. Nonetheless, where Florida’s 2010 Hispanic comprised 17.4% of its total population, the Region’s total population was only 5.8% Hispanic. The number of White (63.8%) and African American (20.95) residents has decreased slightly since 2015, perhaps in part due to the number of people who self-identify as “2 or more” races or “other,” which have increased 7.5% and 10%, respectively.

Racial Distribution of First Coast Population 2017



2.d. Individuals with Barriers to Employment

The majority of persons with a disability who reside in LWDA 8 are not in the labor force (38,963 in labor force; 54,756 not in labor force). The CSNEFL unemployment rate for persons with a disability was 16.0 percent in 2013 compared to 6.3 percent for all labor force participants. The unemployment rate in this population increased by 1.2 percentage points from 2012 to 2013 (the most recent year for which data are available) while the overall unemployment increased 0.5 percentage point during that period. The majority of American Indians and Alaska Natives who reside in CSNEFL are part of the labor force (274 in labor force; 130 not in labor force) and the CSNEFL unemployment rate for such persons was 10.6 percent in 2013, an increase of 0.5 percentage point from 2012. The majority of Native Hawaiians and Other Pacific Islanders who reside in CSNEFL are part of the labor force (180 in labor force; 57 not in labor force) and the CSNEFL unemployment rate for such persons was 35.0 percent in 2013, an increase of 0.1 percentage point from 2012. The majority of persons age 55 and older who reside in CSNEFL are not in the labor force (36,958 not in labor force; 23,275 in labor force) and the CSNEFL unemployment rate for such persons was 7.5 percent in 2013, an increase of 0.3 percentage point from 2012.

The American Community Survey (ACS) estimates for 2012-16 indicate that approximately 13.6 percent (198,652) of CSNEFL's total population (1,465,857) has a disability. Of those, it is estimated that about 140,000 are of working age- age 18 and over, and an estimated 105,684 thousand of working age in CSNEFL with disabilities are employed.

The American Community Survey (ACS) estimates for 2009-13 indicate that approximately 12.5 percent (176,420) of CSNEFL's total population (1,410,402) has a disability. Of those, it is estimated that about 95 thousand are of working age- age 16 and over, and an estimated 39,000 thousand of working age in CSNEFL with disabilities are employed.

The ability to speak English is another major barrier for those whom are looking for employment. The chart below represents an analysis of the age ranges for those who are challenged in this manner.

Analysis of Age Range and Ability to Speak English

2012

English Ability	Age Range	Number
Speaks English not well	5-17	1,308
	18-64	15,730
	65 and over	7,096
	Total	24,134
Does not speak English	5-17	669
	18-64	7,377
	65 and over	2,091
	Total	10,137
Total for both		34,271

2016

English Ability	Age Range	Number
Speaks English not	5-17	1,323
	18-64	13,981
	65 and over	2,911
	Total	18,215
Does not speak	5-17	177
	18-64	4,519
	65 and over	1,610
	Total	261
Total for both		6,306

Adult education programs offer Adult English for Speakers of Other Languages (ESOL) instruction to improve their English speaking and writing skills but also to improve their academic skills so that they can earn a high school credential and enter postsecondary education to improve their career options. Adults enrolling in ESOL programs fall in the age ranges of 16 to 60+. During 2014-2015, some 16,781 adults were enrolled in ABE, ESOL and ASE (adult high school and GED®) courses. Of the total enrollment, 583 adults were enrolled in ESOL courses.

To fully understand the skills gaps apparent in Florida, CSNEFL is supporting and working with the state as it is planning to conduct further research and analysis on this topic. Skills gaps are a major data deficit in the national workforce system, although skills are mentioned multiple times in WIOA. This study will provide the first data set that links employer reported skills gaps to occupations in Florida. Skills gaps and job vacancy data by industry and occupation can be used to design workforce services (including On-the-job training (OJT) contracts, wrap-around services, and training requirements) and educational curriculum (soft skills and hard/technical skills targeted by occupation, training program or major).

One goal of this study will be to develop a process for benchmark updates by using the results to target follow-up efforts in particular occupations, industries and areas. The relationship between wages and skills will be analyzed by evaluating wage growth rates for occupations with significant skills gaps. The hypothesis is that occupations with greater skills gaps will experience slower wage growth. Given the relative stability of the current economy and labor market, changes in skill demand will likely be slow. These data will be valuable as a benchmarking tool using real-time demand measures.

The one-stop career center partners will collaborate to provide services, resources and referrals to limited English speaking jobseekers.

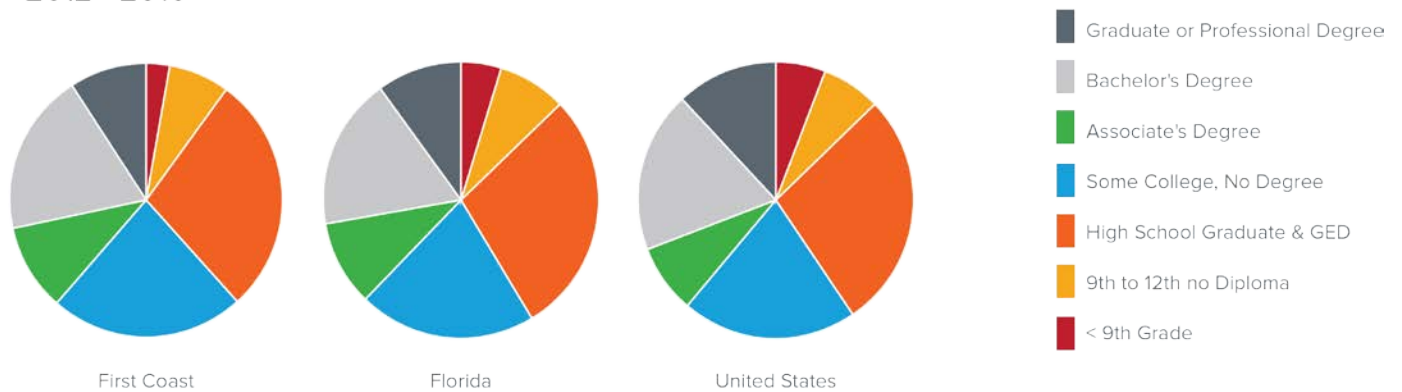
2.e. Educational Attainment

One of the best indicators of the quality of an area's labor force is Educational Attainment. The most recent county-level data available on educational attainment is from 2009 - 2013 United States Census estimates. Using data from the graph below, 23.8% of persons 25 and over in the Region obtained a Bachelor's degree or higher. For comparison, the same attainment level was 26.4% for Florida and 28.8% for the United States. The Region's rate was lower than both the State and the National average. On a positive note, of those 25 years or older, 87% of persons in the Region had at least received a high school degree, as compared to 86% in the state and 86% in the nation.

Educational Attainment Population 25 and Over 2012 -2016

EDUCATIONAL ATTAINMENT

Population 25 Years and Over
2012 - 2016



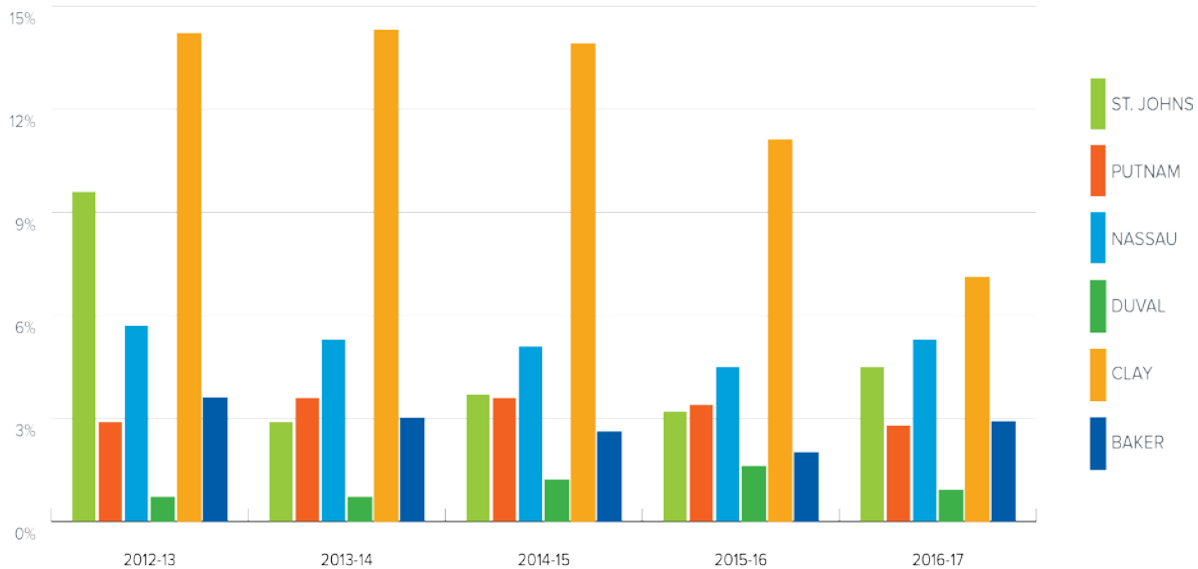
In 2001, we found particularly low educational attainment levels in Baker and Putnam Counties. In Baker County, 35.9% of the population failed to complete high school. In Putnam County, this rate was 35.7%. When reviewing the most current data, we identified a marked improvement in each county. Baker County reduced the percent of the population who did not complete high school to 19.8%, and Putnam County reduced this figure to 22.5%. The current Regional average is 13.1% and both Florida's and the national average is 13.9%. Additionally, in 2001 only 5.7% of Baker County residents and 8.3% of Putnam County residents earned a Bachelor's degree or higher. These figures are now 10% and 11.3% respectively.

The High School Dropout Rate, shown in the graph below, is another key indicator concerning education levels. In the 2013-2014 school years, Duval and Putnam Counties had a dropout rate above the State average of 1.9%, versus 2.9% and 3.6% respectively. Baker, Clay, Nassau and St. Johns Counties were markedly below the state average dropout rate ranging from .3% - 1.0%.

In the 2016 – 2017 school year, several counties had slight increases in their dropout rates. Baker increased to 4.5%, Duval to 5.3%, and St. Johns to 2.9%. Clay dropped slightly to 2.8%, Nassau to .9%, and Putnam made significant progress, down to 7.1% from its 2014 rate of 14.3%.

HIGH SCHOOL DROP OUT RATES

2012 - 2017



SOURCE: FLORIDA DEPARTMENT OF EDUCATION

2.f. Military Service

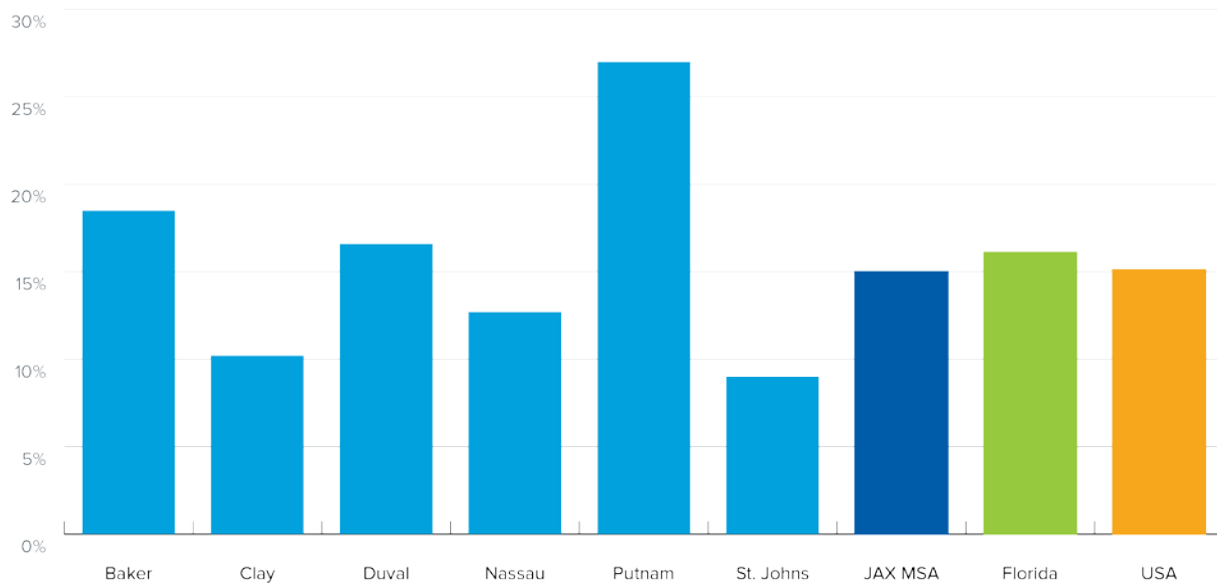
An additional, yet often overlooked, indicator of a workforce's quality is the percentage of the population who has served in the military. Individuals with military service often possess additional training and skills that are highly marketable. In 2013, (the latest data available) 149,943 people in the First Coast population had served in the armed forces since 1975 (the post-Vietnam and post draft era). This represents 10.4% of the area's total population. The State and National averages are 8.2% and 6.8% respectively. While this is still a small percentage of the population, it does indicate that First Coast businesses have an additional resource, a population that is highly trained and relatively crime and drug-free, to draw upon when searching for potential employees. Furthermore, many economic and workforce developers consider military spouses as potential valuable additions to the labor force.

2.g. Poverty Rates

High poverty rates in an area can serve as an indicator of various social problems that can negatively affect the workforce's quality and performance. For instance, teenage mothers, single parents and persons with low levels of education are all at greater risk of falling into poverty. Individuals in poverty face immense obstacles as they seek to contribute positively to the labor force. Poverty creates challenges with transportation, access to healthcare and mental health treatment, among other issues. As indicated in the graph below, the estimated poverty rate for the First Coast in our 2012 – 2016 snapshot increased to 15%, up from the 2009 - 2013 snapshot, which was 14.3%. While the Florida and US rates declined from 16.3% at the State level to 16.1%, and the National estimate declined from 15.4% to 15.1%. If this trend continues in the face of a robust job creating economy, it could point to underlying social issues that must be addressed before all First Coast residents can benefit from our strong regional economy.

POVERTY RATES ALL AGES

5-Year Estimates 2012-2016



SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2012-2016

The rural county of Putnam had poverty rates significantly above the Regional average (25% versus 15%.) Baker County's rate also continues its upward trend, at 18.5%, up from 17.3% in the last estimate, from a low of 14.3% in 2004. Putnam County's poverty rate, although high, actually decreased from its 2013 estimate of 26.4%; its low was 17.3% in 2004. This higher than average poverty rate presents an additional obstacle for residents of the county if they are to be valuable participants in the Region's labor force. As expected, the poverty rates in the suburban counties of Clay, Nassau and St. Johns were a good deal lower than the Regional average.

The graph below depicts the difference between the poverty rates for the total population and for children ages 0 to 17. Children increase a family's cost of living and can lead to increased poverty rates, particularly for single parent families. The First Coast rate of children 0 -17 in poverty is about the same as the Florida

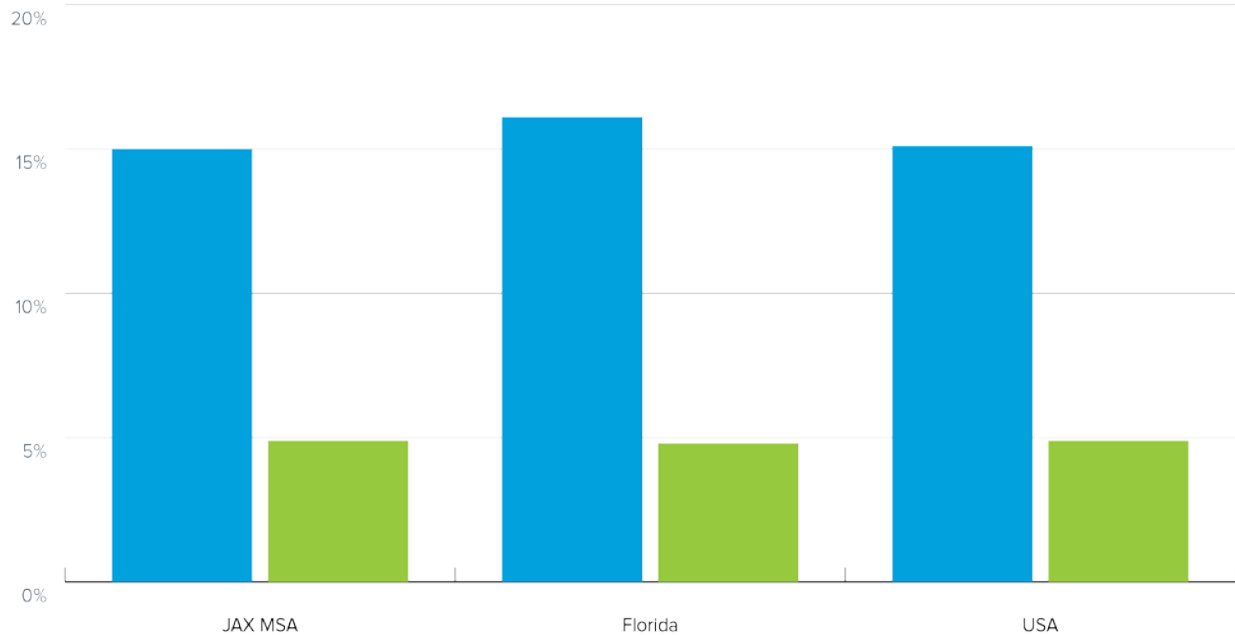
and US rate, at about 33 percent. This number has not fluctuated from the 2013 snapshot.

POPULATION BELOW POVERTY RATES

5-Year Estimates 2012-2016

All Ages

Children Age 0-17



SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2012-2016

2.h. Opportunities and Challenges in the First Coast Labor Force

A region's competitive advantages cannot be assumed. To understand the employment needs of our in-demand industry sectors and occupations we must continually monitor and maximize these advantages to help ensure the long-term economic health of the region. Advantages and opportunities in the First Coast Labor Force are as follows:

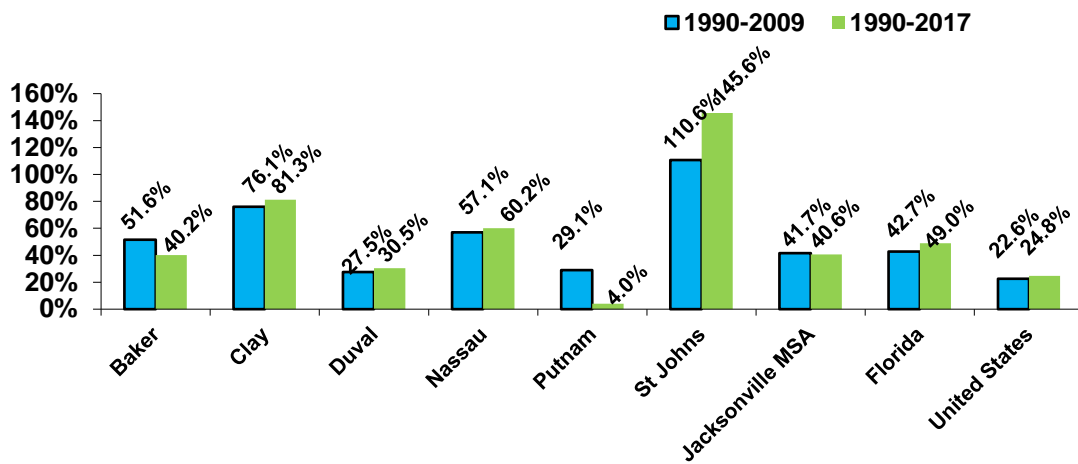
- The Region's total population in 2016 was 1,491,270. Approximately 61.2% of that population is of working age. The labor force was projected to increase by 38% between 2010 and 2018.
- The Region has a relatively younger population than both Florida and the United States. This young population will add workers to the labor force in the future.
- In 2013, 87% of the Region's residents age 25 and over had completed high school. This is up from 85% in 2007.
- In 2013-2014, four of the six counties in the region (Baker, Clay, Nassau and St. Johns) had high school dropout rates markedly less than Florida's average of 1.9%. The counties dropout rates ranged from a low of .03% to 1.0%.

- The American Community Survey (ACS) estimates for 2009-13 indicate that approximately 11.8 percent (176,420) of CSNEFL's total population (1,491,270) has a disability. Of those, it is estimated that about 95 thousand are of working age- age 16 and over, and an estimated 39 thousand of working age people in CSNEFL with disabilities are employed.
- Due to the high percentage of residents with military service, the Region has an additional supply of individuals who have acquired training and marketable labor skills. Comparatively, fewer people are in poverty in the First Coast than in the State of Florida, although our percentage of children living in poverty exceeds the state rates. Additionally, the challenges facing the workforce need to be acknowledged and addressed before true advancements can be made. The major challenges currently facing the Region are:
 - Through aging and domestic migration, people of retirement age are moving into the Region, especially in Putnam and St. Johns Counties. This trend can strain the region's labor supply and its resources.
 - While the Region is becoming more diverse in both race and ethnicity, minorities are settling primarily in Duval County. This trend could lead to additional disparities between Duval and the other five counties in the region. Uniform regional policies may not offer the same effectiveness throughout the *entire* region.
 - In 2001, the Region's population was less centralized with more people moving out of Duval County than are moving into the county. This trend accelerated and by 2009 Duval County showed a decrease to -0.4%. For the first time since we have been analyzing this data Putnam County also showed a negative migration of -.4%, although people of retirement age continue to move there in numbers greater than the norm.
 - While the region's high school completion rate is above the State and national averages, its educational attainment rate for Bachelors, Graduate or Professional degrees is now below the State and national averages (23.8% versus 26.4% and 28.8%, respectively).
 - Duval County's high school dropout rate is higher than Florida's average (2.9% versus 1.9%, 2013-2014) but has shown marked improvement over 2006-2007 when the rate was 6.6%.
 - Although the Region's total poverty rate is below the State and national rates, the Putnam County poverty rate is well above these averages. This disparity within the region may make it more difficult for these residents to positively contribute to the local labor force.

3. A Labor Market Supported by a Strong Economy - A strong performing economy is vital for the Region’s labor market to function effectively. As the economy improves, job opportunities for an area’s residents will increase. A number of factors help determine if the First Coast’s economy is providing the local labor force with a sufficient number of jobs at reasonable wages. In this section, we will examine:

- a. Total Employment
- b. Labor Force Participation Rates
- c. Unemployment Rates
- d. Real Per Capita Income
- e. Average Wages
- f. Median Income of Migrants
- g. Sources of Income
- h. Commuting Patterns
- i. Opportunities and Challenges

Employment Growth Rate: 1990-2009 and 1990-2017



3.a. Total Employment

Job creation is a primary indicator of a region’s growing economy. From 1990 to 2017, the number of jobs in the First Coast Region increased from 508,206 to 714,736, an increase of 29%, less than Florida at 49% but more than the United States at 24.8% for the same period (see graph above).

Not only are people moving to Clay, Nassau and St. Johns Counties, but also jobs are moving there at even higher rates. Job growth in Clay, Nassau and St. Johns Counties was higher than that of the Region’s average. Only Baker, Duval and Putnam Counties had a lower job creation rate than the regional average. Duval County is home to a disproportionate amount of industrial activity, so even a



small percentage of growth nets a large number of jobs. However, even the rate of job growth in Baker and Duval counties 40.2% and 30.5%, respectively, exceeded the national average. These figures do not address the type and quality of the jobs that have been created. We will examine this important issue later in this section.

3.b. Labor Force Participation Rates

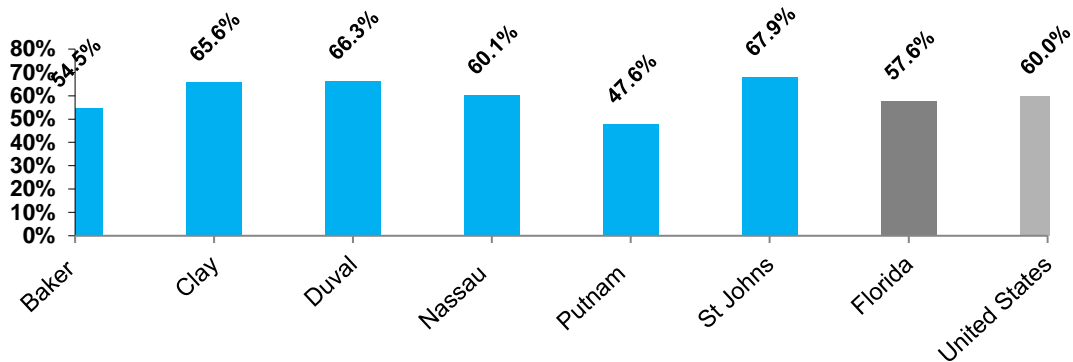
The labor force participation rate (LFPR) indicates the percentage of the total working age population (18-69) that is employed or unemployed and currently seeking a job. The LFPR reflects not only the percentage of people who are working, but also the percentage of those who are *willing* to work. For example, as more working age women have entered the workforce over time, the LFPR throughout the country has increased. While the LFPR can reflect the changing attitudes towards work in our culture, it can also indicate the availability of workers. A region with a high LFPR and a low unemployment rate will have fewer people who are willing and able to work than a region with a low LFPR and a high unemployment rate. In 2005, the LFPR in the Region was 78%, above the rates for Florida, 61.4%, and the United States, 65.9%.

Today Florida's LFPR is 57.6%, down almost 3 percentage points from our 2015 snapshot; the US LFPR has also dropped from 62.7% to 60%. This is concerning, since economists report many of the people who have dropped out of the labor force are males with a high school education or less. Many of those who drop out of the labor force are living on disability payments, in part because the aging baby boom generation develop chronic conditions such as back pain, heart conditions or diabetes that make full time work more difficult.

Some non-working men are in other roles, at least temporarily; eight percent of inactive men report staying home as caretakers, and about the same number report being in school. Some have simply done the math and made an economic decision. The rise of disability programs and other safety nets has made it possible for men who are living on small incomes to maintain that standard of living without working. Fifty-eight percent of the men who were inactive in the labor market report being disabled.

Each county in our region exceeds the state rate and the national rate, with the exception of Baker (54%) and Putnam (47.6%.) It's not surprising that our two most rural counties have the lowest labor participation rate, but it is concerning. Rural residents have less access to transportation in order to commute to hubs with good employment, have less access to healthcare and mental health services, and are more likely to live in poverty. These infrastructure issues must be resolved before we can bring all residents into our thriving regional economy.

Labor Force Participation Rate December 2017



3.c. Unemployment Rates

Unemployment rates are often cited as indicators for the health of an area's labor market. Unfortunately, because unemployment rates only reflect people who are unemployed and actively seeking a job, they may fail to convey the true picture of employment. But by any measure, the Region's unemployment rate is extremely low, below what many economists consider to be "full employment." The First Coast unemployment rate for December 2017 was 3.4%, below Florida's at 3.7% and the US at 3.9%.

This represents a significant change over the past 2 years. In December 2015, Regional unemployment was at 4.8%, Florida's at 5.1%, and the US at 5.0%.

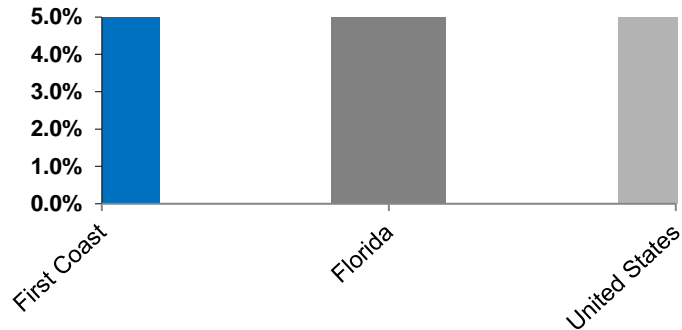
Although very low unemployment rates are an indicator that the region's residents are finding work, which is generally good news, the data can be concerning for regional businesses. Very low unemployment means that businesses have a smaller labor pool to recruit from, and may find that those who are still unemployed have less education, fewer skills, and may have barriers to employment such as criminal records, transportation issues, or disabilities.

We hope that our local employers will start to reconsider policies that prevent people with criminal backgrounds and other barriers from being competitive candidates. We also hope that companies will broaden their approach to job carving and other strategies that allow workers with disabilities to participate in meaningful employment opportunities. CSNEFL has a strong Disability Navigator program in place to help employers build a plan for more inclusive employment.

A small labor pool starts to put upward pressure on wages because companies must pay a premium to recruit and retain talent. Higher wages often start a cycle of rising prices for goods and services.

A low unemployment rate can also be a concern for companies considering locating or expanding in the region. They develop concerns about being able to compete for talent and retain workers in such a competitive environment. The resulting drop in economic development activity means the region may miss out on opportunities to grow and diversify the regional economy.

Unemployment Rate Comparison December 2017



Among the six counties, Putnam County has the highest unemployment rate in the Region, but still at historic lows. Its December 2017 unemployment rate was 4.6%, which is higher than each of the other five counties, but still very low. We can assume that almost everyone looking for work is able to find employment. Now, if business is going to find the talent it needs in Putnam County, our focus must shift to the Labor Market Participation rate, which we discussed in a previous section.

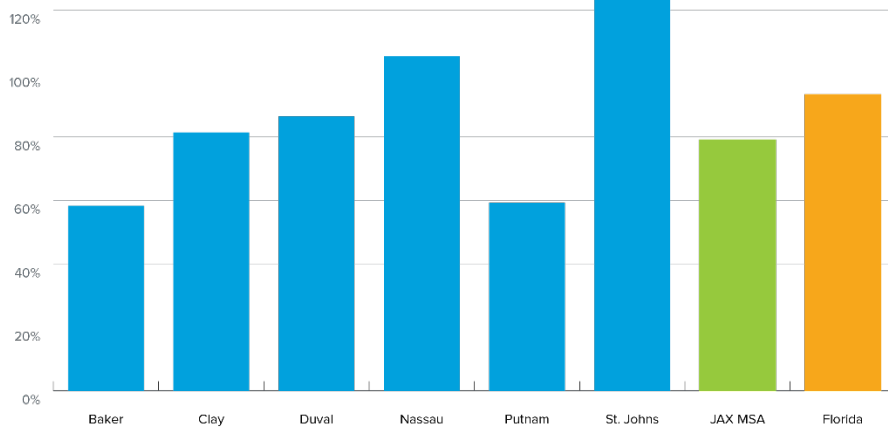
3.d. Real Per Capita Income

As a measure of wealth generation, real per capita income (RPCI) is one of the most informative economic indicators about the relative economic position of communities. Because these figures adjust for inflation, per capita income data can be compared effectively throughout different years. In 2014, the RPCI in the Region averaged \$42,737 and was 92.8% of the state average of \$46,049. Nassau and St. Johns Counties were above the state RPCI average at \$47,127 and \$58,379 respectively.

In 2016, the RPCI was \$38,896, 2014. The State RPCI was \$49,953 (up almost \$3,000 from 2014.) The US RPCI was \$49,246. The data indicate that the Region lost ground, now at 77% of the State's RCPI. The Regional PCPI ranked 27th in the United States and was 93% of the national average, \$49,246. St. Johns and Nassau counties continue to exceed the National RCPI.

REAL PER CAPITA INCOME

As Percentage of National Average: 2017

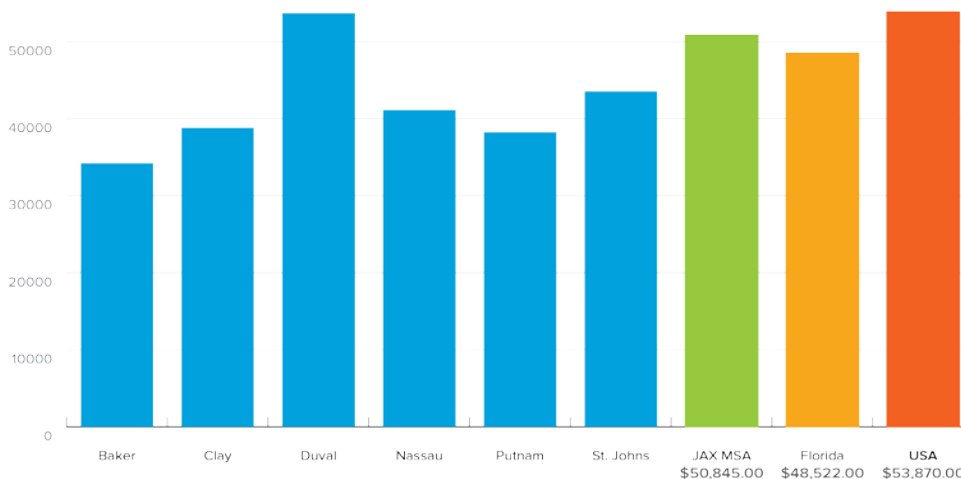


SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

3.e. Average Wages

Similar to RPCI, looking at average wages offers some insight into the level of wealth in the Region. However, where RPCI looks at income by each *person*, the average wage looks at income by *employment* that is covered by unemployment insurance. For privacy reasons, this data does not disclose wages in sectors with fewer than three establishments in the county. Because of this different approach, we find different results between the comparison areas. The First Coast 2016 average wage, \$50,845 shows growth over the 2014 average wage, which was \$43,413. The First Coast average wage was above Florida’s (\$48,522) but below the national average of \$53,870. Its relative position to the State and National averages remains unchanged from our 2014 comparison.

AVERAGE WAGE COMPARISON 2017



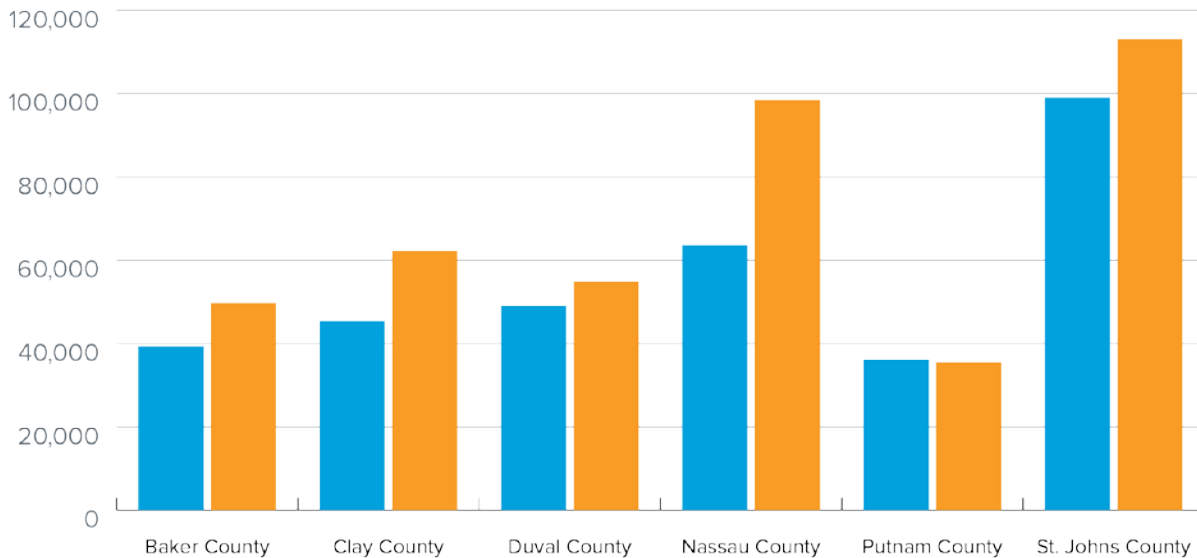
SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

3.f. Median Income of Migrants

As society’s mobility increases and people relocate more frequently, analyzing the characteristics of the people who migrate to and from a region will become even more valuable. Learning about the general characteristics of a region’s migrants assists in conceptualizing some of the changes occurring in the local labor market. The graphs below show the median income of migrants moving into and away from each of the six counties in the Region. The first graph depicts the median income of migrants who have moved into the six counties in the Region from other Florida counties, including those counties within the Region. The second graph shows median incomes of people who have moved into each of the counties in the Region from outside Florida.

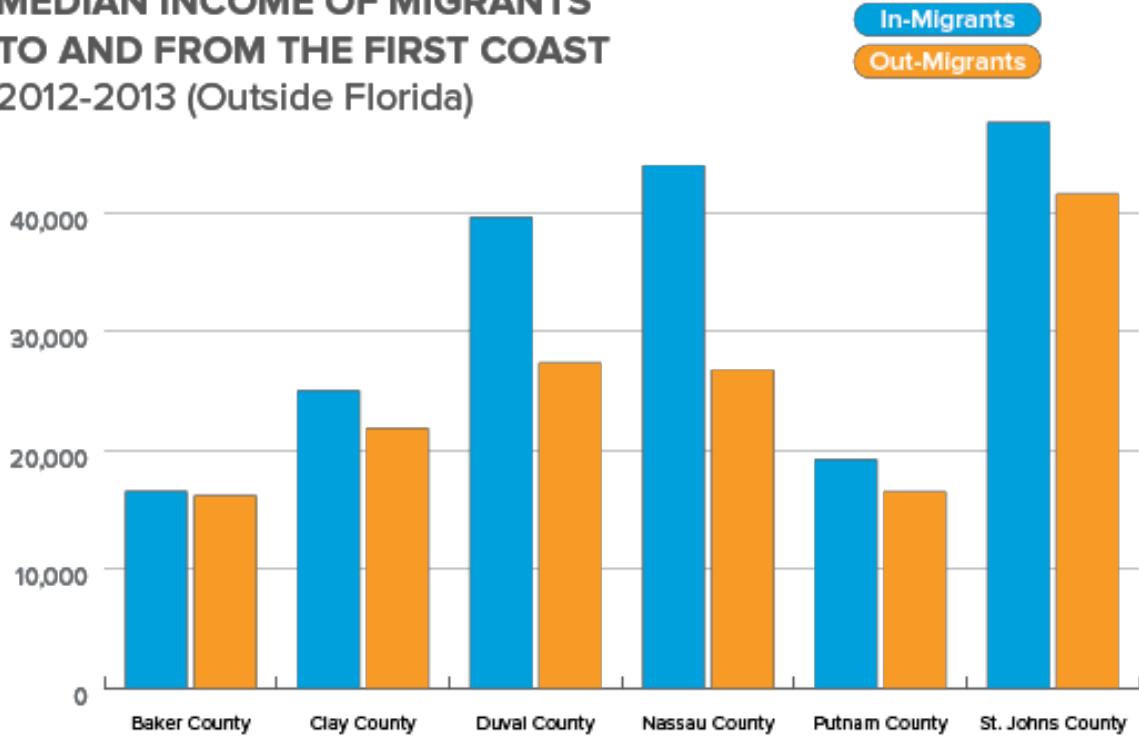
MEDIAN INCOME OF MIGRANTS TO AND FROM THE FIRST COAST 2015-2016 (Inside Florida)

In-Migrants
Out-Migrants



SOURCE: INTERNAL REVENUE SERVICE, STATISTICS OF INCOME

MEDIAN INCOME OF MIGRANTS TO AND FROM THE FIRST COAST 2012-2013 (Outside Florida)

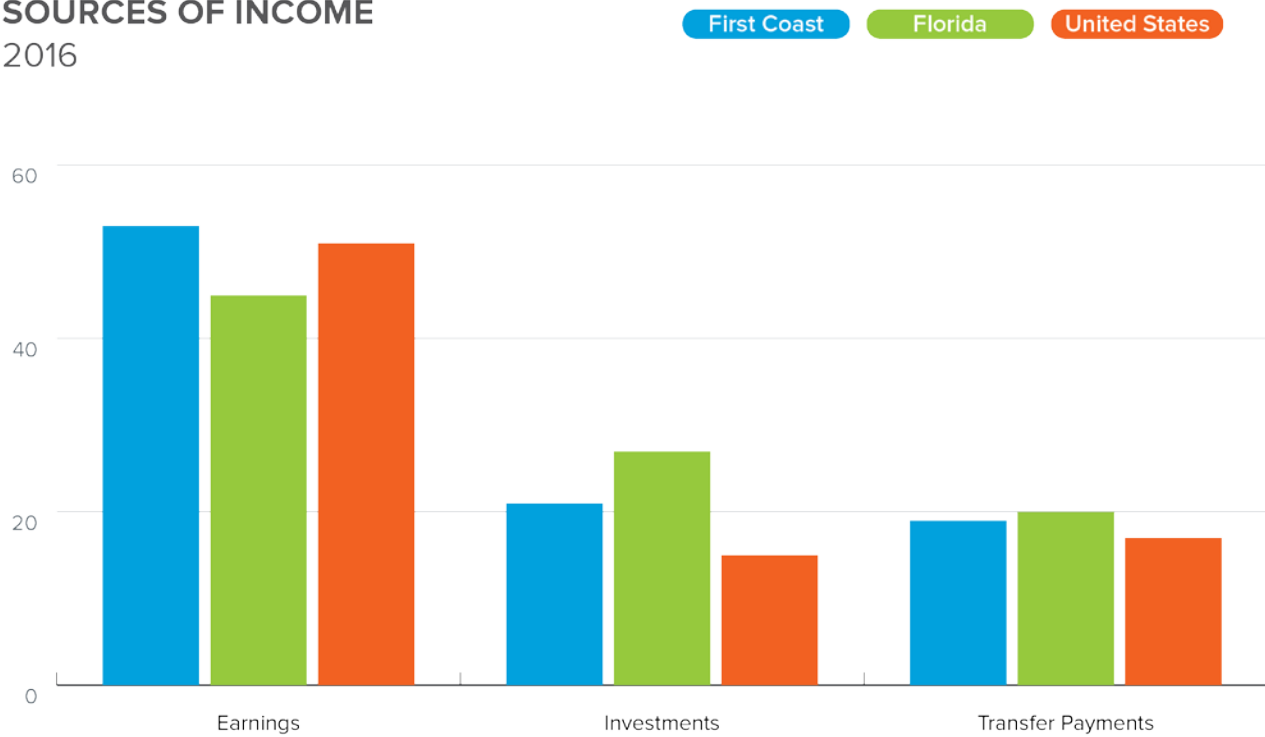


SOURCE: INTERNAL REVENUE SERVICE, STATISTICS OF INCOME

3.g. Sources of Income

The population receives income from three general sources: earnings, investments, and transfer payments. Earnings are the wages and salary people receive from their employment. Investments include income from sources such as stocks, bonds, rents and royalties. Transfer payments include governmental financial assistance such as Social Security and Medicare. If people in an area receive a greater portion of their income through transfer payments, that area would most likely have a large number of retired or unemployed individuals. Comparing the Region against Florida and the United States (see chart below), we see relatively lower levels of investments and transfer payments as sources of income. 19% of the Region's income originated from transfer payments, compared to 20.0% for Florida and 17.0% for the United States. First Coast residents rely more on their own labor and efforts as their source of income. This remains relatively unchanged since our 2014 snapshot.

SOURCES OF INCOME 2016



SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

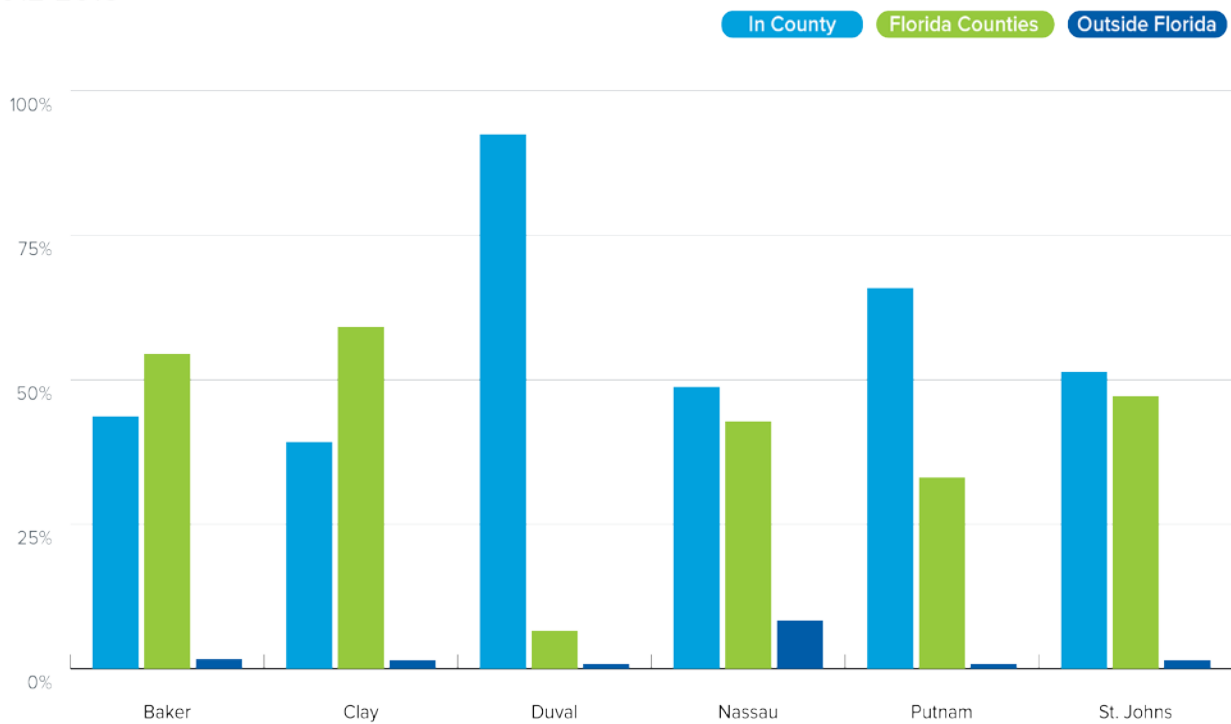
3.h. Commuting Patterns

How people get to work and the options they have to get there can affect their ability to locate and find employment. If a region's population is highly mobile, its potential labor force's size can increase significantly. The availability and accessibility of mass transit can also broaden the area in which an individual looks for work. The chart below depicts the number of people who work in their county of residence or commute to another county within Florida or work outside our state.

Across our region in 2016, 75.5% of the First Coast population worked in their county of residence; 24.5% worked outside their county of residence. These numbers do not differ greatly from the State and national averages.

FIRST COAST COMMUTING PATTERNS

2012-2016



SOURCE: GEOGRAPHY AMERICAN FACTFINDER ACM 2012-2016

In 1990 76.2% of the First Coast population drove themselves to work, 14.5% of people carpooled to their jobs and 2.5% of the population worked at home. In 2000 82.8% of the First Coast population drove themselves to work, 10.5% of people carpooled to their jobs and 2.1% of the population worked at home. In 2010-2014 (5-year estimate) 81.0% of the First Coast population drove themselves to work, 9.8% of people carpooled to their jobs and 4.9% of the population worked at home.

3.i. Opportunities and Challenges in the Labor Market

As previously stated, a strong performing economy is vital for the Region's labor market to function effectively. As the economy continues to improve, job opportunities for our area's residents will increase. A number of factors help determine if the First Coast's economy is providing the local labor force with a sufficient number of jobs at reasonable wages. Current opportunities in the First Coast Labor Market are:

- From 1990 to 2015, the number of jobs in the First Coast Region increased from 508,206 to 714,736 an increase of 29%, less than Florida at 49% but more than the United States at 24.8% for the same period.
- Putnam County has a lower Labor Force Participation Rate (LFPR) than the other counties in the Region. The relatively older population and the lower LFPR rates suggest a large number of persons who have retired early in Putnam County. However, despite its relatively older population, St. Johns still has a high LFPR. Its population may be comparably older, but they are remaining in the labor force.
- Today the Real Per Capita Income in the Region averaged \$45,468 and is 97% of the state average of \$46,953. Nassau and St. Johns Counties were above the state RPCI average at \$51,924 and \$61,423 respectively.
- The median income of in-migrants from outside Florida is higher than the median income of out-migrants in all counties in the Region. The healthy economy is generally attracting wealthier people who will earn and spend their incomes in the Region.
- 19% of the Region's income is from transfer payments. Compared to Florida and the United States, more people in the Region earn their income through their labor or investments than through governmental assistance.

This figure suggests that the Region as a whole is not an extremely popular area for retired people. The Regional Labor Market also presents a number of challenges:

- In 2009, the Jacksonville MSA average RPCI \$39,550. The highest is St. Johns County with an average RPCI of \$48,640. Wealth was accumulating heavily in St. Johns County. Today the RPCI in the Region averaged \$38,896 and is 92.3% of the state average of \$44,935. Nassau and St. Johns Counties were above the state RPCI average at \$51,924 and \$61,423 respectively, and the accumulation of wealth has accelerated in St. Johns County.
- Putnam County had a RPCI of \$26,885 in 2010. Today the figure stands at \$29,182.
- The migration of wealthy people to the suburban counties in the region will lead to greater demand for lesser-skilled low-paying jobs to service these new residents. However, those individuals who are willing to work in these lesser-skilled jobs may be priced out of living in these increasingly wealthy areas. Finding people who are willing to work in these types of jobs will become progressively more difficult.

4. Skills Demanded by First Coast Business

Each indicator we have previously discussed provides valuable insight into the people and businesses that work and operate in the Region. The population of the Region is changing in many ways. It is becoming more ethnically and racially diverse. Although some people do retire in the Region, the population is still relatively young and will provide additional workers for the future labor force. In 2013, 87% of the population (25 years and older) had graduated from high school. Dropout rates have generally declined in recent years across the First Coast Region and we expect educational attainment levels to rise in the future. However, education is key to the success of the Region's labor force as knowledge and information become increasingly valuable in the marketplace. An analysis of the largest, highest paying and fastest growing occupations in LWDA 8 consistently list Customer and Personal Services, English Language and Mathematics in the top 3 Knowledge Competencies that are required. Likewise, as we evaluate the Skill Competencies that support these same occupations, we quickly see that all require Reading Comprehension, Active Listening, Critical Thinking, and are included again in top 3 across all jobs, which are surprisingly diverse.

While the region's high school completion rate is above the State and national averages, its educational attainment rate for Bachelors, Graduate or Professional degrees is now below the State and national averages (23.8% versus 26.2% and 28.8%, respectively). This puts our region at a serious disadvantage as we consider growth across all sectors. To attempt to influence these factors we have joined our regional partners to promote an innovative program named Earn Up. Led by the Jacksonville Regional Chamber, Earn Up is a result of six months of collaboration and work by leaders of the region's private colleges and public universities, K-12 school districts, local governments, business communities and nonprofit organizations. The goal of Earn Up is that 60% of the adults living on the First Coast will have an in-demand market certification or college degree by 2025.

Clearly, there are many positive developments occurring throughout the First Coast Region, but there are also numerous challenges that must be addressed. Due to the recent economic downturn, the number of businesses in our Region has dropped, but we have recently seen resurgence and have regained about 10,000 businesses. In 2005, we reported that Average Annual Wages on the First Coast equaled, or in some cases exceeded, national averages. Today this is no longer true; we have fallen in earnings equity when compared to national figures. The major question employers are asking now is not, "Do people have skills?" it is, "Do people have the skills I need to recover and grow my business?" The business sectors growing in the Region demand skills that emphasize knowledge, information technology and customer service. If the Region's labor force is to be truly successful, and if the labor market is to function efficiently, we must address the changes transpiring in the economy.

As we have seen, Northeast Florida has a richly diverse economy that has performed better than the US average for many years, only dropping to the US level during the recession. The diverse employment base is enviable; however it also means that our mission to develop the workforce is very challenging as the emerging industry ecosystems widely differ in their infrastructure and talent needs:

- Advanced transportation, including aviation, clean fuels, rail and port logistics, power storage, propulsion systems, tracking devices and security systems, distribution centers, and supply chain management and IT

- Financial services, making Northeast Florida one of the country's most prominent locations for financial services support, data centers, insurance, financial software, trade financing and wholesale banking
- Health and life sciences, ranging from human health care and wellness to medical technologies, food safety, agricultural sciences, marine sciences, health insurance, administrative services, complex regulatory compliance and health Information technology

Conversely, the study also reveals that several unique competencies thread throughout all the target industries:

- Lean manufacturing and Six Sigma™ expertise have immediate applications to the Advanced Manufacturing, Aviation and Logistics industries and their niche sub-clusters.
- Regulatory compliance is another unique knowledge base in Northeast Florida. It has strong applications in the Financial Services and Health and Life Sciences industries. This knowledge base gives the region a competitive advantage as regulations tighten in the coming years.
- Information technology capabilities permeate every niche sub-cluster. As a stand-alone industry, IT growth in Northeast Florida has been remarkable, expanding by 26.8% between 2005 and 2010 (5% faster than the US average and almost 20% greater than San Diego, New York, Boston and many other benchmark communities.) On top of that, significant IT functions are widely found within the region's other five core targets, especially in Financial Services, Health and Life Sciences and Logistics.
- Military experience and a large exiting pool of military personnel are a strong advantage. The military workforce is well trained in safety, maintenance and is very disciplined. Former military members also have lower incidence of drug use and criminal history. During focus groups conducted for Innovate Northeast Florida, executives from all six target industries stated that the military workforce is an important target for their talent pool.

5. Adult and Dislocated Worker Employment and Training

In the First Coast region, we have changed our training strategy to reflect business' need for just in time training. Businesses can no longer wait 2 – 4 years for skilled workers – they need them now. We have dramatically changed the way we deliver training. The traditional method of funding training through Individual Training Accounts (ITAs) costs us an average of \$5,000 per trainee and may take from six months to two years to complete. Our Incumbent Worker Training program cost averages \$851 per trainee and is delivered in a few short weeks or months, at the business partners' discretion. Training in the workplace does not incur any additional supportive services costs such as childcare or transportation. We also have a partner in case management; the company's HR department helps us track career advancement and completion points.

Annually, we serve well over 1,000 training job seekers, and many are trained and certified at the job site as part of the workday. More than 95% of our training investment went to regional targeted industries as defined by our economic development partnership. This result was attained by design. Since our region has determined that these industries are the ones we want to grow and recruit, we need to ensure that we invest our limited workforce funds in these targeted sectors. This is a win-win for businesses and for workers. Businesses get the skilled workforce they need in order to be competitive, and workers attain skills in industries that are growing and expanding in the region, leading to advancement opportunity and better job security.

Partnership with Education

To support this robust training program, CSNEFL has developed partnerships with over 30 educational institutions, both publicly funded and private for-profit, which offer well over 200 courses of study. These courses lead to academic and technical degrees or industry recognized certifications. The majority of career study offerings are provided by more than one educational institution which supports job seeker choice in cost, frequency of classes, program placement success and location. In addition, offered courses of study fully support our Regional Targeted Occupations List (RTOL).

While the above mentioned educational partners mostly support our scholarship training job seekers, our incumbent worker trainees comprise a significant part of our training success. This customer driven strategy allows CSNEFL to partner with business by sharing costs. Data has consistently shown that this strategy has provided the greatest return on investment in terms of cost effectiveness, wage increase and career growth. In many instances, these same education partners create and provide training programs at business facilities as part of the work day.

Each year our education partners work diligently with us to ensure the right training programs are in place to support the training needs of the businesses in our region. As noted above, the resulting programs are offered not only on our college campuses, but are many times customized and taken right to the worksite to be offered to workers. Please see Attachment IV - LWDA 8 Approved Training Vendors.

A Unified Strategy to Meet our Workforce's Skill Needs

Through educational programs that prepare individuals for this changing economy, we can help bridge the current disparity between the skills workers possess and the skills businesses seek. CSNEFL relies heavily on the Regional Targeted Occupational List to ensure the training dollars are invested in growing high skill/high wage occupations.

The Workforce Estimating Conference (WEC) is authorized under §445.011 of the Florida Statutes. The conference meets semiannually to establish a Statewide Occupational Demand List and provides recommendations to CareerSource Florida, Inc., for establishing Regional Targeted Occupations Lists. Upon receipt of the Preliminary Targeted Occupations List from Workforce Florida, CSNEFL reviews the projections for additions or deletions based on local labor market conditions. Should any additions or deletions be identified, we provide documentary data to substantiate the request. The resulting Regional

Targeted Occupational List issued by CareerSource Florida is the basis on which training scholarships are provided to CSNEFL job seekers, as explained in our Occupation Skills Training Policy.

6. Assessment of Youth Services

Since 1994, CSNEFL has operated a highly successful youth program that has witnessed thousands of at-risk youth graduate high school. These same youth then moved toward economic self-sufficiency through further education and training, and ultimately found gainful employment. WIOA has changed the focus of serving those who are in-school to those who are out-of-school. It challenges the workforce system to re-engage those youth who have dropped out and equip them with educational, occupational, and other skills training to meet demand in the local labor market.

To prepare our youth program for this dynamic change in focus we have conducted a region wide assessment of those entities that offer youth services, and specially targeted those organizations that worked with the dropout population and/or youth who have disabilities. Our assessment included a survey to over 500 organizations and was further refined through focus groups of providers and one-on-one interviews. Our analysis showed that there were 11 major organizations providing services to almost 27,000 out-of-school/at-risk/disabled youth in Northeast Florida. Some of the types of services provided, which directly mirror those mandated through WIOA are, but not limited to:

- Tutoring
- Study Skills
- Training
- Paid/Unpaid Work Experience
- Leadership Activities
- Support Services
- GED/HS Diploma concurrent with Workforce Prep Activities
- ESOL
- Financial counseling/coaching
- Accommodation supports

Please see Attachment III – Youth Service Providers. The list represents providers of successful models of youth programs that emulate the types of activities supported in WIOA. Also included are those providers who offer services with a disability focus.

1. Vision and Strategic Goals

The board's vision is that Northeast Florida will have a world-class workforce development system that enables our businesses to be successful in the global economy. Our mission statement reflects our commitment to supporting the talent component of economic development: Connecting employers to talent. We commit to providing innovative, responsive services that exceed employers' requirements for the jobs of today and the future.

Goals

Capacity Goals

- We will continue to develop staff and align training with requirements of the WIOA law, focusing on strategic employer sectors and targeted jobseeker populations.
- We will increase the investment in and utilization of technology to deliver basic services while mobilizing our human resources for enhanced services to employers and jobseekers.
- We will advocate to the State to improve the efficiency of Employ Florida to support our efforts and integrate effectively into our systems, including new technology we adopt to deliver services.
- We will continue to look for ways to diversify revenue streams to support the mission and strategic priorities and create sustainability, including more aggressively approaching grant opportunities and pursuing fee-for services based on employer needs.

Sector Goals

- We will prioritize our service delivery around sectors that have the most growth opportunities throughout our region: healthcare, advanced manufacturing, and transportation and logistics.
- Services for employers and jobseekers will be stratified based on federal requirements and CareerSource NEFL will be open and transparent about the differentiation in the level of services we deliver to our business customers.

Goals around youth and individuals with barriers to employment

- We will form and strengthen partner relationships for the development and prioritization of new services to provide work-ready skills for jobseekers, specifically targeting so-called "soft skills", such as being on time, appropriate workplace communication, etc.
- In addition to reaching out to the community (using strategies such as Mobile Access Points), we will develop agreements to bring partners into our career centers. This strategy will lead to providing additional basic jobseeker services on-site so we can serve those who may not possess the skills to access services online.

Convening Goals

- We have created an online asset map for the general public, economic development and community partners and jobseekers. We will broadly distribute and communicate the availability of the regional workforce asset map to employers, jobseekers and the media.

- The board staff will step more actively into the role of regional convener of workforce development discussions, including taking a more prominent role in existing groups such as Career Academies, STEMM, Earn Up, and more. We will develop new regional committees, activities and events (regular partner groups, forums, summits), and more. We will specifically focus on sector convening in targeted industries to foster and support the establishment of Career Pathways. We will also convene partners on a regular basis to enable collaboration, communication and to discuss ways to provide more effective services for key customer groups.

2. Our Strategy to Work with Our Core Program Partners

CareerSource Northeast Florida and its core partner programs are aligned to create a seamless, customer-focused One-Stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. The local workforce delivery system includes, as required by WIOA, six core programs (Title I adult, dislocated worker, and youth programs; Title II adult education and literacy programs; Title III Wagner-Peyser program; and Title IV vocational rehabilitation program), as well as other required and optional partners, such as TANF, identified in WIOA.

CareerSource Northeast Florida has established procedures that address integration of resources and services for the region's career centers that support a customer-centered, fully integrated, service delivery system that ensures customers, both job seekers and employers, have maximum access to the full range of education, employment, training, supportive services and employer services offered through the programs and services available.

3. How CSNEFL will remain a High-Performing Workforce Board.

- *See all capacity goals in #1 above*
- We will focus on telling success stories of employers, jobseekers and partners, to communicate about CareerSource NEFL to all constituencies. We will also create a one-page document for all audiences to tell the CareerSource story clearly and succinctly.
- We will continue to recruit high-quality talent to the Board of Directors.
- We will create an implementation plan to have senior staff and board leaders conduct more frequent meetings with regional opinion leaders, primarily around sector strategies.

4. Serving Job Seekers with Disabilities as well as other Protected Populations

It is the intent of CSNEFL to prohibit exclusion of an individual from participation in, denial of the benefits of, discrimination in, or denial of employment in the administration of or in connection with, any programs and activities funded or otherwise financially assisted, in whole or in part, under Title I of WIOA because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries, applicants, and participants only, citizenship status, or participation in a program or activity that receives financial assistance under Title I of WIOA.

Our regional career centers will meet the needs of a diverse range of individuals including people with disabilities by enhancing accessibility through:

- Job Access with Speech (JAWS)
- Zoom Text and MAGic
- Staff trained to use Relay systems for Deaf, Hard of Hearing and job seekers with speech challenges
- Video Relay Equipment
- Wheelchair accessible facilities – adjustable table height
- Language Assistance – Spoken word and Sign Language Interpreters
- Document Translation
- Alternate formats – i.e. large print
- Assistive Technology to assist those who have a low literacy or comprehension level, English as a second language, Dyslexia/Dysgraphia, or illiteracy
- Assistive Technology Referrals to Florida Alliance for Assistive Services and Technology
- Large screen talking calculators with contrast options
- Reading assistance (staff reader) to help with forms when needed
- Technology – Website accessibility meets Section 508 of the Rehabilitation Act and Web Content Accessibility Guidelines (WCAG) standards (a set of guidelines for making content accessible, primarily for people with disabilities). Website redesign is planned and includes meeting current accessibility standards.
- Additional time provided for Assessments and for use of computer equipment
- Information and counseling on Disability Disclosure, Section 503 of the Rehabilitation Act, Reasonable Accommodation, and Schedule A Federal Employment
- Providing services and programs specifically designed to address the special needs of disabled and other protected populations, i.e. Experience Works, Ticket to Work, the Community Action Agency, ICARE of Northeast Florida, Adult Education and English as a second language provider, etc.
- Personalized assistance as needed to accommodate
- Working actively with partners, such as Legal Aid of Northeast Florida, to provide services to job seekers who feel they have been denied employment and training opportunities.
- Providing every job seeker, a full orientation to the CSNEFL system which includes an overview of their rights under WIOA, and how they can receive redress through our complaint system.
- Providing direct services through our mobile access units at homeless shelters, Department of Vocational Rehabilitation offices, regional conferences focused on serving individuals with disabilities, community centers and educational events geared to students with disabilities transitioning from school to work.
- Collocating staff at organizations that serve the homeless such as the Jacksonville Veteran Services offices.
- Actively partnering with programs such as Operation New Hope, the Department of Corrections and the Department of Juvenile Justice to provide career services to those who are re-entering the labor force.
- Providing bonding services to offenders and others.

CSNEFL will provide targeted services for Social Security Beneficiaries with Disabilities. The Ticket to Work program provides Social Security beneficiaries “real choice in obtaining the services and technology that they need to find, enter, and maintain employment” by expanding the universe of service providers. Many people receiving disability benefits from Social Security want to work, and could work, but face a number of significant barriers that prevent them from reaching their goals.

Under the Ticket to Work program, the Social Security Administration issues a ticket to Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) recipients. As a voluntary program, each person who receives a Ticket to Work has the option of using his or her ticket to obtain services from a provider known as an employment network (EN). ENs provide, without charge, employment services, vocational rehabilitation services, and other support services to assist in obtaining and retaining self-supporting employment. All our centers are fully ADA compliant and provide a wide array of assistive technologies. CSNEFL has been an SSA approved Employment Network since 2002.

Coordinated planning and service delivery strategies result in formal and informal referral and collaboration to enhance success for individuals with disabilities. CSNEFL provides formal referral to customers who may benefit from services provided by Florida Division Vocational Rehabilitation and/or Division of Blind Services. The Integrated Resource Team will form a person-centered plan of collaborative action to provide workforce assistance to the job seeker. Integrated Resource Teams are formed with staff members, from both/all agencies and complimentary services are identified. Areas of responsibility are aligned with the proper agency and the job seeker benefits from braided efforts.

Connection to community resources - Informal referral to a myriad of partner and community agencies is a common occurrence, as most job seekers with disabilities and barriers require support in several areas, including mental health services, financial literacy associations, housing providers, tax filing organizations, supported employment providers, and others.

Coordination of employer services occurs between Division of Vocational Rehabilitation and CareerSource Northeast Florida Business Services teams; training and access to Employ Florida for Vocational Rehabilitation staffs allows for sharing of information for the purposes of matching employers needs with qualified job seekers with disabilities.

Resource coordination events are held each year to gather and share information with agencies and community partners who provide workforce related services to job seekers with disabilities. These events encourage collaboration and use of CSNEFL job connection services and products.

We partner with state level groups and agencies to provide coordination and service to our disabled and protected job seekers. Our partnerships include:

- Florida Agency for Persons with Disabilities
- Florida Department of Education, Bureau of Exceptional Education and Student Services
- Florida Department of Education, Division of Vocational Rehabilitation
- Florida Department of Education, Division of Blind Services
- Florida Department of Education, Career & Adult Education

- Florida Department of Education, English Language Learners – Bureau of Student Achievement
- Florida Department of Children and Families Refugee Services
- Florida Attorney General, Office of Civil Rights
- Florida Department of Elder Affairs
- Workforce Florida, Inc. d/b/a/ CareerSource Florida
- Florida Department of Economic Opportunity
- Florida Department of Children and Families, Substance Abuse and Mental Health Office
- Florida Developmental Disabilities Council, Inc.
- Florida Association of Rehabilitation Facilities, Inc.
- Florida Department of Economic Opportunity
- Florida DEO Office of Civil Rights
- Project Search
- City of Jacksonville Disabled Services
- The Social Security Administration
- Work Incentive Planning and Assistance Project
- Florida Alliance for Assistive Services and Technology
- Supported Employment Providers

5. CareerSource Northeast Florida Vision and Goals

The 2015 Strategic Planning project created a working plan that CareerSource staff and board could use to guide the organization over the next five years. CareerSource Northeast Florida initiated a strategic planning effort in mid-2015. Board and staff leadership recognized the significant change in the economic climate and new federal workforce legislation, and developed a planning process to position the organization for continued success.

The full plan can be found at:

www.careersourcenortheastflorida.com/about/public_policy.aspx

Project goals included:

- Review and reaffirmation of organizational vision and mission
- Developing goals and strategic priorities
- Engaging stakeholders in the planning process
- Reviewing organizational structure (board and staff)

Broad research was conducted with stakeholders to create a landscape for the organization's work over the next five years. Planning activities included:

- Review of mission and vision included three executive committee and staff leader sessions
- Broad regional surveys included:
 - o 38 Employers
 - o 279 Job Seekers
 - o 15 Partners
- Multiple focus groups with employers, partners and jobseekers
 - o 20 Employers (2 groups)
 - o 17 Job Seekers
 - o 12 Partners
- Best practice benchmarking of 10 national workforce organizations, including:
 - o KentuckianaWorks
 - o Oklahoma Education & Industry Partnership
 - o Oklahoma Office of Workforce Development
 - o Toyota
 - o Review of dozens of thought leadership articles and white papers
- Interviews with regional opinion leaders to gather perceptions and feedback
- Visioning sessions with CareerSource's Board and Executive Committee
- Development of a regional asset map for all workforce providers
- Interviews with regional opinion leaders to gather perceptions and feedback, including leaders from:
 - o Science First
 - o Jacksonville University
 - o University of North Florida
 - o St. Johns County Public Schools
 - o Baptist Health System
 - o City of Jacksonville
 - o Jacksonville Sheriff's Office

The regional asset map includes over 170 organizations

Regional Unified Strategy

The JAXUSA Partnership and the Northeast Florida Regional Council took the lead role in the Innovate Northeast Florida strategic planning process. The JAXUSA Partnership and Regional Council engaged a team of national consultants to help facilitate strategy, including Avalanche Consulting, McCallum Sweeney Consulting, the Council for Adult and Experiential Learning and Infinity Global Solutions.

The Innovate Northeast Florida strategy was completed in April 2012 and resulted in four in-depth reports:

- Competitive Analysis – providing a detailed evaluation of our region's competitive strengths and areas for improvement

- Target Sub-Cluster Definition Report – containing detailed profiles of each target cluster and sub-cluster
- Education Infrastructure Assessment – containing an evaluation of all educational programs in the seven-county region, and a comparison of those programs with the talent needs of the target clusters
- Target Implementation Plans – recommending specific community development, workforce development, business development and marketing actions for each target audience, including a timeline, budget and metrics

You can find the reports and update on progress at www.innovatenortheastflorida.com.

New Strategic Planning Scheduled for 2018

The Northeast Florida Regional Council has contracted with Avalanche Consulting to move forward with a five-year regional strategic economic development plan. Elevate Northeast Florida will build on the success of our previous plan, Innovate Northeast Florida. JAXUSA Partnership, CareerSource Northeast Florida and the Regional Council are planning to kick off the study phase of this project at the end of February 2018.

The process will result in a detailed strategy that assesses our region’s strengths and challenges and positions our region for continued economic growth. We will look at Northeast Florida workforce’s skill set for the entire region, each county, and by target sector clusters. Our regional overview will help us determine where the workforce excels, and where improvements can be made.

The consultants will perform an Economic Assessment & Community Benchmarking, a Target Cluster Update, a Workforce Development Strategy, and a Marketing Implementation Plan. The reports and action plan are expected to be delivered by November 2018.

6. Achieving Performance

Our philosophy is embodied in a career development methodology resulting in income growth. The Income Growth Strategy promotes wage progression through rapid attachment to the workforce, continual skill gains, and personal development activities. As a strategic framework, this approach builds upon a program design generally referred to as “post-employment”: placement, retention, advancement and/or rapid re-employment services. The foundation of this approach is that all employment and training services are delivered within the framework of the skills needs of the business community.

The Income Growth Strategy involves designing a planned sequence of service interventions which target the needs of the job seeker in the larger context of serving our business customer. The model embraces incremental income goals achieved through labor market advancement. In our model, job seekers are not necessarily terminated from career development services at job placement. Success is measured by the ongoing skill development and wage growth of the job seeker.



Traditionally, workforce system contact with the employer ends at placement or soon thereafter, only resuming the next time placement services are needed. Under Income Growth, a business services strategy represents activities, such as Employer Based training, as value-added products for the employer, part of a comprehensive set of business services.

Providing services to the worker is no longer limited to a physical One-Stop location, but may be offered at the worksite, at a training center, or over the internet.

Currently, performance standards drive the system toward an early termination approach. We have created strategies that allow workers to access a flexible system which offers skill attainment and comprehensive career development services. System performance should be measured, incrementally, as a worker progresses in income growth without terminating them from services.

7. Negotiated Levels of Performance

Measures	PY 2016-2017 Performance	PY 2016-2017 Performance Goals	PY 2016-2017 % of Performance Goal Met	PY 2017-2018 Negotiated Goals
Adults:				
1 Employed 2nd Qtr After Exit	88.61%	86.00%	103.04%	88.58%
2 Employed 4th Qtr After Exit	88.08%	82.00%	107.41%	85.00%
3 Median Wage 2nd Quarter After Exit	\$10,803.00	\$7,550.00	143.09%	\$7,850.00
Dislocated Workers:				
4 Employed 2nd Qtr After Exit	74.32%	80.00%	92.91%	82.40%
5 Employed 4th Qtr After Exit	73.89%	76.00%	97.23%	78.28%
6 Median Wage 2nd Quarter After Exit	\$9,002.00	\$6,550.00	137.44%	\$6,850.00
Youth:				
7 Employed 2nd Qtr After Exit	57.61%	73.00%	78.92%	75.19%
8 Employed 4th Qtr After Exit	65.85%	66.00%	99.77%	67.98%
Wagner-Peyser:				
9 Employed 2nd Qtr After Exit	66.00%	61.00%	108.19%	64.00%
10 Employed 4th Qtr After Exit	64.56%	63.00%	102.48%	64.89%
11 Median Wage 2nd Quarter After Exit	\$5,804.00	\$4,550.00	127.56%	\$4,850.00

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

8. Measuring Effectiveness and Performance

To ensure the performance and effectiveness of our service providers, One-Stop delivery system, and fiscal responsibilities, we use an oversight, monitoring, and system performance improvement evaluation process which includes:

- a. Periodic on-site monitoring visits to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing reviews and assessments of service providers' performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified and certified public accounting firm

d. Ongoing assessment of labor and economic data and trends

While these activities/services are required to fulfill CSNEFL's mandated oversight responsibilities as LWDA 08, they also provide a means to respond to labor market, economic and demographic conditions and trends in our area.

The system improvement process serves as an outreach tool for both CSNEFL and its service providers to provide feedback to management, as well as, the board and chief elected officials through findings and recommendations. The system improvement process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems, allowing management to implement improvement measures or take corrective action in a timely manner. CSNEFL performs system improvement as a regular and systematic review of program activities, administrative systems and management practices. The goal is to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and CSNEFL policies and procedures.

Independent Monitoring

An independent certified public accounting firm conducts periodic programmatic, procurement and fiscal monitoring using federal and state monitoring instruments, which outline both programmatic and fiscal compliance and quality improvement factors. The CSNEFL monitoring contractor evaluates each sub recipient at least once during the Fiscal Year. Monitoring reports, identify findings, observations, and recommendations are generated at the completion of each monitoring visit. A monitoring schedule is developed by CSNEFL staff at the beginning of each program year.

Internal Monitoring

Compliance monitoring of program activities and services to participants are performed by in-house staff. CSNEFL monitoring staff "troubleshoot" problems identified through compliance and performance reviews, provide technical assistance during their on-site monitoring visits, issue recommendations for corrective action in their monitoring report(s), and follow-up on the recommendations to ensure that corrective action has been taken properly and expeditiously.

CSNEFL is responsible for system improvement to include program activities and services, management systems, and practices in LWDA 08. This process ensures legal, fiscal, administrative, and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

CSNEFL's system improvement staff establishes a schedule of regular scheduled and periodic on-site monitoring reviews of service providers in LWDA 08. These visits are designed to ensure that any abuses in program operations are immediately identified and eliminated and to prevent any misuse of funds by Service Providers, sub grantees, etc.

Performance monitoring is conducted to validate actual program performance against performance standards as established in the contract. The results of the review are used to assess progress toward goals and objectives, to identify existing or emerging problems, and to trigger explanations, corrective

actions and/or contract actions, as appropriate. Performance monitoring is conducted through a desk-review and on-site visits. At a minimum, the monitoring tools reflect the state monitoring tool provided by DEO. Other elements are added to this tool as appropriate. Program Managers ensure contract providers provide a monthly report to them and to the Vice President. This monthly report clearly indicates progress toward program goals/outcomes.

Staff prepares written monitoring reports following their on-site visits. The reports are the official records of the administrative entity's staff review of Service Providers' programs up to that point in time during the period of performance. The monitoring reports constitute the basis for future program assessment and make the monitor's findings available for federal, state, and public inspection. The report provides the background of the program, the follow-up on previous findings, the current findings (positive or negative), and the recommendations (if any) for corrective action with a time line for implementation. Any regular or special review and any technical assistance provided to the Service Provider is also included in the report.

Report and Corrective Action

The monitoring report is issued within 20 days, to make the information available for timely consideration and action by the management of both the administrative entity and its service providers. CSNEFL monitoring staff provide follow-up on corrective action recommendations, as well as, the results of technical assistance which may not necessarily relate to the required corrective action.

Upon receipt of the monitoring report, the CSNEFL CEO (or designee) reviews the corrective action plans and determine the appropriateness of such plans to effectively correct discrepancies noted within reports. If the Service Provider and the CEO cannot resolve such issues, the Service Provider may request a hearing before the CSNEFL Board for final resolution.

Continuous Improvement of Centers and Systems

CSNEFL Continuous Improvement Model will oversee the certification and constant advancement of centers and systems throughout our LWDA 08. In consultation with the local board, the continuous improvement team will certify Centers and Systems every three years. Certification criteria will include evaluations of effectiveness of how well the centers and systems:

- Integrates available services for businesses and participants
- Meets the workforce development needs of employers and participants
- Operates in a cost-efficient manner
- Coordinates services among core and recommended one stop partner programs
- Provides maximum access to partner program services even outside regular business hours
- Ensures equal opportunity for individuals with disabilities to participate in or benefit from center and system services
- Considers job seeker feedback
- Supports the achievement of the negotiated local levels of performance for the performance indicators

DATA TO BE COLLECTED	
<p>PERFORMANCE:</p> <ul style="list-style-type: none"> • Primary Performance Indicators • Performance for Individuals with Barriers to Employment, and by Race, Ethnicity, Sex and Age 	<p>SERVICES:</p> <ul style="list-style-type: none"> • Number of Participants who Received Career and Training Services • Number of Participants who Exited from Career and Training Services • Percentage of Training Participants Obtaining Training-Related Employment
<p>PARTICIPANTS:</p> <ul style="list-style-type: none"> • Total Number Served by each Core Program • Number of Individuals with Barriers to Employment Served by each Core Program • Number of Participants Enrolled in more than One Core Program 	<p>COSTS:</p> <ul style="list-style-type: none"> • Average Cost Per Participant for Career and Training Services • Percentage Spent on Administrative Costs

If CSNEFL determines the Service Provider’s performance to be unsatisfactory, CSNEFL may act in any of the following ways:

- a. Requiring corrective action within specific time frames
- b. Withholding payment
- c. Disallowing inappropriate claims, payments, or costs
- d. Terminating or suspending the contract

Each in-house system, program component/area and service provider is monitored at least once per program year. The monitoring staff provides any technical assistance necessary for the expedient implementation of recommended corrective action(s) when program deficiencies and/or noncompliance issues are cited. All corrective action(s) will be satisfactorily completed within 15 to 30 days of notification of the deficiencies and/or violations, and a follow-up monitoring visit will be done to assure the corrective action plan has been implemented.

CSNEFL utilizes a performance driven cost reimbursement and performance expected contracting system for the award of contracts. Monitoring staff will review/monitor, on a continuous basis, service providers, bidding procedures/process, and property in accordance with the monitoring procedures stated in the Administrative Plan.

The previous stated description provides CSNEFL procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWDA 08. All system performance is directly benchmarked against the common measures, federal and state regulation/guidance and CSNEFL Board guidance.



The Executive Committee will be the deciding body for all discrepancies, which cannot be resolved by the President and Service Providers.

9. CSNEFL Definition of Self-Sufficiency

1. Self-sufficiency for a job seeker applying for services through Adult Services will be defined as:
 - Has an hourly income of \$25.00 or more, for the one-month period immediately prior to application for training services which, is more than 250% of the Lower Living Income Standard Level (LLISL).
2. Self-sufficiency for a job seeker being served through Dislocated Worker Services will be defined as:
 - A worker who has been given notice of lay-off or is laid-off and at time of eligibility determination has income of no more than 80% of the job of dislocation.
3. An incumbent worker who is identified by an employer to be in need of skills upgrade training to retain employment, and will receive an income of no less than 100% of the current wage upon successful completion.
4. CSNEFL defines self-sufficiency for the Welfare-Transition job seeker as earning income sufficient to meet their family needs, therefore, no longer requiring assistance in the form of TCA, SNAP or Child Care assistance. This will require a family income in excess of 200% of the poverty rate for Welfare-Transition job seekers.

These self-sufficiency definitions are applicable to all programs offered through CSNEFL.

1. Coordination of our Programs and Partners

CSNEFL's strategy is designed to blend and braid separate programs and funding streams, providing single points of access to workforce services for both employers and job seekers. Through its One-Stop provider, CSNEFL has been meeting with our Core, Mandatory and Local partners to develop the framework for services and outcomes. Our joint vision for the WIOA integration of service is to create a framework for an effective career service system that goes beyond the simple co-location of programs, personnel, resources and agencies. As envisioned by WIOA, funding streams and services are being integrated through signed MOUs and IFAs, providing seamless delivery that makes the separate agencies and programs invisible to both businesses and job seekers. In addition, all partners work hand-in-hand to ensure our local plans meet the needs of local business and local sector strategies.

The MOU is the cornerstone of service integration in this environment. We currently are operating with agreements that have been developed with all Core, Mandatory and Local partners, as well as, additional volunteer partners. Our partners meet monthly to discuss the American Job Centers (AJC)/One-Stop system. Included in these meetings are issues that arise through operation and governance, service delivery strategy and future program delivery direction. This structure has been foundational to the success of our local workforce system. We envision this model will only continue to be strengthened and enhanced as we refine and update the WIOA MOU among the One-Stop partners.

In addition, several of CSNEFL's goals to achieve its strategic vision speak to promoting maximum integration of service delivery within our Career Centers for our customers, both the job seekers and employers. CSNEFL plans to accomplish these goals by continuing, improving and/or implementing the following objectives:

- Convening reoccurring meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so job seekers acquire the skills and credentials to meet employers' needs.
- Holding periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core programs' key staff will be invited to participate in these strategic meetings and work with CSNEFL to determine what changes, if any, are needed based on this input from local employers.
- Promoting the AJC brand to ensure all Core, Mandatory and Local partners are represented on promotional information.
- Developing strategies to support and encourage staff training and awareness across programs supported under WIOA, as well as, other key partner organizations to increase the quality and expand the accessibility of services job seekers and employers receive.
- Documenting agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, technology, performance outcomes, and cooperative outreach efforts with employers.

2. Coordination with Economic Development Activities

Workforce development is the talent component of economic development, so it is not surprising that the two partners work closely together in successful communities. In LWDA 08, the economic development region includes the same counties as the workforce region, with the exception of Flagler County, which joined the economic development partnership in 2006.

The JAXUSA Partnership is Jacksonville and Northeast Florida's regional economic development initiative. JAXUSA is a private, nonprofit division of the JAX Chamber. Its purpose is to facilitate the creation and retention of quality jobs and significant capital investment, resulting in a higher standard of living and a better quality of life in Northeast Florida.

JAXUSA works in partnership with the City of Jacksonville, JEA, the regional county partners — Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns — CareerSource NEFL, JAXPORT, the Jacksonville Aviation Authority, the Jacksonville Transportation Authority and more than 175 corporate investors throughout Northeast Florida.

JAXUSA uses CSNEFL staff to help site consultants, relocation prospects, and local companies considering expansion understand the local labor market trends. CSNEFL staff present information on average salaries, job growth trends and other factors affecting a company's ability to locate, recruit and train talent. We provide labor market information in partnership with the DEO Labor Market Information staff. We also help companies after the decision is made to locate or expand in the area with recruiting, screening and assessment of prospective workers.

CSNEFL also has a contractual agreement with JAXUSA to strengthen our industry sector partnerships. Under the agreement, JAXUSA will develop a baseline evaluation of existing regional sector support groups and provide a menu of strategies for each group, whether via alignment and partnership with existing groups, or creation of a new body. Our regional targeted industry sector categories are: aviation and advanced manufacturing, financial services, life sciences, logistics and transportation, and information technology.

JAXUSA also hosts several industry forums throughout the year convening industry leaders, educators, workforce and economic development staff to exchange information and report on industry trends.

In addition, CSNEFL has developed a workforce survey that queries companies about their future hiring and training needs. The survey is delivered in our counties by the local economic development entities. Each county organization is responsible for conducting company surveys every quarter. The results are delivered almost immediately via an internet survey tool and can be forwarded to CSNEFL business services staff for action if a company has an immediate need for staffing or training support.

Entrepreneurial Training

The Start-up Quest entrepreneurial training series was a huge success in LWDA 08. 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. We leverage entrepreneurial tools, unique learning strategies, and corporate relationships to deliver on our value proposition.

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 businesses.

In addition, our CSNEFL Service team actively advises job seekers about the benefits of considering careers and training in non-traditional occupations.

3. Coordination of Education and Workforce Investment Activities

CSNEFL believes that the K-12 system is the beginning of our worker pipeline, and we have developed a strong and lasting partnership with all our local school districts. While career academies are a vital component of our worker development strategy, this is not our only involvement with our school districts. CSNEFL actively supports specialized services to the most in-need youth in our region, which are delivered through our schools. Our post-secondary education partners have ensured students who graduate from our career academy systems are prepared to enter their institutions. Each college and university has actively entered into articulation agreements that award advance college credit and align high school studies with the entry requirement of their institutions.

CSNEFL has developed partnerships with over 30 educational institutions, both publicly funded and private for profit. These institutions offer well over 200 courses of study leading to academic and technical degrees or industry recognized certifications. The majority of career study offerings are provided by more than one educational institution, which supports job seeker choice, both in cost, frequency of classes, program placement success and location. In addition, offered courses of study fully support our Regional Targeted Occupations List (RTOL).

While the above mentioned educational partners mostly support our scholarship training job seekers, our work experience trainees are equally important. Our employer based training strategy allows CSNEFL to partner with business by sharing costs. In many instances, these same education partners create and provide training programs at business facilities as part of the workday.

Each year, our education partners work diligently with us to ensure the right training programs are in place to support the skills training needed in our region. As noted above, the resulting programs are offered not only on our college campuses, but are often customized and taken right to the worksite to be offered to our employed trainees. Our education partners include, but are not limited to:

- Jacksonville University and the University of North Florida
- State Colleges such as Florida State College at Jacksonville, Florida Gateway College, St. Johns

- River State College, and First Coast Technical College
- Continuing Education and certification programs at the University of North Florida
- Private for profit and non-profit training programs that have been evaluated and placed on our approved training partners list
- Career Academies within our regional K-12 school districts

Additional coordination efforts are evident through the following strategies:

- Designing and implementing practices that actively engage industry sectors and use economic and labor market information, sector strategies, Career Pathways, Registered Apprenticeships, and competency models to help drive skill-based initiatives.
- Creating Career Pathways that lead to industry-recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success.
- Training and equipping Career Center staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers.
- Cross-training center staff to increase staff capacity, expertise and efficiency. This allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers.
- Inviting education partners and their staff to our staff training to learn more about WIOA, workforce development programs, and present an update/overview of their programs/services to CareerSource Northeast Florida staff.
- Participating in outreach events including: college nights, open houses and job fairs onsite at education providers.
- Conducting annual training provider meetings that address relevant WIOA eligibility criteria changes, service delivery process, and an overview of all workforce programs and services.
- Participating on post-secondary educational advisory boards.
- Exploring opportunities for ongoing data sharing to maximize performance outcomes under WIOA.

Annually, CSNEFL reviews the Carl D Perkins grant applications submitted to the Department of Education by our training partners. A list of the current approved training vendors with programs of study can be found in Attachment IV.

4. Coordination of Transportation and other Supportive Services

An important key to our transportation partnerships is the Florida Commission for the Transportation Disadvantaged (CTD). CTD is an independent agency responsible for the coordination of transportation services for older adults, persons with disabilities, persons of low income and children at-risk.

The Transportation Disadvantaged Program (TD) enhances the mobility of Floridians to achieve independence by providing medical, employment, education and other life sustaining trips to people with disabilities. The TD population includes persons who are unable to transport themselves or to purchase transportation, those who are unable to transport themselves because of a disability, and those who are unable to do so because of income status.

Our staff members actively participate in local and regional Transportation Disadvantaged Boards:

- Baker – Baker County Council on Aging
- Clay – Council on Aging
- Duval – North Florida Transportation Planning Organization
- Nassau – Council on Aging
- Putnam – The Ride Solution
- St. Johns – Council on Aging

In addition, CSNEFL staff members share information with job seekers regarding transportation services, schedules, routes, fixed and non-fixed route options, Americans with Disabilities Reduced Fare option, ride-share and para-transit services.

We provide referrals for Travel Training to job seekers; the goal of Travel Training on public transportation is to promote the independent travel of people with disabilities, particularly those who do not receive Medicaid funding for transportation. People with physical differences may benefit from training or orientation related to the accessibility features of today's modernized, accessible transit vehicles. Likewise, people with mental, intellectual, or sensory differences may also benefit from training, orientation and support.

CSNEFL staff members advocate for transportation solutions for individuals with disabilities with Florida Division of Rehabilitation, Florida Division of Blind Services, and Agency for Persons with Disabilities to blend funding and resources to benefit job seekers and those recently employed.

The Florida Developmental Disabilities Council Transportation Task Force indicates that transportation remains the most significant barrier for many individuals with disabilities to obtain and maintain employment. CSNEFL staff members are current on legislation, initiatives, studies, and reports (i.e. Transportation Disadvantaged State-Wide Service Analysis published by Agency for Persons with Disabilities, December 2017) to remain up-to-date on local consideration of varied service delivery approaches and new innovative partnerships.

At CSNEFL, staff members coordinate and lead transportation solution initiatives. Chambers of Commerce, businesses, and transportation providers meet to determine transportation strategies in support of growing and maintaining the employers' workforce in areas where fixed route service is not abundant or established. Solutions include Rideshare, Vanpool, transportation stipends provided by the employer, and connection to transportation coordinators that provide options for individuals and employers, (i.e. Cool to Pool rideshare program). Due to funding limitations, support services are only provided to SNAP and TANF job seekers at CSNEFL.

Transportation assistance is available on a limited basis to participants in the Trade Adjustment Act program when the training facility is located outside a reasonable commuting area from the enrollee's place of residence.

SNAP job seekers who meet hours of participation may receive up to a \$25 stipend per month to assist with transportation costs while looking for work.

For TANF job seekers support services are not entitlements and are based on demonstrated need to complete participation in activities leading to self-sufficiency through employment.

Childcare is issued to TANF recipients with children ages zero to twelve years of age while they are

completing required activities. Since October 1, 1996, Transitional childcare (TCC) is limited to 24 months during a lifetime in CSNEFL's six counties. Job seekers are provided this information at orientation and again when they become eligible for TCC. The 24 months are cumulative. TCC and transportation assistance continue for 90 days after the TANF case is closed due to employment and offered again to look for work if job seeker loses a job through no fault of their own.

Transportation expenses are provided through a reloadable debit card. Fuel is limited to a maximum of \$60.00 per month. Public Transportation is limited to the advertised cost for a monthly pass. Automobile insurance is limited to 6-months for the minimum coverage required by Florida law. Automobile repairs are limited to \$500 after share of cost based on income. Tires are limited to \$100.00 each and batteries are limited to \$100.00.

Work related clothing and tool purchases are limited to a reasonable cost based on the type of purchase. All support service expenditures are based on funding availability. Job seekers of other programs who show a proven need are referred to Career Service partners or other faith and community based organizations that provide supportive services.

5. Coordination of Wagner-Peyser Services

In 2000 Florida placed Wagner-Peyser (WP) state merit staff under the day to day supervision of CSNEFL. While always an important partner in our career service system, this action led to full integration and coordination of services.

Labor exchange services are the primary services provided by WP staff; however all Basic Career Services are available through WP staff in coordination with our career center partners. In addition, WP staff also make available the Individualized Career Services as outlined below.

Basic Career Services are made available to all individuals seeking services served in the One-Stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the One-Stop delivery system -
 - By phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time
 - The costs associated in providing meaningful assistance may be paid for by the State's Reemployment program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof through these funding sources.

Individualized Career Services which may be made available by WP in coordination with our career center partners include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—
 - Diagnostic testing and use of other assessment tools
 - In-depth interviewing and evaluation to identify employment barriers and

appropriate employment goals

- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers
- Group and/or individual counseling and mentoring
- Career planning (e.g. case management)
- Career exploration in our region's targeted industries. We align ourselves with the sector industries identified by JAXUSA, our local economic development partner, and provide targeted services to our job seekers based on the identified industries, and available at any CSNEFL Career Center or Access Point. This includes access to targeted industry teams who work in partnership with employers throughout the region, industry portals, as well as, special job postings and events in these industries as well.
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training. In some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services
- Internships and work experiences that are linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment
- Financial literacy services
- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training programs

CareerSource Northeast Florida has developed and maintains operational policies and procedures for the delivery of programs and program services to include WP employment services under the Wagner-Peyser act. Staff training and development is seamless across board, partner and state staff.

6. Coordination of Adult Education and Literacy

Adult Education and Literacy services are provided through the Adult Education and Family Literacy Act (AEFLA), Title II of WIOA, as a partner in the workforce development system. AEFLA presents an extraordinary opportunity to improve the quality of life for individuals with low skills. Literacy and numeracy are fundamental skills necessary for workforce success and for personal and social well-being. Services provided under AEFLA can lead to further education, training opportunities, and work, derived from best practices used in the most rigorous research available. The diversity of individuals who possess low literacy skills requires a broad approach to skills development.

As one of six core programs under WIOA, the AEFLA program plays an integral role in the workforce development system by providing access to educational services for adult learners through the One-Stop delivery system. The program seeks to advance the educational and workforce development of adults as workers, parents, and citizens. While playing a critical role in adult attainment of a secondary school

diploma, the program also aims to assist in the transition to postsecondary education and training using Career Pathways.

CSNEFL counts our local AEFLA program providers as key to the success of the Career Service System. They provide critical services and activities to support adult learners with the goal of improving access to education and training opportunities and employment by:

- Assisting adults in becoming literate and obtaining the knowledge and skills for employment and economic self-sufficiency. Workers and job seekers have access to basic skills instruction relevant to employment through the One-Stop delivery system. Education provided in the context of industry-specific needs involving employers and integrated with occupational skills training achieves the best outcomes for participants. Programs use Career Pathways, integrated education and training, and workforce preparation activities as hallmarks of excellent work-relevant instruction.
- Supporting the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families. Family literacy programs provide parents and family members with foundational skills that boost their knowledge and confidence. They support the educational development of parents and help them become educational advocates for their children. Parents and family members can improve their skills and readiness for postsecondary education or training, job advancement, and economic self-sufficiency.
- Assisting immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship. English learners have access to services to help them achieve competence in reading, writing, speaking, and understanding English. These competencies allow them to obtain secondary school credentials and succeed in further education and training. Immigrants acquire an understanding of what it means to be a citizen and to participate in civic responsibilities. Programs are designed to provide high-quality math instruction, evidence-based English language instruction and civics education that is responsive to, and respectful of, the diversity of immigrants and English learners.
- Assisting incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society. Incarcerated individuals have access to educational services that prepare them for employment, economic self-sufficiency, family roles, and responsible citizenship upon their release. They can access adult education and literacy activities that support post-release transition to higher levels of education and training and meaningful employment. Programs designed to support incarcerated and formerly incarcerated individuals' access to meaningful careers include approaches such as dual enrollment, peer tutoring, and transition to re-entry services designed to boost post-release success and reduce recidivism.

To ensure that CSNEFL and our local AEFLA providers coordinate our efforts to provide integrated effective services to our system users, we will:

- Appoint a local AEFLA provider to our board of directors. Additionally, we will appoint appropriate representation from the providers of AEFLA services to committees which focus on serving youth, low-skilled adults, Indians and Native Americans, individuals with disabilities, and other priority groups in our local area.

- Continue to develop and refine our transition plan to guide implementation of new WIOA requirements and to consider job seeker impacts. The transition plan identifies programs, activities, and services defined under “adult education and literacy activities” — including new activities such as integrated education and training, workforce preparation activities, and integrated English literacy and civics education.
- Assess the One-Stop delivery system. Core programs, along with One-Stop partners, will assess the career service system and determine how to achieve seamless service delivery models that place the job seeker in the center of program design and delivery.
- Develop a memorandum of understanding (MOU) between our chief elected officials, CSNEFL and AEFLA providers to address One-Stop center infrastructure funding, physical and programmatic accessibility requirements, and the vision of WIOA and state established goals, among other issues. The MOU will document how adult education can provide career services such as initial assessment of skill levels, and how adult learners will benefit from integrated system design.
- Assist our AEFLA providers to collaborate with new or existing youth services contract operators to increase services to disconnected and out-of-school youth and reconnect them to education and jobs.

7. Reduction of Welfare Dependency

In keeping with our income growth strategy, CSNEFL has developed a three-pronged approach to reducing welfare dependency. This approach considers families must build human, financial and social assets to move them from a life of poverty to a life of self-sufficiency. Specifically, these assets entail the following:

- **Human Assets:** Assets to attain knowledge, skills, and abilities to earn adequate income
- **Financial Assets:** Assets to effectively manage money and build wealth
- **Social Assets:** Assets required for taking care of themselves, their children and building productive relationships with others

To assist our job seekers in managing these assets, all Welfare Transition and SNAP staff have been trained to use CareerTrax, our local step-by-step guide that meets each job seeker where they are and provides a path to success.

In addition, CSNEFL works in close partnership with the following agencies to help reduce or eradicate some of the barriers this population face:

- Local Legal Aide
- Local Housing Authorities
- Episcopal Children Services
- Community Transportation
- Jacksonville Transportation Authority
- Local Mental Health and Drug Agencies

While overcoming these barriers are important, recent research conducted by CSNEFL shows that over 60% of this population is functionally illiterate. In 2017, CSNEFL partnered with Florida State College at

Jacksonville to create and deliver a GED program which introduces our customers to various career paths and sectors which support our regional economies.

Career Spark provides job seekers with GED preparation, individualized tutoring, and soft skills in a classroom setting on the FSCJ downtown campus. Supportive group meetings enable job seekers to develop interpersonal skills to overcome barriers. Participants who complete their GEDs are invited to go on to enter CNA or other occupational training.

8. Cooperative Agreements

The interagency cooperative agreement is a formalized effort to improve employment opportunities for persons with disabilities. The goal of this agreement is to:

- Establish a commitment among the agencies' leadership to maximize resources and coordinate with each other to improve employment outcomes for persons with disabilities seeking publicly funded services
- Develop strategic goals and reasonable benchmarks to assist the agencies in implementing this agreement
- Identify financing and contracting methods that will prioritize employment among the array of services paid for or provided by agencies
- Identify ways training opportunities can be better utilized by agency employees and contracted providers to ensure effectiveness of employment services
- Ensure collaboration occurs during the development of service plans, including the Individual Plan for Employment, when individuals are served by multiple agencies, to achieve their employment goals
- Promote service innovation
- Identify accountability measures to ensure sustainability

On May 7, 2014, the Interagency Cooperative Agreement was finalized and signed by the following agencies and organizations:

- Florida Agency for Persons with Disabilities
- Florida Department of Education, Bureau of Exceptional Education and Student Services
- Florida Department of Education, Division of Vocational Rehabilitation
- Florida Department of Education, Division of Blind Services
- Workforce Florida, Inc. d/b/a/ CareerSource Florida
- Florida Department of Economic Opportunity
- Florida Department of Children and Families, Substance Abuse and Mental Health Office
- Florida Developmental Disabilities Council, Inc.
- Florida Association of Rehabilitation Facilities, Inc.

CSNEFL strongly supports the cooperative agreement and is an active partner with the above listed agencies in serving our job seekers with disabilities. We have taken a

proactive role in joining the cooperative agreement partners by:

- Aligning our outreach to businesses for job placement of the disabled
- Cross training of staff
- Providing technical assistance and sharing information especially as it pertains to the implementation of WIOA
- Developing specialized training materials for the delivery of employment workshops for disabled job seekers
- Designing effective referral systems and joint service strategies

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

1. The CareerSource Northeast Florida One-Stop System

The One-Stop delivery system is administered by CareerSource NEFL, designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWDA 08. CSNEFL brings together required partners and a non-required partner in a seamless customer-focused service delivery network designed to give job seekers access to programs, services and other resources to improve their prospects of long-term employment.

CareerSource NEFL has designated its Gateway Career Center located at 5000 Norwood Avenue, Suite 2 Jacksonville, FL 32208 as the comprehensive American Job Center for LWDA 08. One-Stop partners work together to provide access to services. Eleven of the 13 One-Stop partners will be co-located in the Gateway Career Center to administer their separately funded programs in an integrated and streamlined manner to individuals who frequent the Center. LWDA 08 partners include:

WOIA (Adult, Dislocated and Youth formula grants)	Florida State College at Jacksonville ¹ – Adult Education and Family Literacy
Jacksonville Job Corps ¹	Vocational Rehabilitation ¹
Wagner Peyser	Division of Blind Services ¹
AARP Foundation SCSEP ¹	Jacksonville Housing Authority ^{1*}
TAA	Northeast Florida Community Action Agency ¹
Jobs for Veterans	Operation New Hope ¹ (special community partner serving the re-entry population)
Unemployment Compensation ¹	

*Partner to provide customers access to services via Direct Linkage using Skype technology

¹ Added partners to the Gateway Career Center

The following table lists a description of the new partners to the Gateway Career Center:

AARP Foundation SCSEP	<p>A featured program of AARP Foundation, the AARP Senior Community Employment Program (SCSEP) is the nation's oldest program to help low-income, unemployed individuals aged 55+ find work.</p> <p>AARP Foundation first matches eligible older job seekers with local nonprofits and public agencies so they can increase skills and build self-confidence, while earning a modest income. Based on their employment interests and goals, participants may also receive supportive services and skills training through an educational institution. Their SCSEP experience most often leads to permanent employment.</p> <p>SCSEP is administered by the U.S. Department of Labor. AARP Foundation operates in 21 states and Puerto Rico. AARP Foundation currently operates the SCSEP program in 72 locations, 14 in the state of Florida.</p>
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<p>Division of Blind Services</p>	<p>Mission Statement: To ensure blind and visually-impaired Floridians have the tools, support and opportunity to achieve success</p> <p>Vision Statement: In partnership with others, create a barrier free environment in the lives of Floridians with visual disabilities.</p> <p>The Florida Division of Blind Services helps blind and visually impaired individuals achieve their goals and live their lives with as much independence and self-direction as possible. Applying for services requires downloading and completing the Application for Services Form from the website and submitting it to the nearest Division of Blind Services office.</p>
<p>FSCJ – Adult Education and Family Literacy</p>	<p>Adult Education at Florida State College at Jacksonville includes a range of instructional programs that help adults get the basic skills they need to be productive workers, family members and citizens.</p> <p>The major program areas are Adult High School, GED® Preparation: High School Equivalency, Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL). These programs emphasize basic skills such as reading, writing, math and English language competency. Adult education programs also help adult learners gain the college and career readiness skills needed to enter and succeed in the workforce and/or postsecondary education.</p> <p>FSCJ helps prepare adults of any age to take the GED® test and obtain a high school equivalency diploma. Note: There is a \$30 registration fee per term for Adult Education programs.</p>
<p>Jacksonville Housing Authority</p>	<p>JHA offers a variety of programs to fit the needs of low and moderate-income families, senior and handicapped adults in the greater Jacksonville, Florida area.</p> <p>JHA offers many programs to assist the residents quest to move up and out of public housing and perhaps into homeownership, which is still the goal and dream of most Americans.</p> <p>Public housing communities are strategically positioned in all areas of town and are close to schools, shopping, transportation and community service resources.</p> <p>The Section 8 voucher program allows families to move to the private property of choice. The Resident Opportunities staff stand ready to help with education, job training, counseling, etc.</p>
<p>Jacksonville Job Corps</p>	<p>The Job Corps program was created during the administration of President Lyndon B. Johnson in 1964 as part of Johnson’s War on Poverty and Great Society initiatives that sought to expand economic and social opportunities for Americans, especially minorities and the poor. Job Corps is one of the oldest social programs in the federal government today. A product of the Economic Opportunity Act of 1964, Job Corps was first set up by Sargent Shriver, a member of the Kennedy family who ran many of Johnson’s social programs. Shriver modeled Job Corps on the Depression-era Civilian Conservation Corps</p>

	<p>of the 1930s, which provided room, board, and employment to thousands of unemployed people.</p> <p>THE JACKSONVILLE CENTER'S HISTORY</p> <p>The history of Job Corps in Jacksonville, Florida, began in 1979 when the city's first center opened in the old Jacksonville Jewish Center. The Corps operated at this site for 26 years, before moving to its new 40-acre home off Golfair Blvd in 2005. Through Career Development Services System (CDSS), Job Corps provides students with the skills needed to succeed in today's workforce—at no cost to the student.</p> <p>Jacksonville Job Corps offers a full suite of Career Services to include career counseling, High School diploma/High School equivalency attainment, career technical training with industry recognized credential attainment, residential programming, as well as, day school services, basic medical, dental and other wellness services, transitional support and assistance, career placement and follow-up, college programs, internship programs, recreational programs and activities, on-site childcare, biweekly living allowance, as well as, transitional stipend, employability skill development and personal enrichment classes.</p>
<p>Northeast Florida Community Action Agency</p>	<p>NFCAA was established in 1965, envisioned as an agency with a driving force to combat poverty in Northeast Florida. NFCAA currently administers programs in seven (7) counties and employs a staff of 50. NFCAA's annual operating budget for Fiscal Year 2013 was more than \$8,000,000, and the Agency provided assistance to 23,831 low-income individuals.</p> <p>Vision: A community where all individuals and families achieve their potential through education, financial stability and healthy lives alleviating the devastating effects of poverty.</p> <p>NFCAA's service delivery encompasses providing a comprehensive and holistic approach to services for entire families. NFCAA is dedicated to establishing mutually beneficial partnerships that connect families to available resources, stabilize vulnerable households, and promote healthy families and communities. NFCAA has demonstrated effectiveness in producing outcomes in the lives of low-income people and the communities in which they live. The Agency has contributed to low-income neighborhoods by promoting advocacy, hiring low-income clients to their staff, and implementing Result Oriented Management Accountability (ROMA) agency-wide.</p>
<p>Operation New Hope</p>	<p>Operating with a four-pronged approach (case management, life coaching, job training and job placement assistance) Ready4Work ensures clients receive wrap-around care. Clients have no violent or sexual charges, and are required to be drug-free while participating in the 4-6- week career development training course that focuses on employment and life skills. A dedicated job coach works with the clients and employers</p>

	to place individuals in jobs where there is a match for both parties. The Ready4Work staff remains in contact with the clients for a full year after intake.
Vocational Rehabilitation	<p>Vocational Rehabilitation (VR), a federal-state program, helps people who have physical or mental disabilities get or keep a job. VR is committed to helping people with disabilities find meaningful careers.</p> <p>Mission: "to help people with disabilities find and maintain employment and enhance their independence."</p> <p>Vision: "to become the first place, people with disabilities turn when seeking employment and a top resource for employers in need of qualified employees."</p> <p>In addition to the general customer employment program, VR has additional specific programs designed to help eligible people with disabilities become employed.</p>

A. How our WIOA Partners Contribute by Planning and Implementing

The One-Stop Operator has involved all partners listed above (with exception of Unemployment Compensation) in the planning of all processes relative to customer intake, internal referral between partners, and creation of an Information Center to provide customers with information on the AJC services and programs, and individual partner services.

One-Stop partner meetings are conducted monthly and partners work in a collaborative manner to make decisions on a consensus basis. The One-Stop Operator established subcommittees where partners participated in focusing on mapping processes (i.e. data sharing and reporting performance, internal referral, customer service survey, etc.) and then shared outcomes from those meetings with the overall group of partners. Prior to the implementation of the AJC, each partner had the opportunity to observe existing Gateway operations to provide suggestions on ways to ensure all customers will have a positive experience. The One-Stop Operator ensures each partner has equal input on the continuous process improvement of the overall delivery system.

B. Our Non-Required Partners

The required partner Youth Build that serves the re-entry population does not operate in our region. To serve this demographic population, Operation New Hope (ONH), a community-based non-profit organization in Jacksonville, will serve as a special partner to offer services for the ex-offender population. Operation New Hope’s Ready4Work Program serves individuals who have been recently incarcerated in a Florida State correctional facility with case management, supportive services, job search, and job placement assistance. Although considered a “non-required” partner, ONH will be co-located in the Gateway Center to serve customers. ONH has the same level of involvement as all other required partners.



C. Sector Memorandum of Understanding

In lieu of separate sector MOUs, CSNEFL has elected to create an agreement with JAX USA, the regional economic development partnership. Under this agreement and contracted services, JAX USA delivers or facilitates:

- Regional forums to bring together employers, educators and workers from targeted sectors to discuss workforce challenges and trends in recruiting, training and talent retention
- Reports on employment by sector and trends
- A 5-year regional strategy that includes:
 - Competitive Analysis – providing a detailed evaluation of our region’s competitive strengths and areas for improvement
 - Target Sub-Cluster Definition Report – containing detailed profiles of each target cluster and sub-cluster
 - Education Infrastructure Assessment – containing an evaluation of all educational programs in the seven-county region, and a comparison of those programs with the talent needs of the target clusters
 - Target Implementation Plans – recommending specific community development, workforce development, business development and marketing actions for each target audience, including a timeline, budget and metrics

2. Customer Access

The CSNEFL system has fully integrated a wide-variety of programs, such as: Job Corps, the Migrant Seasonal Farm Workers Program (MSFW), the Workforce Innovation and Opportunity Act (WIOA), the Wagner-Peyser Program (WP), Jobs for Veterans, the Trade Adjustment Act (TAA), the Welfare Transition Program (WT/TANF), the Supplemental Nutrition Assistance Program (SNAP), Second Chance, Community Action (NFCAA) the Senior Community Service Employment Program (SCSEP), the Reemployment Assistance Program (RESEA), Adult Education and Family Literacy Act (AEFLA) and Vocational Rehabilitation (VR).

The strategy is designed to blend separate programs and funding streams, providing single points of access to workforce services for both employers and job seekers. Currently our locally developed memorandum of understanding (MOU) is the keystone of service integration in this environment and will be updated to reflect state and federal guidance as it is issued. Agreements have been developed with all required partners, as well as, additional non-required partners.

CSNEFL has been, and remains, a leader in providing services to disabled job seekers. CSNEFL was the first workforce board in the nation to become an Employment Network under the Ticket to Work program. Each of our Career Centers fully embraces a universal design that meets the accessibility needs of job seekers both in terms of layout and equipment.

All CSNEFL staff members are expressly trained to serve job seekers with disabilities and are familiar, and compliant, with ADA rules and regulations. The Disability Navigator operates at the management level, providing direction and training to frontline staff throughout the career system. All staff assist all customers; in addition, each Career Center has at least one Disability Resource Coordinator assigned to assist those with disabilities. Accommodations have been made to allow wheelchair accessibility and

designated workstations have been designed to facilitate use by individuals in wheelchairs. Large font computers are available, as is access to the Florida Relay System and Virtual Relay System.

In addition, the CSNEFL website is fully supported through AudioEye, which provides end users with a freely available screen-reader-like solution that provides improved usability for all users, in particular for those impacted by some form of disability (visual, hearing, motor, cognitive and learning). Providing different tools for individuals with different needs, AudioEye provides solutions for users with low vision (e.g. aging populations), users learning to read, users looking to improve focus, users with color blindness, users with dyslexia, etc. In addition to these visual benefits, there is great benefit for individuals without sight.

The Reader is intended as an “oasis of sound” – a welcome reprieve from the Screen Reader audio, which are typically used across the Operating System. The utilization of AudioEye ensures that CSNEFL’s web based offerings are compliant with Section 508 of the Americans with Disabilities Act and has gained WCAG 2.0 AA certification – the standard for web accessibility. Through the MOU process, each one stop and service partner joins this vision of services to disabled job seekers and agrees to the highest standards of compliance with the ADA both in spirit and execution.

Section 188 of WIOA requires the One-Stop system ensure equal opportunity and access for individuals with disabilities. CareerSource Northeast Florida incorporates feedback from Centers for Independent Living into all facets of program planning and delivery to ensure physical and programmatic access to workforce development tools, resources, programs and offices.

Independent Living Resource Centers provide services to include independent living skills training, individual and systems advocacy, Work Incentives Planning and Assistance, peer counseling, information and referral, career development, durable medical equipment loan closet, deaf consumer services, interpreter referral, nursing home transition, telecommunications relay equipment distribution program, travel training for public transportation systems and youth transition services that support clients to set and achieve their goals of living independently in their community. This diverse and extensive list of service types allows Centers for Independent Living to provide the holistic support many clients with significant disabilities may need.

The Florida network has 17 Centers for Independent Living and two areas serve LWDA 08: CIL of North Central Florida (Putnam County) and Independent Living Resource Center of Northeast Florida (Baker, Clay, Duval, Nassau and St. Johns counties).

Together, CareerSource NEFL and CILs partner to share referrals, develop collaborative plans with clients, communicate to avoid duplicative service provision, and meet regularly to strengthen their relationships and cross-educate one another.

Information and consultation from CILs regarding job seeker’s needs informs CareerSource NEFL staffs as we assess and consider the needs of the local population, including individuals with disabilities, in the design and delivery of services including the development of appropriate intake procedures, and screening devices and comprehensive assessments, if necessary; determining the nature and mix of services and supports provided; and analyzing training program needs for CareerSource NEFL personnel to accomplish the objectives of the program.

Universal Design

CSNEFL strives to meet the diverse needs of business and career seeking customers, including individuals experiencing barriers to employment. CSNEFL employs universal design of environments, products, and communication practices, as well as, the delivery of programs, services, and activities to meet the needs of all customers of the workforce development system.

Our goal for any member of the public (including those with disabilities) is to experience easy access to our services, a welcoming atmosphere and exceptional customer service. CSNEFL develops services that are accessible to the largest number of people, thereby reducing the need for specialized assistance.

CSNEFL provides a range of options for inputting information in a computer, including a keyboard, trackball or a mouse. We provide information through both online self-directed methods and in group workshop settings. Our staff is prepared to assist and accommodate a range of literacy and language skills and provide effective prompting and feedback during and after task completion.

Additional examples include providing information in multiple languages, presenting information during trainings and workshops verbally and in writing, and incorporating graphics to illustrate information so individuals can receive information in the manner that best suits them.

In the resource rooms, all signage uses graphics and pictures combined with text, and resource materials are available in places and at heights that are highly accessible. CSNEFL provides the option of registering and/or signing up for orientation, workshops, and classes online or by telephone ahead of time so that orientation can be accomplished upon the first visit.

To ensure we reach job seekers who have mobile limitations, CSNEFL has developed and deployed a service delivery system that uses 3 mobile access point teams which take our services to the point of need in a community. Each team, comprised of CSNEFL career staff, is supported by a scheduler and numerous employment workshop trainers. Each of the 3 vehicles are outfitted with 20 wireless-enabled laptops, marketing displays and other materials that support staff as they regularly visit our community partner facilities throughout the region.



Providing the same labor exchange services, a job seeker can receive in our Career Centers, the system is both cost effective and flexible. We can offer assistance in 3 different places for up to 20 job seekers at each location, or combine our teams to provide services for up to 60 job seekers at the same time. Mobile Access Point Teams receive training on service delivery to customers with barriers and special needs including height adjustable tables and assistive technology on board, talking software, screen enlarger, rollerball mouse and others as requested.

In addition to our high touch services, our website, which is fully ADA compliant and WCAG 2.0 AA certified, provides a packaged service offering specific to the needs and status of our job seeking and business customers. Many of our services can be delivered online, creating a virtual career center that enhances the value of the website for job seekers who cannot come in to access our services.

One example is CareerTRAX. (www.mycareertrax.com) This platform, launched in 2010, allows users to create their own personalized program for success in a step-by-step guide to success. We designed it to help jobseekers who are not sure where to start on their job search by offering surveys to find the stage at which they are having challenges. The surveys link jobseekers to the page or track addressing the subject they're interested in or need help with. Universal jobseekers can start anywhere in the six tracks and proceed to subjects they want or need information about. Program participants may be directed to specific activities by their case managers; when a program job seeker is directed to a specific activity, it becomes part of their mandated activities for compliance.

For jobseekers who need a step-by-step approach, CareerTRAX offers information that starts with self-assessment and proceeds logically all the way to ongoing success on the job, including competing for promotions, asking for a raise, or making the decision to look for different employment. Jobseekers can take the steps, to build the tool they need to research, interview and prepare for offers, or they can skip to a section that addresses their immediate need. CareerTrax offers sections on job seekers with disabilities and provides opportunities for staff-assisted coaching and activities for topics such as Disability Disclosure, and Reasonable Accommodation at work.

Jobseekers can track their progress through the tracks via My Trax PDF tracking forms located on each main page. The forms are designed to be printed and used to track the dates of activities, workshops, and coaching sessions the jobseeker has completed. Staff may use the tracking forms to suggest activities to the jobseeker. They can also use the forms as a guide to how recent and intensive a jobseeker's job search has been.



3. Integration of Services

CSNEFL utilizes the data systems provided by the state, which include the Employ Florida, the One Stop Tracking System – My Florida, the SUNTAX Portal Production System, the Department of Economic Opportunity Data Store and myTess. Continuous improvement of how these systems function will require continued collaboration, coordination, and re-assessment. CSNEFL staff stands ready to assist the state in a review of all core and partner program services, programs, and policies to identify duplicative efforts and potential solutions to better align agency resources and efforts.

All partners will be co-located in the Gateway Center except Unemployment Compensation (UC) and Jacksonville Housing Authority (JHA). Customers will continue to access UC through telephone; a direct linkage via Skype will be used for customers who need information on housing from JHA.

A SharePoint page has been established to share data and other pertinent information between partners. The Internal Self-Referral Form indicates a customer's interests in one or more partner's services, as well as, case notes to be distributed to partners via SharePoint. Partner meetings will be conducted face-to-face and through Skype technology.

4. Competitive Selection of the One-Stop Operator

On March 20, 2017 CSNEFL released an Invitation to Negotiate (ITN) Solicitation Number 16-17 #2 for One-Stop Operator Services. This solicitation followed all requirements as indicated in the CSNEFL Contracting Policies and Procedures. Three bids were submitted and the LDW Group, LLC (Linda Woodard, President) was selected to provide these services to begin July 1, 2017.

5. System Improvement

Targeting Service Improvement for our Business Customers

As our regional focus has shifted to spotlight our targeted industries, we have created innovative ways to serve employers with this distinction and assist job seekers seeking careers in these areas. As part of a regional reorganization, an assessment was completed to better understand business needs, not just current but projected needs as well. Four Industry Managers were hired to become our regional industry experts. Our managers are required to have extensive experience in their assigned industry and the right skills to meet the needs of our partner employers. The four industry teams led by these managers are providing specialized services to ensure our targeted industry employers needs are met.

While providing a higher level of service to our employer customers, we are then able to specialize our services provided to individuals seeking employment in these areas. These services include:

- Targeted Industry events including recruitments and informational sessions for job seekers. While open to all job seekers, our Industry Teams search through our database to find and invite qualified candidates.
- Industry Portals - We've gathered information on the fastest growing and highest paying jobs, training opportunities and the latest industry news to help job seekers fast track their career. The industry portals include the ability for job seekers to explore occupations, including salary information, job growth projections and more.

Our Targeted Industry Teams create sector plans to include strategies for action such as:

- Developing the future workforce, and improving current labor pool
- Identifying critical cluster occupations and suggesting new and adjusting existing workforce development efforts to target critical cluster needs
- Connecting the region's residents to training that addresses known skills gaps and aggregating local demand for workforce programs

Unified System Improvement

To ensure we respond to labor market, economic and demographic conditions and trends, CSNEFL will utilize an oversight, monitoring, and system performance improvement evaluation process which includes:

- a. Periodic on-site monitoring visits to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing review and assessments of service providers' performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- d. Ongoing assessment of labor and economic data and trends

While these activities/services are required to fulfill CSNEFL's mandated oversight responsibilities as LWDA 08, they also provide a means to respond to labor market, economic and demographic conditions and trends in our area.

The system improvement process serves as an outreach tool for both CSNEFL and its service providers to provide feedback to management, the board and chief elected officials through findings and recommendations. The system improvement process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems, allowing management to implement improvement measures or take corrective action in a timely manner. CSNEFL performs system improvement as a regular and systematic review of program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and CSNEFL policies and procedures.

Independent Monitoring

An independent certified public accounting firm will conduct periodic programmatic, procurement and fiscal monitoring using federal and state monitoring instruments, which outline both programmatic and fiscal compliance and quality improvement factors. The CSNEFL monitoring contractor will monitor each sub recipient at least once during the Fiscal Year. Monitoring reports identify findings, and observations, and recommendations are generated at the completion of each monitoring visit. A monitoring schedule is developed by CSNEFL staff at the beginning of each program year.

Internal Monitoring

Compliance monitoring of program activities and services to participants are performed by in-house staff. CSNEFL monitoring staff "trouble shoot" problems identified through compliance and performance reviews, provide technical assistance during their on-site monitoring visits, issue recommendations for corrective action in their monitoring report(s), and follow-up on the recommendations to ensure that corrective action has been taken properly and expeditiously.

CSNEFL is responsible for system improvement program activities and services, management systems, and practices in LWDA 08 to ensure legal, fiscal, administrative and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

CSNEFL's system improvement staff establishes a schedule of regularly scheduled, as well as, periodic on-site monitoring reviews of service providers in LWDA 08. These visits are designed to ensure that any abuses in program operations are immediately identified and eliminated, as well as to prevent any misuse of funds by Service Providers, sub grantees, etc.

Performance monitoring is conducted to validate actual program performance against performance standards as established in the contract. The results of the review are used to assess progress toward goals and objectives, to identify existing or emerging problems and to trigger explanations, corrective actions and/or contract actions, as appropriate. Performance monitoring is conducted through a desk-review and on-site visits. At a minimum, the monitoring tools reflect the state monitoring tool provided through DEO. Other elements are added to this tool as appropriate. Program Managers ensure that contract providers provide a monthly report to them and to the CEO or designee. This monthly report clearly indicates progress toward program goals/outcomes.

Staff prepare written monitoring reports following their on-site visits. The reports are the official records of the administrative entity's staff review of Service Providers' programs up to that point in time during the period of performance. The monitoring reports constitute the basis for future program assessment and make the monitor's findings available for federal, state, and public inspection. The report provides the background of the program, the follow-up on previous findings, the current findings (positive or negative), and the recommendations (if any) for corrective action with a time line for implementation. Any regular or special review and any technical assistance provided to the Service Provider is also included in the report.

Report and Corrective Action

The monitoring report is issued within 20 days to make the information available for timely consideration and action by the management of both the administrative entity and its service providers. CSNEFL monitoring staff provide follow-up on corrective action recommendations as well as the results of technical assistance which may not necessarily relate to the required corrective action.

Upon receipt of the monitoring report, the CSNEFL CEO (or designee) reviews the corrective action plans and determines appropriateness of such plans to effectively correct discrepancies noted within reports. If the Service Provider and the CEO cannot resolve such issues, the Service Provider may request a hearing before the CSNEFL Board for final resolution.

Continuous Improvement of Centers and Systems

CSNEFL Continuous Improvement Model will oversee the certification and constant advancement of centers and systems throughout our LWDA 08. In consultation with the local board, the continuous improvement team will certify Centers and Systems every three years. Certification criteria will include evaluations of effectiveness of how well the centers and systems:

- Integrates available services for businesses and participants
- Meet the workforce development needs of employers and participants
- Operate in a cost-efficient manner
- Coordinate services among core and recommended one stop partner programs
- Provide maximum access to partner program services even outside regular business hours
- Ensure equal opportunity for individuals with disabilities to participate in or benefit from center and system services

- Account for job seeker feedback
- Support the achievement of the negotiated local levels of performance for the performance indicators

DATA TO BE COLLECTED

PERFORMANCE:

- Primary Performance Indicators
- Performance for Individuals with Barriers to Employment, and by Race, Ethnicity, Sex and Age

SERVICES:

- Number of Participants that Received Career and Training Services
- Number of Participants that Exited from Career and Training Services
- Percentage of Training Participants Obtaining Training-Related Employment

PARTICIPANTS:

- Total Number Served by each Core Program
- Number of Individuals with Barriers to Employment Served by each Core Program
- Number of Participants Enrolled

COSTS:

- Average Cost Per Participant for Career and Training Services
- Percentage Spent on Administrative Cost

The Executive Committee will be the deciding body for all discrepancies which cannot be resolved by the President and Service Providers.

If CSNEFL determines the Service Providers performance to be unsatisfactory, CSNEFL may act in any of the following ways:

- a. Requiring corrective action within specific time frames
- b. Withholding payment
- c. Disallowing inappropriate claims, payments, or costs
- d. Terminating or suspending the contract

Each in-house system, program component/area and service provider is monitored at least once per program year. The monitoring staff provides any technical assistance necessary for the expedient implementation of recommended corrective action(s) when program deficiencies and/or noncompliance issues are cited. All corrective action(s) will be satisfactorily completed within 15 to 30 days of notification of the deficiencies and/or violations, and a follow-up monitoring visit will be done to assure the corrective action plan has been implemented.

CSNEFL uses a performance driven cost reimbursement and performance expected contracting system for the award of contracts. Monitoring staff will review/monitor, on a continuous basis, service providers, bidding procedures/process, and property in accordance with the monitoring procedures stated in the Administrative Plan.

The fore stated description provides CSNEFL procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWDA 08. All system performance is directly benchmarked against the common measures, federal and state regulation/guidance and CSNEFL Board guidance.

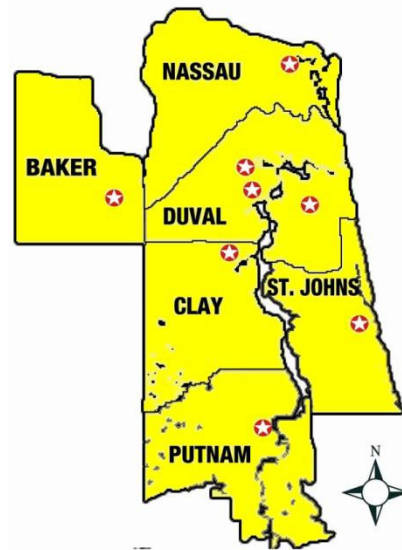
1. Design of the CSNEFL Career System

CSNEFL was formed in 1996 through a consolidation of the Northeast Florida and Jacksonville Private Industry Councils (PICs). CSNEFL administers and monitors training and service contracts with a variety of publicly-funded and private organizations.

Its most visible components are the service providers which interact with the public: CSNEFL Career Services provides direct service to job seekers and program clients, and is in 1 full service “One-Stop”, 7 access and 21 satellite sites. In addition, our mobile teams visit 134 monthly service sites throughout the region. CSNEFL has chosen to be a provider of Career Services. All services within the CSNEFL system are provided directly or through our core and required partners.

CSNEFL Business Services interacts with the business community, and operates a regional job bank and service center in downtown Jacksonville, as well as stationing business marketing representatives in each of the full service and access Career Service sites.

Economic Development (delivered by Industry Managers) consists of a sector strategy in partnership with the regional economic development organizations. These efforts focus on targeted industries and the industries and companies in the industry cluster that provide essential service, products and support.



First Coast Workforce Development Inc., DBA CSNEFL, operates almost as a “parent company” might in the business world. Its name may not be recognized by its job seekers, since they deal daily with one of the service providers at a CSNEFL sites, and the CSNEFL name has more name-brand recognition. CSNEFL’s challenge is to promote its work in the business and economic development community. Many of the projects and services funded and administered by CSNEFL are comprised of partnerships among public agencies and other companies, each of which has a unique identity. A truly effective career service system must go beyond the simple co-location of programs, personnel, resources and agencies.

The CSNEFL system offers job seeker service by providing career pathway employment plans. For many job seekers this may simply mean access to job listings, while others may require skill and aptitude evaluation, job search assistance, adult education, job training, postsecondary education or registered apprenticeship. Some may require temporary financial assistance, needs based payments or supportive services.

The challenge of operating the CSNEFL System is in the management of a wide variety of resources to integrate the full array of employment and training services available here on the First Coast. The success of the system has been evident in the system partners’ full integration of a wide-variety of programs, such as Job Corps, the Migrant Seasonal Farm Workers Program (MSFW), the Workforce Innovation and Opportunity Act (WIOA), the Wagner-Peyser Program (WP), Jobs for Veterans, the Trade

Adjustment Act (TAA), the Welfare Transition Program (WT/TANF), the Supplemental Nutrition Assistance Program (SNAP), Community Action (NFCAA) the Senior Community Service Employment Program (SCSEP), the Reemployment Assistance Program (RESEA), Adult Education and Family Literacy Act (AEFLA) and Vocational Rehabilitation (VR).

The strategy is designed to blend separate programs and funding streams, providing single points of access to workforce services for both employers and job seekers. Currently our locally developed memorandum of understanding (MOU) is the cornerstone of service integration in this environment and is continually updated to reflect state and federal guidance as it is issued. Agreements have been developed with all required partners as well as additional non-required partners.

The joint vision of CSNEFL and its core partners is to create a framework for an effective career service system that goes beyond the simple co-location of programs, personnel, resources and agencies. As envisioned by WIOA, the vision is to be as integrated as possible, providing seamless delivery that makes the separate agencies and programs invisible to job seekers.

Currently partners meet monthly to discuss the CSNEFL system, issues that arise through operation and governance, service delivery strategy and future program delivery direction. This structure has been foundational to the success of our local workforce system. We envision that this model will be strengthened and enhanced through the process of continuous improvement.

A Career Academy Model that Works

CSNEFL has worked diligently with our 6 school districts to create a unified and seamless Career Academy Model across our entire region. Built on the vision provided by the Florida Career and Professional Academies Act, each is research-based and integrates rigorous academic and industry-specific curriculum that align directly to the priority workforce needs of our local labor market. Each academy:

- Provides a rigorous standards-based academic curriculum integrated with a career theme that is directly tied to a high skill/high wage occupation represented in targeted industries and local labor market
- Maintains partnerships with postsecondary institutions, businesses, industry, economic development and community organizations
- Incorporates maximum use of private sector facilities and personnel resources
- Provides personalized student advisement
- Provides opportunities for students to earn Bright Futures Scholarships
- Provides instruction in high-growth, high demand, and high-pay careers
- Delivers instruction relevant to the applicable career, including intensive Reading and Mathematics intervention
- Offers applied courses that combine academic content with technical skills
- Provides instruction resulting in obtaining the highest industry recognized credential available at the high school level
- Provides opportunities for students to obtain the Florida Ready to Work Certification

- Includes an evaluation plan
- Includes a plan to sustain career and professional academies
- Redirects appropriated career funding to career and professional academies
- Provides articulation agreements to institutions of higher technical or academic learning

This is the real purpose of a workforce development system – to create a talent pipeline that engages students at an early age to think about work and the relationship between learning and earning that is reflected in our labor market. We have always been committed to serving students at risk; to be competitive in the global economy, we must also be sure to include the entire workforce of tomorrow.

The results of this strategy have been outstanding. In every case, the students enrolled in the career academies have higher grade point averages, better school attendance rates, higher FCAT scores and most importantly higher graduation rates.

Life Long Career Services

After school, we must provide a flexible workforce system that engages workers at every stage of their career, offering entry points for skill advancement in the classroom or on the job. To be competitive in the global economy, we must create a culture of lifelong learning that rewards higher skills with economic advancement.

WIOA promises a new system where "placement" no longer needs to be followed by immediate "termination." Our vision is that this change will result in a shift from short-term "episodic" fixes to a system where individuals can access information and services continuously throughout their lifetime. The focus is on opportunities for low-wage workers to benefit from the workforce investment system. This is truly a step in the right direction.

The focus of a successful career development system, one that supports business growth and global competitiveness, is not job placement. Rather, it centers on the skill sets needed in the local labor market, and how workers can obtain those skills through education, training and job succession, or Career Pathways. Our philosophy is embodied in a career development methodology resulting in income growth. The Income Growth Strategy promotes wage progression through rapid attachment to the workforce, continual skill gains, and personal development activities. As a strategic framework, this approach builds upon a program design generally referred to as "post-employment" - retention, advancement and/or rapid re-employment services. The foundation of this approach is that all employment and training services are delivered within the framework of the skills needs of the business community.

The Income Growth Strategy involves designing a planned sequence of service interventions, which target the needs of the job seeker in the larger context of serving our business customer. The model embraces incremental income goals achieved through labor market advancement. In our model, job seekers are not necessarily terminated from career development services at job placement. Success is measured by the ongoing skill development and wage growth of the job seeker.



Traditionally, workforce system contact with the employer ends at placement or soon thereafter, not resuming until the next time placement services are needed. Under Income Growth, a *business services strategy*, represents activities, such as incumbent worker training, as value-added products for the employer, part of a comprehensive set of business services. Providing services to the worker is no longer limited to a physical One-Stop location, but may be offered at the worksite, at a training center, or over the internet.

Currently, performance standards drive the system toward an early termination approach. We have created strategies that allow workers to access a flexible system that offers skill

attainment and comprehensive career development services. System performance should be measured, incrementally, as a worker progresses in income growth without terminating them from services.

Training Strategies Mandated by Global Competition

In the First Coast region, we have changed our training strategy to reflect business’ need for just in time training. Business can no longer wait 2 – 4 years for skilled workers – they need them now.

We have dramatically changed the way we deliver training. The traditional method of funding training through Individual Training Accounts (ISAs) costs us an average of \$5,000 per trainee and may take from six months to two years to complete. Our Employer Based Training program cost averages \$881 per trainee and is delivered in a few short weeks or months, at the business partners’ discretion. Training in the workplace does not incur any additional supportive services costs such as childcare or transportation. We also have a partner in case management; the company’s HR department helps us track career advancement and completion points. Annually, we serve well over 1,000 training job seekers, and many are trained and certified at the job site as part of the workday.

Partnership with Education

To support this robust training program, CSNEFL has developed partnerships with over 30 educational intuitions, both publicly funded and private for profit, which offer well over 200 courses of study that lead to academic and technical degrees or industry recognized certifications. The majority of career study offerings are provided by more than one educational institution, which supports job seeker choice in cost, frequency of classes, program placement success and location. In addition, offered courses of study fully support our Regional Targeted Occupations List (RTOL).

While the above mentioned educational partners mostly support our scholarship training job seekers, our Employer Based trainees comprise a significant part of our training success. Through this job seeker driven program CSNEFL partners with businesses to provide training. Data has consistently shown this strategy

has provided the greatest return on investment in terms of cost effectiveness, wage increase and career growth. In many instances these same education partners create and provide training programs at business facilities as part of the work day.

Each year, our education partners work diligently with us to ensure the right training programs are in place to support the training needs of the businesses in our region. As noted above, the resulting programs are offered not only on our college campuses, but are many times customized and taken right to the worksite to be offered to workers.

Partnerships that Support Worker Skill Attainment

CSNEFL understands that a truly effective workforce development system must be designed to embrace a unified vision among multiple entities. We have invested in strategic partnerships over the past 21 years. The strong partnerships allowed our region to strengthen our local economy while bettering the lives of those who live on Florida's First Coast.

Partnership with Economic Development

JAXUSA works in partnership with the City of Jacksonville, JEA, the regional county partners — Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns — CSNEFL, JAXPORT, the Jacksonville Aviation Authority, the Jacksonville Transportation Authority and more than 175 corporate investors throughout Northeast Florida.

JAXUSA uses CSNEFL staff to help site consultants, relocation prospects, and local companies considering expansion understand the local labor market trends. CSNEFL staff present information on average salaries, job growth trends and other factors affecting a company's ability to locate, recruit and train talent. We provide labor market information and research in partnership with the DEO Labor Market Information staff. We also help companies after the decision is made to locate or expand in the area with recruiting, screening and assessment of prospective workers.

Partnership with Education

As previously described, CSNEFL views the K-12 system as the beginning of our worker pipeline. This explains why we have developed a strong and lasting partnership with all our local school districts. While career academies are a vital component of our worker development strategy, this is not our only involvement with our school districts. CSNEFL actively supports specialized services to the most in need youth in our region which are delivered through our schools. In addition, we have developed specialized universal services, such as CareerTRAX, that provide important supports to educators and students throughout our region.

In addition to our education partners at the local school level, we have developed strong partnerships with our state college systems and other secondary education providers. These training institutions are the schools of choice, for the majority of our adult scholarship awardees. Each year these institutions work diligently with us to ensure the right training programs are in place to support the skills training needs of the workers in our region. These programs are offered, not only on our college campuses, but are many times customized and taken right to the worksite to be offered to our Employers.

Lastly, our secondary education partners have ensured students who graduate from our career academy systems are prepared to enter their institutions. Each college and university has actively entered into articulation agreements which award advance college credit and align high schools' studies with the entry requirement of their institutions.

Our education partners include, but are not limited to:

- Jacksonville University and the University of North Florida
- State Colleges such as Florida State College at Jacksonville, Florida Gateway College, St. Johns River State College, and First Coast Technical College
- Continuing Education and certification programs at the University of North Florida
- Private for profit and non-profit training programs that have been evaluated and placed on our approved training partners list

Our economic development partners include:

- The JAXUSA regional partnership for economic development
- The City of Jacksonville's office of economic development
- County and ethnic chambers

2. Awarding Sub-grants and Contracts

CSNEFL utilizes a procurement process that ensures the purchase of goods and services is conducted in an open manner resulting in competitive pricing, proper management and oversight controls to ensure finance accountability, efficiency, prevent waste, fraud and abuse and avoid acquisition of unnecessary or duplicative items. **Attachment II. - ADMINISTRATIVE PLAN**

3. Expanding Access to Employment

The CSNEFL career system serves tens of thousands of jobseekers each year. We have developed a process to determine which job seekers might be suitable and eligible for core and partner services that includes partner co-enrollment strategies.

We call job seekers who choose to serve themselves **Transactional**; they choose the self-service option, using our career centers, mobile access point locations, or online resources to pursue employment without the benefit of our staff's advice and guidance. Our research has indicated that the average transactional job seeker visits a career center about five times before they move on to other resources. Transactional job seekers have a variety of services they can access without staff assistance. Items marked with an asterisk (*) are required for a job seeker to move on past the transactional phase.

Self-Assessments	Job Search	Workshops	Referrals	Other
EF Initial Skills Assessment	Job Search (006 Code)*	EF Overview	Divisions of Vocational Rehabilitation & Blind Services	Complete EF Registration*
Workforce Skills for the 21st Century	Self-Referrals to Jobs	Resume	Adult Basic Education/Literacy	Orientation Video*
My Next Move	Recruitment Event	Job Search Strategies	Childcare Services	Labor Market Research*
CareerTRAX	Job Fair		Eckerd Connects (Youth)	Career Videos
GCFLearnFree	Special Event		Experience Works (Seniors)	
	ONET		Operation New Hope (Youth Offenders)	
			Work Incentives Planning and Assistance (SSA beneficiaries)	
			Homeless Community Partners	
			Generation You Employed (Youth)	
			Job Corps (Youth)	
			Employment Network Options (SSA beneficiaries)	
			Project Search (Youth/disabilities)	
			Florida Alliance for Assistive Technology and Services	
			Job Accommodation Network	
			Jacksonville Transportation Authority (Travel Training/Paratransit)	
			Vision Education and Resource Center	
			HUD Housing and Florida's Hardest Hit (rental & mortgage assistance)	
			United Way 211 (essential services)	
			Hubbard House, Betty Griffin & Others (Domestic Violence Advocacy and Protection)	
			Disability Rights Florida	
			Free Legal Aid	
			Supported Employment Providers	
			Agency for Persons with Disabilities	
			RealSense (Tax preparation assistance & Financial Literacy)	

To support this common vision, CSNEFL launched a scanning system to check in job seekers at our career centers. The Veriscan system scans all US and Canadian IDs (driver's licenses, recent military IDs, other state-issued IDs) using the camera of an iPad. Staff will see an entry for the job seeker immediately upon scanning the ID. The scan includes age, gender and address listed on the ID. Staff assigns the job seeker to a group (Transactional, WIOA or Wagner Peyser) on the first visit, and that group helps staff members determine what services might be appropriate and whether staff will assist the job seeker directly.

Staff also enter tags for the visit indicating which services the job seeker has accessed, from using resource room computers, fax and copy machines, to attending workshops or recruitments.

The Veriscan database allows staff to see at a glance which transactional job seekers have returned to the center for several visits, and which services he/she accessed on each visit. Resource room staff is encouraged to start up conversations with job seekers to determine their level of motivation and where they are in their job search.

Questions like:

- Tell me what kind of work you've done in the past. Is this the same kind of work you're looking for now?
- How long have you been unemployed / looking for work?
- How has your search been going? Do you feel good about your chances of getting a job in the next few weeks? Why or why not?
- What do you think is your biggest barrier to getting back to work right away? What do you need help with?

As we determine which job seekers might have barriers to employment and are motivated to make changes in their strategy and be open to advice and guidance, we consider moving them on to what we call **The New Path to Success**.

The New Path to Success is the conduit to eligibility for individualized career services across appropriate partner programs. We call job seekers who are ready for the new path **Transformational** job seekers, those who are ready for real and systematic progress on their career goals. It starts when we determine that a job seeker should receive staff-assisted services. At that point, they become a Wagner-Peyser job seeker and will meet with staff regularly to assess progress on their job search and receive advice and guidance.

As an example, one group of job seekers we move quickly on to the New Path to Success is Re-employment Services and Eligibility Assessment (RESEA) job seekers. Since RESEA allows us to spend up to 2 hours with the job seeker during our initial meeting, it presents an opportunity to get to know the job seeker's goals and learn about barriers. We offer each RESEA job seeker the chance to sign on to the New Path program, offering access to services such as assessment (beyond the required assessment during the RESEA appointment) and regular meetings with a career coach.

We pitch the New Path as "a structured approach to career coaching that includes one-on-one intensive work in addition to the job search you're already working on." When we consider a candidate for New Path services, we look at several factors (we call them the Ready, Willing and Able factors.)

First, New Path candidates must be ready to go to work. We need to know that any barriers they have are being resolved (like childcare and transportation.) They need to have work experience and be serious about passing a drug test if that's a requirement for getting hired. They must be willing to take a suitable job when one appears; we'll work together to define and understand your criteria for a "good" job.

We expect a bit more from our New Path job seekers. They must dress for success every time they come into the center. They also need to be on time and prepared with any assignments they have been given. This level of professionalism is important to us, since we'll be making direct referrals to our list of preferred employers. We want to make sure we can vouch personally for their professionalism and motivation.

We use the Ready, Willing and Able checklist as a guide for staff to determine which job seekers might be ready to work with a career coach and be considered eventually for WIOA services. We have created a fillable PDF form that allows staff members to check off progress on the list of factors and list next steps with comments for meeting requirements to move forward with goals and services.

Readiness Checklist:

- GED or high school education
- English language proficiency
- Personal transportation or reliable public transportation
- Able to pass drug test
- Work experience
- No criminal background or clear understanding of work terms with background
- Sufficient computer skills to look for and apply for jobs online, unassisted

Willing Checklist:

- Complete registration in EF
- Professional demeanor and dress in center
- Working on resolving barriers (transportation, background, accommodations, etc.)
- Making progress on Career TRAX steps
- Completed evaluation process
- Has researched and determined job targets
- Is putting in good faith effort to find work
- Willing to accept suitable employment
- Follow up on commitments on To Do list
- Punctual for meetings, workshops and other commitments

Able Checklist (indicates / determines eligibility and suitability for WIOA services):

- Assessments indicate career interest and suitability
- Able to perform post-secondary work in training
- Barriers such as transportation and childcare resolved
- Able to work in industry / occupation of choice
- Able to pass background and drug screening
- Able to finance and commit to training (if indicated)
- Able to perform job duties with accommodations
- Able to commit to (up to) 8 weeks of career coaching and follow up
- Able to provide necessary documentation required for programs

Jobseekers that are on the New Path (no matter what partner program) will be able to receive these services from staff:

- Referral to community agencies for supportive services
- Information or assistance with Unemployment Insurance
- Help with resume review, interview prep or job search
- Career paths strategies and creation
- Information about disability services, offender services, youth services, veteran or military spouse, and other specialized programs
- Partner program co-enrollment
- Workshops on job search topics
- Assessments
- Referrals to GED or ESOL programs
- Information on financial aid for education
- Information on performance of various education providers
- Invitation-only recruiting events with employers

New Path services (not available to Transactional job seekers) include:

Assessments	Job Search	Appointments	Other
Career Scope	Invitation Only Recruitment Events	Career Coaching Session	New Path Orientation Video
Ready to Work		Mock Interview	
TABE		Resume Review	
Skill Check		Social Network Review	
		Disclosure Coaching Session	
		Background Coaching Session	

Once a job seeker has been on the New Path and is working toward his/her career goals as stated in the career development plan, we can examine barriers to employment, if any, and may consider referring the job seeker to partner programs for co-enrollment eligibility determination.

Job seekers who qualify for services may determine, with the help of their career coach, whether training is a viable option. The job seeker may then be referred to a traditional classroom training program, an apprenticeship program, or another type of work / training experience.

We expect that most New Path job seekers will work regularly with a career coach for up to 8 weeks.

The coach will work with the jobseeker to develop a viable career plan and timeline. The coach will assign company and labor market research homework and help the job seeker determine 2 – 3 viable job targets. Then the coach helps the job seeker evaluate and improve the tools of the job search, including resume, social network profile(s), and interviewing techniques.

Finally, the coach will help the job seeker get his/her level of job search activity up to an appropriate level of applications per week to achieve the job seeker’s goals. Then it’s a matter of holding the job seeker accountable and keeping him/her engaged over a period of several weeks, checking in occasionally.

Follow up during the coaching period is personal, conducted via email, phone calls and meetings. After the job seeker is prepared to conduct his search on his own, we will automate follow up services through SARA, our online follow up system.

SARA is our interactive email /texting communications tool that makes it easy for us to stay in touch, track progress, and provide assistance to job seekers when needed. SARA will be a part of the follow up system that will allow seamless communication between the job seeker and coach. Once the job seeker is connected to the SARA system, SARA will contact the job seeker periodically using text and email messages. The job seeker can reply via text and ask for more information or assistance at any time.

The staff coach will receive daily email alerts on job seeker progress and be alerted to which job seekers seem to be struggling with their goals or who have requested help or information. SARA will also be used to follow up with job seekers who are in training.



Success of the vision is built on the performance outcomes it produces. As important as the MOU that outlines the above shared career system service pathway, so is the outcomes the vision produces. CSNEFL career system partners will benchmark the outcomes utilizing common measures, which are:

- The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program
- The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program
- The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program
- The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program
- The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains such as a credential or employment
- The indicators of effectiveness in serving employers
- The percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program
- The percentage of program participants who are in education or training activities, or in unsubsidized employment, during the 4th quarter after exit

In addition to the common measure outcomes, the CSNEFL partners will evaluate the characteristics of the job seekers when they enter our system. Factors to be assessed are:

- Poor work history
- Lack of work experience
- Lack of educational or occupational skills attainment
- Dislocation from high-wage and high-benefit employment
- Low levels of literacy or English proficiency
- Disability status
- Homelessness
- Ex-offender status
- Welfare dependency

The CSNEFL career system partners will implement a continuous improvement performance and accountability plan based on the above cited outcomes and data points.

MOBILE ACCESS POINTS – DELIVERING SERVICE AT THE POINT OF NEED:

CSNEFL has developed and deployed a service delivery system that utilizes 3 mobile access point teams which take our services to the point of need. Each team, comprised of Workforce Services Representatives, is supported by a scheduler and numerous employment workshop trainers. Each of the 3 vehicles are outfitted with 20 wireless-enabled laptops, marketing displays and other materials that support staff as they regularly visit our community partner facilities throughout the region.

Providing the same labor exchange services that a job seeker can receive in our Career Centers, the system is both cost effective and flexible. We can offer assistance in 3 different places for up to 20 job seekers, or combine our teams to provide services for up to 60 job seekers at the same time. To date, ACCESS Points has provided services to 44,853 job seekers in 3,296 locations. Our newest addition is a mobile team that targets services to our veteran community serving 2,365 veterans in 498 locations. In addition, a mobile team has been tasked to conduct workshops, serving 2,108 job seekers in various locations.

TICKET TO WORK - TARGETED SERVICES FOR SOCIAL SECURITY BENEFICIARIES WITH DISABILITIES:

CSNEFL is an Employment Network provider under the **Ticket to Work** program; in fact, we are one of the few workforce boards across the nation that offers this service to the challenged job seeking community. The Ticket to Work program provides Social Security beneficiaries “real choice in obtaining the services and technology they need to find, enter, and maintain employment” by expanding the universe of service providers.

Many people receiving disability benefits from Social Security want to work, and could work, but face a number of significant barriers that prevent them from reaching their goals. Under the Ticket to Work program, the Social Security Administration issues a ticket to Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) recipients. As a voluntary program, each person who receives a Ticket to Work has the option of using his or her ticket to obtain services from a provider known as an employment network (EN).

ENs provide, without charge, employment services, vocational rehabilitation services, and other support services to assist in obtaining and retaining self-supporting employment. All our centers are fully ADA compliant and provide a wide array of assistive technologies. CSNEFL has been an SSA approved Employment Network since 2002.

4. Key Industry Sectors

CSNEFL has aligned resources in supporting employment and trainings opportunities that reflect our key industry sectors. First, WIOA introduces the concept of specialized one stop centers, which are defined as “one targeted for youth, one geared at a specific industry sector, or one established specifically to respond to a large localized layoff. These specialized centers do not need to provide access to every required partner, but must have a way to make referrals to One-Stop partners in comprehensive and affiliate centers.”

Brick and mortar centers are expensive to operate and staff are limited in their ability to serve a regional workforce, since, by definition, they are in specific parts of the region. Even with extended hours, a segment of the working population will not be able to access services during hours of operation.

For these reasons, we developed virtual industry centers. The virtual center(s) target high growth sectors of the economy, offering labor market and career path information within the industry, profiles of companies in the regional sector, and a chance for workers to apply for jobs, be screened for specific company openings, or inquire about training in high growth occupations affiliated with the industry.

In 2017, we launched landing pages for key regional industries:

- Aviation and Advanced Manufacturing
- Financial Services
- Information Technology
- Health and Life Sciences
- Transportation

FEATURES:

- Pages are ADA compliant as outlined in WIOA
- Each landing page has a unique URL that makes it easy to locate under the master URL (www.masterURL/logistics, etc.)
- The pages feature a feed from blog posts that will feature news such as hot jobs, company hiring events, and industry news
- Pages also offer feeds from industry partners, including companies and training programs
- The pages feature an RSS subscription that allows users to sign up for industry news.

The pages also feature:

- labor market and career path information within the industry (drawn from O*NET online and Florida's FREIDA labor market information site)
- profiles of companies in the regional sector
- information on training programs that serve the industry
- Sub-pages with information on occupations within the industry and detailed career path information with links and other "products" that can be downloaded by students, teachers and career coaching staff.

CSNEFL business services staff are assigned to specific industry sectors with the goal of forging strong relationships with companies in the sector. In the past, CSNEFL attempted to provide services to our identified key industry sectors by Career Service Center. We quickly discovered that this approach did not make sense for our local labor market. As discussed in the analysis of our local economic and labor market section, LWDA 08 is truly an integrated cohesive labor market area. Over 50% of the outlying working population commutes to Jacksonville to work each day.

Another approach which we found to be more successful was to align ourselves with the sector industries identified by JAXUSA, our local economic development partner, and provide targeted services to our business customers and job seekers based on the identified industries, and available at any CSNEFL Career Center or Access Point. This shift led to a better informed and equipped staff and higher job seeker satisfaction. Our job seekers especially appreciated the fact that no matter where they were in our large region, they could obtain the same quality service and information about our targeted industries.

We understand that the workforce development pipeline begins in our K-12 educational system. In addition to intervening with the most at-risk youth, career services must be provided to all young people. We believe that if we are truly in the workforce development business, it is imperative to work in partnership with our educational systems to create workforce learning environments, i.e. Career Academies, that reflect the skills needed in the local labor market, and provide real credentials for High School graduates.

We are proud to say that our efforts have led to a regional approach that incorporates our 6 school systems, 3 state colleges, state technical college and universities. This effort has provided career academies in every school district that are aligned with our targeted industries. Over 120 career academies offer graduates the highest credential in the field they can earn within the High School setting and advanced placement at our institutions, which is guaranteed through strong articulation agreements.

Our business community has been strong advocates and partners in this initiative, providing hundreds of thousands of dollars in support through personnel that teach students and donation of supplies, equipment, internships and jobs. Further, they sit on our regional career advisory councils that provide real time evaluation of curriculum and guidance for program planning. These advisory councils span the K-12 through graduate system.

We partner with JAXUSA Partnership, the regional economic development partnership. We have maintained a strong partnership for many years, as workforce readiness is the backbone of economic development. In addition to being linked in ideology, the organizations also share the majority of a geographic service area including Baker, Clay, Duval, Nassau, Putnam and St. Johns counties.

While the two organizations are closely aligned, there are key differences in the strengths offered by each. The JAXUSA Partnership has a vast and deep pool of relationships and contacts in the region's business community, including companies not currently engaged with CSNEFL. In addition, the Chamber is able to use its considerable voice in the community and direct attention to those matters in need of strong advocacy by business leaders.

The objective of the partnership between CSNEFL and the Chamber is to foster collaboration among key stakeholders in the region to grow jobs and provide a highly skilled workforce matched to employer demand. JAXUSA has agreed to partner with CSNEFL and:

1. Provide a baseline evaluation of existing sector support groups in the region and delivery of recommendation of strategies for each, whether via alignment and partnership with existing group or creation of new body. Targeted industry sector categories to be: aviation & advanced manufacturing, financial services, life sciences, logistics and transportation, and information technology.
2. Create an evaluation report and specific recommendations for each of the five targeted industries. Report to include existing inventory of convening bodies, current and projected employer demand in each sector, ten interviews with executives representing top employers in these sectors and specific recommendations for strategy for each.
3. Develop a plan to transition from the current Career and Technical Ed (CTE)-driven regional group convening to one driven by industry sector rather than pipeline geography. To include jointly developed transition plan and launch of high-level annual convening—a Career and Technical Education Summit—with key CTE directors, college and university leaders, business representatives and legislative advocates.

- a. Transition plan developed, presented and accepted by current convening body. Summit purpose, date, agenda and speakers selected and confirmed.
 - b. Alignment to CSNEFL strategic plan and regional college attainment Earn Up strategy to include employer engagement points up to 15 interviews/focus group participants, etc.
 - c. Event executed to demonstrate the following: a) connections with CTE to each of the five targeted sectors b) business partnerships facilitated between K-12/college and employers to include development of two new early college partnerships and c) 120 participants engaged and surveyed.
4. Launch of sector strategy for each targeted industry to include a convening in each of our targeted industry groups annually with key employers and education leaders.
 - a. Host employer-driven conversations (to include 15 of the region’s largest employers) across all sectors regarding increasing the industry certificate and college completion rate of targeted sectors. Create plan to address barriers and needs and pursue development of external programs.
 - b. Documentation of convening events for each targeted industry with defined content and convening outcomes.
 5. Provide connections, data and content needed to fully support CareerSource-driven build out of online career centers around two key sectors. To include internal meetings with CareerSource staff and any contracted service providers, any data support services, employer quotes, higher education provider responses, event and convening pictures, business executive background information and photos.
 6. Completion of sector strategy for each targeted industry to include at least two convening

5. How We Target Our Industry Partnerships

A. Using high-quality data to select industries or sectors

We align ourselves with the sector industries identified by JAXUSA, our local economic development partner, and provide targeted services to our business customers and job seekers based on the identified industries, and available at any CSNEFL Career Center or Access Point. This shift led to a better informed and equipped staff and higher job seeker satisfaction. Our job seekers especially appreciated the fact that no matter where they were in our large region, they could obtain the same quality service and information about our targeted industries.

JAXUSA uses a variety of sources to continually measure economic and demographic data for site selection firms and companies thinking of expanding or locating to our region. We jointly fund a subscription to Jobs EQ, an online system that provides employment, wages, and demographic data at the zip code level of detail. Jobs EQ also allows us to model regional labor supply, labor cost, and economic climate data and compare our region to other parts of the state and the nation.

The regional strategic planning process, updated every five years, also includes an analysis by a national consulting firm that provides an in-depth Competitive Analysis – providing a detailed evaluation of our

region's competitive strengths and areas for improvement, a Target Sub-Cluster Definition Report – containing detailed profiles of each target cluster and sub-cluster, an Education Infrastructure Assessment – containing an evaluation of all educational programs in the region, and a comparison of those programs with the talent needs of the target clusters. The consulting group uses a variety of data sources, from BLS data to Census data and economic modeling software, and includes a number of focus groups and individual meetings with industry leaders and educational providers.

Currently, JAXUSA is providing the following assistance:

1. Support development of regional economic development strategic plan (Innovate 2.0)
2. Engage CSNEFL at earliest levels of employer prospect activity and immediately engage with workforce support opportunities
3. Promote excellence of CSNEFL as the market expert and key partner in employer workforce needs
4. Broker alignment between staff from executive leadership through ranks between organizations and amongst employers with special emphasis on Industry Managers and including engagement on JAX Chamber industry councils

B. Sector Strategies that are founded on a Regional Vision

Through our powerful partnership with JAXUSA, CSNEFL has identified key industry partnerships in our LWDA. JAXUSA has provided a baseline evaluation of existing sector support groups in our region. They also recommended strategies for coordination, whether via alignment and partnership with existing groups, or creation of a new body. Targeted industry sector categories which we are pursuing include: aviation and advanced manufacturing, financial services, life sciences, logistics and transportation, and information technology.

To this end, JAXUSA has produced an evaluation report with specific recommendations for each of the five targeted industries. The report includes an inventory of convening bodies, current and projected employer demand in each sector, ten interviews with executives representing top employers in these sectors and specific recommendations for strategy for each.

Key findings of the report are:

Aviation and Advanced Manufacturing Industry Opportunities

This is a big growth area for Northeast Florida. The infrastructure strengths of Cecil Commerce Center and the region's military workforce make the combined sectors of aviation/aerospace/manufacturing a top priority for the region. With one of the region's strongest employer groups in this sector already in place via First Coast Manufacturers Association (FCMA), and no similar or competing gatherings with the JAX Chamber/JAXUSA Partnership, it makes sense to partner with FCMA in employer-driven conversations and initiatives regarding workforce development.

Actions we will take:

1. Strengthen connections between CSNEFL/JAXUSA Partnership and FCMA; host discussion with organizational leaders to develop joint programming
2. Articulated a formal joint workforce convening strategy via MOU for 15-16 program year
3. Jointly host convening of employers, workforce development professionals and education leaders targeted to aviation and advanced manufacturing concerns
4. Produce report to summarize specific recommendations regarding skills needs for top occupations in sector
5. Ensure appropriate CareerSource Northeast Florida staff participate in forums and other conversations to foster employer relationships

Financial Services Industry Opportunities

The growth in the region's financial services area and a new national focus on the area for back office services, once reserved for more traditional markets like New York and Boston, has made for a very strong showing in national media and in various rankings. While Northeast Florida has been strong in financial services for the past several decades, the upward shift in the sophistication of the occupations in this sector is worthy of better regional structure. The creation of an industry-themed convening of employers, workforce professionals and education leaders would help to create better dialog for education and training curriculum alignment to meet employer demands now and in the future.

Actions we will take:

1. Rectify lack of regional, comprehensive conversation regarding financial services workforce needs
2. Pursue development of a Financial Services Forum linking employers, workforce professionals and education leaders to create opportunities for curriculum and training alignment
3. Convened Financial Services Forum once in Winter 2015 and again in Spring 2016 to include employers from mid to large, K-12 and post-secondary education leaders, training providers, workforce board staff and volunteer members, supporting non-profit and civic organizations, chamber leaders and regional elected officials
4. Produce report summarizing specific recommendations regarding skills needs for top occupations in sector
5. Ensure appropriate CareerSource Northeast Florida staff participate in forums and other conversations to foster employer relationships

IT Industry Opportunities

Information Technology has multiple support networks for not only executives in the field, but also small business owners and middle managers in this industry. Two of these support groups are part of the JAX Chamber – The JAX Chamber IT Council (JITC), and the JAXUSA Partnership Chief Information Officer (CIO) group. Capitalizing upon the existing infrastructure of these groups to identify skills gaps and industry trends is an opportunity to consider pursuing.

Actions we will take:

1. Link CareerSource Northeast Florida with both CIO group and JITC as formal partners in convening and programming
2. Encourage workforce development staff and educator participation via JITC engagement
3. Address those with barriers to participation (fees, stipulations) removed or otherwise covered
4. Partner with CIO leaders to annually update skills gap matrix to help education and training providers align curriculum accordingly
5. Produce report summarizing specific recommendations regarding skills needs for top occupations in sector

Health and Life Sciences Industry Opportunities

Growth in traditionally favored occupational tracks in this sector, namely physician and registered nurse, tend to be stable and matched with workforce pipeline output. It is the unmet growing need for middle skill occupations in healthcare that causes concern with regards to future workforce availability.

The need for alignment with employers and education providers is apparent, with no regional means to connect currently in place. The creation of an industry-themed convening of employers, workforce professionals and education leaders around middle skill opportunities and career laddering options to move upwards in the healthcare profession make this sector promising for better skills alignment.

Actions we will take:

1. Rectify lack of regional, comprehensive conversation regarding health services workforce needs
2. Pursue development of middle skills focused health services convening linking employers, workforce professionals and education leaders to create opportunities for curriculum and training alignment
3. As continuation of July workforce forum on health services, convened in Spring 2016 to include employers from mid to large companies, K-12 and post-secondary education leaders, training providers, workforce board staff and volunteer members, supporting non-profit and civic organizations, chamber leaders and regional elected officials.
4. Produce report summarizing specific recommendations regarding skills needs for top occupations in sector
5. Ensure appropriate CareerSource Northeast Florida staff participates in forums and other conversations

Transportation and Logistics Industry Opportunities

The geographical assets, inherent in the region, make for great opportunities for the emerging workforce to find opportunities for career tracks offering high wages. The region's leaders largely recognize the importance of the sector to the region's economy and many have created opportunities for engagement such as internships, worksite visits, apprenticeships and school visits.

Actions we will take:

1. Link with American Society of Transportation and Logistics (ASTL) local chapter to connect regional, comprehensive conversation regarding logistics workforce needs
2. Lead the development of dialog and recommendations for skills-related needs in the logistics sector specifically related to liquefied natural gas (LNG) related occupations in the sector
3. Engage CareerSource Northeast Florida around the energy component of logistics, particularly LNG and the workforce needs emerging from this new burgeoning sub-sector
4. Produce report summarizing specific recommendations regarding skills needed for top occupations in the sector
5. Ensure appropriate staff participates in forums and other conversations

C. A Strategy driven by our industry partners

We have developed several methods of communication with industries so we can gather intelligence about the regional labor pool and the methods employers use to recruit, train and retain workers.

1. CSNEFL has a contractual agreement with JAXUSA to strengthen our industry sector partnerships. Under the agreement, JAXUSA has developed a baseline evaluation of existing regional sector support groups and provided a menu of strategies for each group, whether via alignment and partnership with existing groups, or creation of new body. Our regional targeted industry sector categories are: aviation and advanced manufacturing, financial services, life sciences, logistics and transportation, and information technology.
2. JAXUSA also hosts several industry forums throughout the year convening industry leaders, educators, workforce and economic development staff, to exchange information and report on industry trends.
3. CSNEFL has developed a close relationship with the regional chapter of SHRM, the Society for Human Resources Management. CSNEFL staff members attend every SHRM meeting to connect with local recruiters and gain feedback and to learn about trends in HR from speakers.
4. In addition, CSNEFL has developed a workforce survey that queries companies about their future hiring and training needs. The survey is delivered in our counties by the local economic development entities. Each county organization is responsible for conducting quarterly company surveys. The results are delivered almost immediately via an internet survey tool and can be forwarded to CSNEFL business services staff for action if a company has an immediate need for staffing or training support.

D. Alignment of our service delivery system with sector strategies

To better serve business in our targeted industries, a staffing realignment was necessary. As a result, Industry Managers were hired for our four main industry groups. These managers come with direct experience and deep knowledge within their industries and manage a small team to assist with each industry's plan.

The Relationship Management Plan is a consolidated outreach, relationship management, and business service plan. The plans for each center are rolled into a comprehensive regional plan allowing centers and regional staff to coordinate their efforts and share best practices. As part of this concept, each CSNEFL employee has a vital part to play in the delivery of services to our business customer. Each member of the CSNEFL team understands where they fit into the service scheme, and how their work impacts other CSNEFL employees, and ultimately, our business customers.

The adoption of this strategy has resulted in the effective coordination of our service efforts. No team stands alone, but each group overlaps and shares team members. This means the teams communicate about supply and demand, both formally and informally. It means not duplicating our efforts or communication with the customer. It also means making sure we don't give conflicting messages, verbally or in our written communication. It means carefully reviewing marketing materials, both inside and outside the center for consistent messaging and graphics. It means we plan our marketing efforts strategically and share the plans and information we gather.

Economic Development (delivered by Industry Specialists) consists of a sector strategy in partnership with the regional economic development organizations. These efforts focus on targeted industries and the industries and companies in the industry cluster that provide essential service, products and support. They communicate weekly with the regional career services staff through conference calls and weekly email blasts with information about recruiting needs, training projects and new companies with which we have connected.

E. Transforming our services to customers through sector strategies

Effective Coordination of Efforts means the team communicates about supply and demand in industries, both formally and informally. It means not duplicating our efforts or communication with the customer. It also means making sure we don't give conflicting messages, verbally or in our written communication. It means carefully reviewing outreach materials, both inside and outside the center for consistent messaging and graphics. It means we plan our marketing efforts strategically and share the plans and information we gather.

We are one of ten participating Florida workforce development boards building sector partnerships based on the prevalence locally of the industries and tailored to fit their communities. Some of the boards are focused on the healthcare industry, some on advanced manufacturing and some on both; we are focused on healthcare. Through robust and candid conversations and workshops with partners, we are working with local businesses and training providers to identify training needs, training solutions and eligible candidates for training to move into or advance in careers in these growing industries.

We also host regional events to inform job seekers, educators and the public about opportunities in key targeted industries. For example, on September 28, 2017, CareerSource NEFL hosted Manufacturing the Future, a forum designed to bring together area manufacturers and local colleges to expose K-12 educators to the wide variety of career options available to their students in the manufacturing industry.

Manufacturing the Future highlighted career paths in manufacturing and showcased jobs that would allow students to start their careers with a high school diploma, workforce certification, two-year associate degree, a bachelor's degree or other advanced degrees. Manufacturers spoke about the opportunities in their organizations and discussed the wide variety of positions available in this sector. They also shared the skills they are seeking from students who are entering the job market.

Our college partners showcased educational opportunities available to students to train for the more advanced jobs right here in Northeast Florida. These opportunities included a new Engineering degree in Manufacturing at the University of North Florida, apprenticeships and grants available to students after they graduate from high school, or for those students participating in adult education.

Two panel discussions were held to cover topics requested by the educators. The two topics were, "Entry Level Jobs in Manufacturing" and "Career Laddering in Manufacturing". Manufacturers from Johnson & Johnson, Flight Star, Revlon and BAE Systems participated in these panels.

Our guests included 76 educators from Baker, Clay, Duval, Nassau, Putnam and St. Johns. The Career and Technical Director from each of our six counties and the head of counseling for Duval Public Schools attended this event. Classroom educators and counselors also attended.

CSNEFL has worked diligently with our 6 school districts to create a unified and seamless Career Academy Model across our entire region. Built on the vision provided by the Florida Career and Professional Academies Act, each is research-based and integrates rigorous academic and industry-specific curriculum that align directly to the priority workforce needs of our local labor market. Each academy:

- Provides a rigorous standards-based academic curriculum integrated with a career theme that is directly tied to a high skill/high wage occupation represented in targeted industries and the local labor market
- Maintains partnerships with postsecondary institutions, businesses, industry, economic development and community organizations
- Incorporates maximum use of private sector facilities and personnel resources
- Provides personalized student advisement
- Provides opportunities for students to earn Bright Futures Scholarships
- Provides instruction in high-growth, high-demand, and high-pay careers
- Delivers instruction relevant to the applicable career, including intensive Reading and Mathematics intervention
- Offers applied courses that combine academic content with technical skills
- Provides instruction resulting in obtaining the highest industry recognized credential available at the high school level
- Provides opportunities for students to obtain the Florida Ready to Work Certification
- Includes an evaluation plan
- Includes a plan to sustain career and professional academies
- Redirects appropriated career funding to career and professional academies

- Provides articulation agreements to institutions of higher technical or academic learning

This is the real purpose of a workforce development system – to create a talent pipeline that engages students at an early age to think about work and the relationship between learning and earning that is reflected in our labor market. We have always been committed to serving students at risk; to be competitive in the global economy, we must also be sure to include the entire workforce of tomorrow.

The results of this strategy have been outstanding. In every case, the students enrolled in the career academies have higher grade point averages, better school attendance rates, higher FCAT scores and most importantly higher graduation rates. We currently have 127 career academies with an enrollment of 14,987 students who last school year earned 2,771 industry recognized credentials.

F. Measuring, improving and sustaining sector strategies

The JAXUSA Partnership and the Northeast Florida Regional Council took the lead role in the Innovate Northeast Florida strategic planning process. The JAXUSA Partnership and Regional Council engaged a team of national consultants to help facilitate strategy, including Avalanche Consulting, McCallum Sweeney Consulting, the Council for Adult and Experiential Learning and Infinity Global Solutions.

The Innovate Northeast Florida strategy was completed in April 2012 and resulted in four in-depth reports:

- Competitive Analysis – providing a detailed evaluation of our region’s competitive strengths and areas for improvement
- Target Sub-Cluster Definition Report – containing detailed profiles of each target cluster and sub-cluster
- Education Infrastructure Assessment – containing an evaluation of all educational programs in the seven county region, and a comparison of those programs with the talent needs of the target clusters
- Target Implementation Plans – recommending specific community development, workforce development, business development and marketing actions for each target audience, including a timeline, budget and metrics

You can find the reports and update on progress at www.innovatenortheastflorida.com.

New Strategic Planning Scheduled for 2018

We continue our commitment to making data-based decisions about our targeted industries and how best to serve them. The Northeast Florida Regional Council has contracted with Avalanche Consulting to move forward with a five-year regional strategic economic development plan. Elevate Northeast Florida will build on the success of our previous plan, Innovate Northeast Florida. JAXUSA Partnership, CareerSource Northeast Florida and the Regional Council kicked off the study phase of this project at the end of February 2018.

The process will result in a detailed strategy that assesses our region’s strengths and challenges and positions our region for continued economic growth. We will look at Northeast Florida workforce’s skill set for the entire region, each county, and by target sector clusters. Our regional overview will help us determine where the workforce excels, and where improvements can be made.

The consultants will perform an Economic Assessment & Community Benchmarking, a Target Cluster Update, a Workforce Development Strategy, and a Marketing Implementation Plan. The reports and action plan are expected to be delivered by November 2018.

6. In-demand training

CSNEFL is committed to increasing income levels and creating employment opportunities for CSNEFL Career System job seekers in LWDA 08. Annually, a Regional Targeted (Demand) Occupations List (RTOL) is established and utilized as the mechanism for prescribing employment training programs and employment opportunities in LWDA 08.

It is our policy to compile a Regional Targeted Occupations List with occupations designated for the list being the emphasis for training programs funded. The list contains occupations designated by local labor market information, the state of Florida Occupational Forecasting Committee, and the CareerSource Florida Board as having the potential for high entry wages and projected growth in LWDA 08.

The RTOL is divided into two (2) separate categories based on average hourly wage earnings upon entering employment. The division is designated as follows:

1. Occupations designated with an entry wage of \$12.06 and a mean wage of \$14.83 per hour
2. High Skill/High Wages. Occupations designated with an entry wage of \$14.83 and a mean wage of \$23.24 per hour

CSNEFL annually reviews and updates the RTOL and the average hourly earnings categories under the guidance and recommendations of the Board.

As previously discussed, in support of this robust training program, CSNEFL has developed partnerships with over 30 educational institutions, both publicly funded and private for profit, which offer well over 200 courses of study that lead to academic and technical degrees or industry recognized certifications. The majority of career study offerings are provided by more than one educational institution, which supports job seeker choice, in cost, frequency of classes, program placement success, and location. In addition, offered courses of study fully support our Regional Targeted Occupations List (RTOL).

While the above mentioned educational partners mostly support our scholarship training (ISA) job seekers, our employer based training comprise a significant part of our training success. Through this employer driven program, CSNEFL partners with businesses to provide training. Data has consistently shown this strategy has provided the greatest return on investment in terms of cost effectiveness, wage increase, and career growth. In many instances, these same education partners create and provide training programs at business facilities as part of the workday.

Each year our education partners work diligently with us to ensure the right training programs are in place to support the training needs of the businesses in our region. As noted above, the resulting programs are offered not only on our college campuses, but are many times customized and taken right to the worksite to be offered to workers.

Attachment IV. - LWDA 08 Approved Training Vendors

7. Employer Engagement

The Business Relationship Delivery System

What does it mean “Business is our customer?” It means we are a demand driven workforce system; we work on behalf of business, which creates jobs. Workforce development is a vital component of economic development. Business cannot grow, or even survive, without workers, which are its lifeblood.

Our jobseekers are the product we deliver. It’s our job to understand the market and know what business needs - what the demand is today, and in the coming months. It’s also our job to know our inventory, make sure it has received the proper preparation (which in our case, may be training or employability skills), and help connect the business community with our workers in the most efficient and user-friendly way possible.

The Relationship Management Plan is a consolidated outreach, relationship management, and business service plan. The plans for each center are rolled up into a comprehensive regional plan that allows centers and regional staff to coordinate their efforts and share good ideas. As part of this concept, each CSNEFL employee has a vital part to play in the delivery of services to our business customer. Each member of the CSNEFL family understands where they fit into the service scheme, and how their work impacts other CSNEFL employees, and ultimately our business customers.

The adoption of this strategy has resulted in the effective coordination of our service efforts. No team stands alone, but each group overlaps and shares team members. This means the teams communicate about supply and demand, both formally and informally. It means not duplicating our efforts or communication with the customer, making sure we don’t give conflicting messages, verbally or in our written communication. By carefully reviewing marketing materials, both inside and outside the center for consistent messaging and graphics, we plan our marketing efforts strategically and share the plans and information we gather.

Components of the Business Relationship

Economic Development (delivered by Industry Specialists) consists of a sector strategy in partnership with the regional economic development organizations. These efforts focus on targeted industries and companies in the industry cluster that provide essential service, products and support.

Service Delivery (delivered by Business Consultants) is about increasing our penetration in the regional market and delivering services to companies as needs arise. Service delivery is reactive; the team responds to current needs of the company and evaluates the company’s potential for deeper and more strategic engagement.

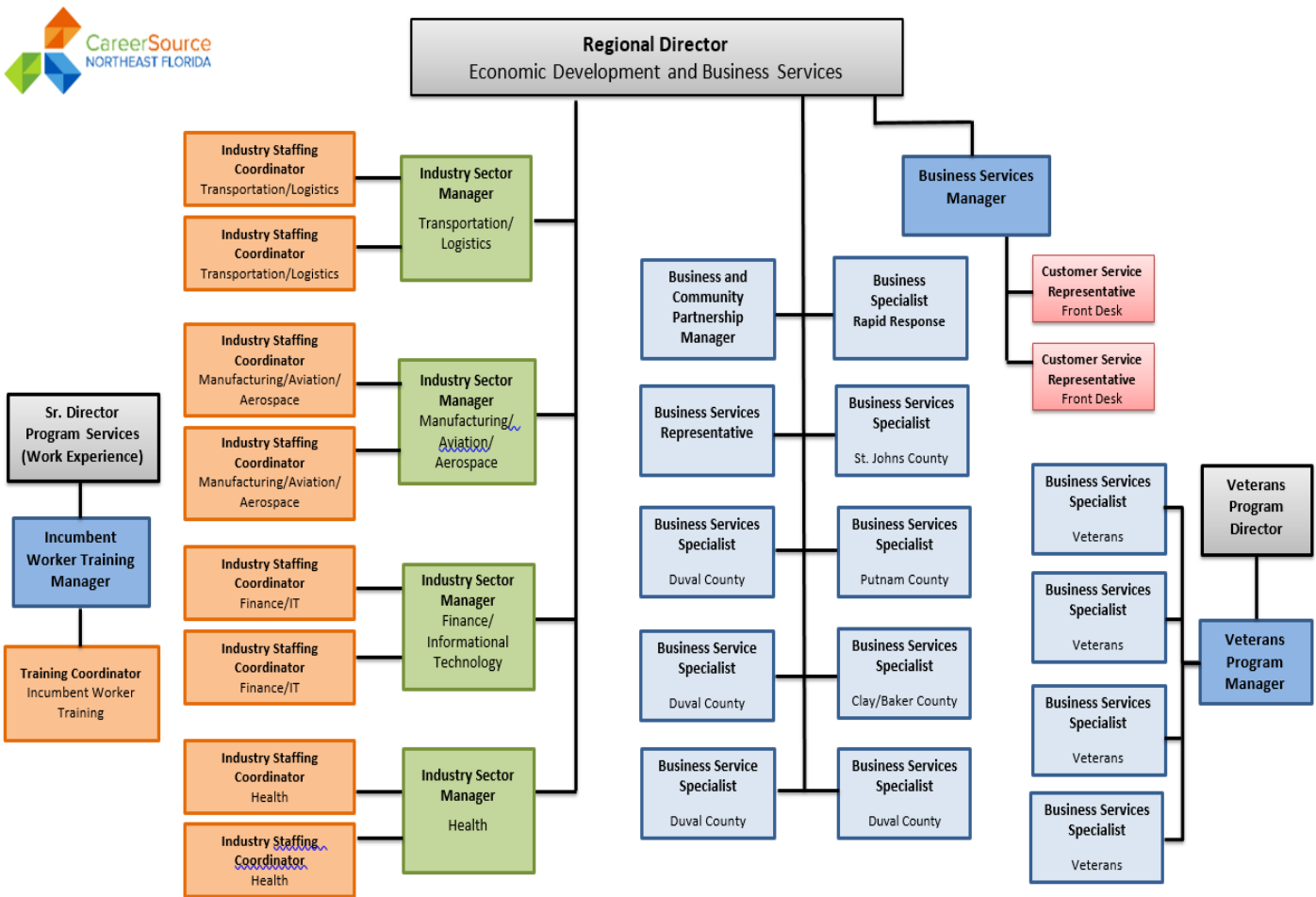
Relationship Management (delivered by Business Relations Consultants) is the ongoing process of communication with the customer. While it fulfills the customer’s needs, by communicating and follow-up, problems are fixed as they arise. It’s also asking periodically how we’re doing, and what we could do better. It’s also being proactive in seeking out qualified applicants to fill the jobs, through our online systems and other employment databases.

Quality Assurance (delivered by the Business Relations Consultant – QA) is tasked with monitoring the quality of postings, compliance with local and state processes and follow up.

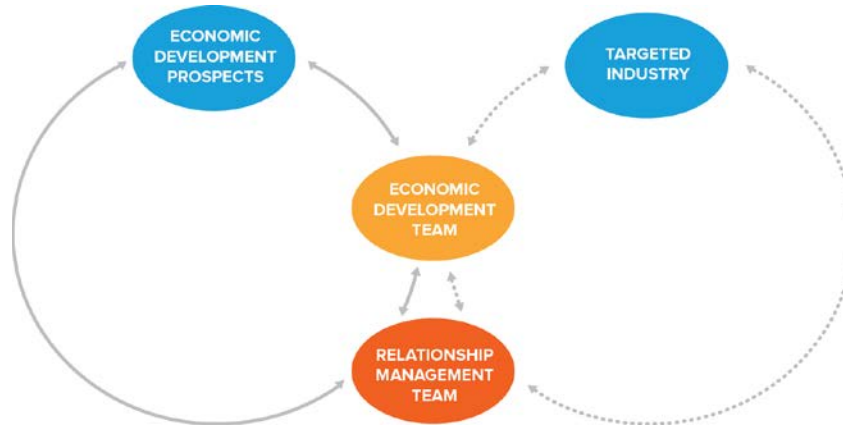
Outreach (delivered by the corporate communications staff) consists of presenting our message to the business customer. Key components of outreach include advertising and public relations, and targeting business customers. Outreach means understanding customer needs, then working together as partners to solve problems and create value.

Effective Coordination of Efforts means the team communicates about supply and demand in industries, both formally and informally. It means not duplicating our efforts or communication with the customer. It also means making sure we don't give conflicting messages, verbally or in our written communication. It means carefully reviewing outreach materials, both inside and outside the center for consistent messaging and graphics. It means we plan our marketing efforts strategically and share the plans and information we gather.

The Business Services Team is structured by industry



The Economic Development Team - Goals and Responsibilities



The Economic Development Team's performance is measured by the level of engagement and market penetration within targeted industry sectors. By bringing in new companies within a sector, they influence the Employer Penetration rate for the region.

The Economic Development Team influences the Employer Involvement rate through:

- Making presentations to business and community groups and attending industry association meetings and events. These organizations include:
 - Society for Human Resources Management (SHRM)
 - First Coast Manufacturers' Association (FCMA)
 - Manufacturing Extension Partnership (MEP)
 - JAX Chamber Councils:
 - IT
 - Health
 - Transportation and Logistics
- Developing new business relationships in accordance with a sector strategy plan
- Working with economic development projects in partnership with JAXUSA Partnership and the regional chambers of commerce
- Meeting with companies who request information about CSNEFL services and business incentives
- Serving as the primary resource for information, company hiring needs and trends in the labor market for members of the business services teams
- Serving as a regional team to respond to special events and other business related needs in the community
- Providing information about the Employ Florida tool

Developing Industry Sector Strategies and Partnerships

Industry clusters are collections of firms in related industries located in close proximity to one another. Locating near other similar firms provides numerous competitive advantages, including sharing a common labor pool, enhancing close working relationships between firms, reducing transaction costs and travel times between customers and suppliers, and enhancing the spread of technology through firms in the region. As a cluster in a region takes root and expands, synergies often develop between firms and institutions, spurring additional growth and innovation.

Traditional economic analysis places industries into sectors, such as manufacturing, construction, and services. These sectors are assigned Standard Industrial Classification (SIC) codes by the federal government. Analysis reliant on traditional methods fails to examine the connections between industries, resulting in policy decisions that do not treat firms and industries as part of a larger economic system.

CSNEFL works closely with the JAX Chamber, regional chambers, and other business support programs to determine the needs of business and respond to changing workforce trends. We have close ties to several key regional initiatives, including:

- JAX Bridges program (JAX Chamber). JAX Bridges is a program to connect small businesses with mentoring, capital access and contacts with larger companies to help earn business with established corporations. The program is designed to be the facilitator of supplier quality and development in Northeast Florida, helping smaller companies grow and promoting supply chain diversification among corporations.
- The Jacksonville Women’s Business Center advances the success of women entrepreneurs at every stage of business development. The services and programs are designed to provide business owners with education, information on how to access capital, resources and networks to help them become successful.
- UNF’s Small Business Development Center provides no-cost consulting, low-cost training and extensive information resources offer entrepreneurs, both start-ups and second stage, access to the business solutions that help them grow and succeed.

We also have strong links with regional economic development organizations. We provide information on local labor market factors, workforce availability, local, state and federal training programs and hiring incentives, and available recruiting support to companies seeking to locate or expand in Northeast Florida.

FIRST COAST TARGETED INDUSTRIES
Aviation and Advanced Manufacturing
Financial Services
Information Technology
Health and Life Sciences
Transportation and Logistics

Employer Engagement via Industry Forums

CSNEFL has contracted with JAXUSA, the regional economic development organization, to conduct a series of employer forums throughout the year in key industries. Each forum brings together recruiters and managers from targeted industries, workforce development staff, training program and staff and educators to discuss workforce issues within the industries. After each forum, JAXUSA produces a report summarizing key findings and action steps. They also produce a quarterly State of the Industry Report for each industry.

On August 31, 2017 – JAXUSA Partnership and CSNEFL, hosted *Investing in Talent*, a financial services workforce forum. Panelists from Ernst & Young, Citi, and Macquarie shared recruiting and retention strategies, ways to improve company culture, and what trends they are seeing in the industry. Candace Moody, Vice-President, Corporate Communications, CSNEFL, moderated the panel and spoke about employment trends for the region and nationally.

On September 28, 2017, CSNEFL hosted *Manufacturing the Future*, a forum designed to bring together area manufacturers and local colleges to expose K-12 educators to the wide variety of career options available to their students in the manufacturing industry.

Manufacturing the Future highlighted career paths in manufacturing and showcased jobs that would allow students to start their careers with a high school diploma, workforce certification, two-year associate degree, a bachelor's degree or other advanced degrees. Manufacturers spoke about the opportunities in their organizations and discussed the wide variety of positions available in this sector. They also shared the skills they are looking for from students who are entering the job market. Our college partners showcased educational opportunities available to students to train for the more advanced jobs right here in Northeast Florida. These opportunities included a new Engineering degree in Manufacturing at the University of North Florida, apprenticeships and grants available to students after they graduate from high school, or for those students participating in adult education.

The event also highlighted the unique partnership between St. John's Technical High School and Carlisle Interconnect Technologies. St. John's Technical High School offered to share the curriculum they have developed for this program.

Two panel discussions were held to cover topics requested by the educators. The two topics were, "Entry Level Jobs in Manufacturing" and "Career Laddering in Manufacturing". Manufacturers from Johnson & Johnson, Flight Star, Revlon and BAE Systems participated in these panels.

Florida State College at Jacksonville hosted this event at the Advanced Technology Center (ATC). The ATC is home to the College's Advanced Manufacturing Program and the event included a tour of the manufacturing classrooms.

Our guests included 76 educators from Baker, Clay, Duval, Nassau, Putnam and St. Johns. The Career and Technical Directors from each of our six counties and the head of counseling for Duval Public Schools attended this event. We also had classroom educators and counselors.

We received positive feedback at the event from both the manufacturers and the educators. Both groups were interested in continuing to have more of this type of dialogue. Several of the businesses offered to visit the schools and participate in events with students. The educators were very interested in the partnership between St. Johns Technical High School and Carlisle Interconnect Technologies. Other schools said they had information regarding partnerships that might benefit the group.

October 5, 2017 – JAXUSA Partnership and CSNEFL hosted the information technology workforce forum, *Decoding the Regional Workforce*. Panelists from CSX, Availity, TruTechnology and Regency Centers discussed what successful retention strategies look like, the challenges associated with virtualization and cloud computing, and the general lack of female applicants for IT positions. Broderick Green, JAXUSA’s Senior Director of Business Development for the IT sector, moderated the panel.

December 7, 2017 – JAXUSA Partnership and CSNEFL hosted the *Health & Life Sciences Workforce Briefing*. Panelists from Mayo Clinic Florida, Baptist South and Formativ Health shared recruiting and retention strategies, the benefit of alumni groups, and how each company develops a successful workforce within their organization. Patrick Murphy, Manager of Workforce Development for JAXUSA Partnership, moderated the panel.

8. Priority of Service

Priority of service is first applied to Veterans and affected spouses. CSNEFL is fully committed to serving the Veteran community through employment and training activities. On December 19, 2008, the United States Department of Labor issued regulations implementing priority of service for covered persons. Priority of service for covered persons is mandated by section 2(a)(1) of JVA (38 U.S.C. 4215). These regulations fulfill section 605 of the Veterans Benefits, Health Care, and Information Technology Act of 2006, Pub. L. 109–461 (Dec. 22, 2006), which requires the Department to implement priority of service via regulation. As provided in §1010.210, this part applies to all qualified job training programs and employment placement activities.

It is the policy of CSNEFL to provide priority of service as defined in section 2(a) of the Jobs for Veterans Act (JVA) (38 U.S.C. 4215(a)). This means that a covered person shall be given priority over a non-covered person for the receipt of employment, training, and placement services provided through the CSNEFL system, notwithstanding any other provision of the law.

Priority, in the context of providing priority of service to Veterans and other covered persons in qualified job training programs covered by this regulation, means the right to take priority over non-covered persons in obtaining services. Depending on the type of service or resource being provided, taking priority may mean:

- The covered person receives access to the service or resource earlier in time than the non-covered person, or
- If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

Our goal is to ensure the CSNEFL system, including contracted service providers, identifies covered persons at the point of service entry, and they are given an opportunity to take full advantage of priority of service.

Operational procedures have been implemented to ensure that covered persons who are physically or virtually accessing CSNEFL services are aware of:

- Their entitlement to priority of service
- The full array of employment, training, and placement services available under priority of service, and
- Any applicable eligibility requirements for those programs and/or services

CSNEFL has implemented priority of service at all Career Development Centers and access points, and for service delivery by locally contracted workforce preparation and training providers. All operational procedures ensure covered persons are identified at the point of entry, so they are able to take full advantage of priority of service. These processes ensure covered persons are aware of:

- Their entitlement to priority of service
- The full array of employment, training, and placement services available under priority of service, and
- Any applicable eligibility requirements for those programs and/or services

CSNEFL also mandates their service and training contractors collect such information, maintain such records, and submit reports containing information as may be required related to the provision of priority of service.

Further defining WIOA Adult Priority of Service - Section 134(c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. CSNEFL will give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services. Priority will be provided regardless of the level of funds.

Veterans and eligible spouses continue to receive priority of service for all CSNEFL provided services. Priority will be provided in the following order:

- a. First, to Veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
- b. Second, to non-covered persons, is individuals who are not Veterans or eligible spouses, who are included in the groups given priority for WIOA adult formula funds.
- c. Third, to Veterans and eligible spouses who are not included in WIOA's priority groups.
- d. Last, to non-covered persons outside the groups given priority under WIOA.

When past income is an eligibility determinant for federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits will be disregarded for the Veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. Military earnings are not to be included when calculating income for Veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213.

Serving Separating Service Members and Military Spouses with Dislocated Worker Funds

Service members exiting the military, including, but not limited to, recipients of Unemployment Compensation for Ex-Military members (UCX), generally qualify as dislocated workers. Dislocated Worker funds under Title I can help separating service members enter or reenter the civilian labor force. Generally, a separating service member needs a notice of separation, either a DD-214 from the

Department of Defense, or other appropriate documentation showing a separation or imminent separation from the Armed Forces qualifies as the notice of termination or layoff to meet the required dislocated worker definition.

Additionally, in most instances, an individual will have to be eligible for or exhausted entitlement to unemployment compensation, to receive dislocated worker services. In the case of separating service members, because they may be on a terminal leave from the military, it may make sense to begin providing career services while the service member may still be part of the Active Duty military, but has an imminent separation date. It is appropriate to provide career services to separating service members who will be imminently separating from the military, provided their discharge will be anything other than dishonorable.

Military spouses may also qualify if they are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the service member. Military spouses also can qualify if they are unemployed, or underemployed, or experiencing difficulty in obtaining or upgrading employment.

Training Services

When appropriate, it will be the policy of CSNEFL to deliver vocational skills training to adults and dislocated workers, regardless of funding source, through an Individual Scholarship Account (ISA) process.

All applicants must show evidence of pursuing training funds from all sources for which they may qualify. Should the applicant qualify for funding from multi-program sources, priority of use will be:

1. PELL Grants and other Scholarships, such as, Montgomery G.I. Bill, etc.
2. CSNEFL Partner Funding
3. TANF funds
4. Dislocated Worker Funds
5. Adult Funds

Additionally, to be eligible for an ISA, an individual must at a minimum:

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

Suitable employment is defined as an occupation which pays at least \$25 per hour for Adults and 80% layoff wage replacement for Dislocated Workers.

When using training funds, priority will be given to applicants who:

- a. Are recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, Veterans and certain classes of Veteran spouses
- b. Are not eligible to receive other training assistance (i.e. Pell grant, scholarships) or, if received, the additional funding is not sufficient to cover training costs
- c. Through assessment are determined to be appropriate for and able to complete the chosen employment training program
- d. Select a training program that is linked to a demand RTOL occupation in the local area and make a commitment to seek employment in the field once trained
- e. Select a training provider from the CSNEFL approved list
- f. Give evidence they have the financial resources to cover all other living expenses and complete the training period without support from CSNEFL, and
- g. Receive a favorable recommendation from the CSNEFL Scholarship Committee. Once awarded, the individual may access his/her ISA account for a period identified in the scholarship award.

This period will be limited to no more than 24 months and is contingent upon funding availability and satisfactory progress. Satisfactory progress is defined as the completion of all authorized course work and maintaining of a 2.75 or better GPA on a 4.0 scale.

The trainee must carry a full-time student schedule as defined by the educational/training institution and is appropriate for the training course of instruction. Any deviation from a full-time schedule of training will require prior approval of the CSNEFL President or designee.

Extensions to the 24-month cap also require well-documented justification and the prior approval of the CSNEFL President or designee. Priority for ISAs will be given to vocational and technical programs lasting not more than 12 consecutive calendar months.

Two-year and four-year degree programs not on the RTOL will be considered on a case-by-case basis consistent with local labor market demands, and will necessitate a bona fide offer of employment that includes the starting salary and employer tax ID number. Four-year degree programs will only be considered if a trainee has sufficient academic credit to complete the degree in 30 credit hours or less.

9. Training Services - A Unified Strategy to meet our Workforce's Skill Needs

Through educational programs that prepare individuals for changes in our economy, we can help bridge the current disparity between the skills workers possess and the skills businesses seek. The Regional Targeted Occupational List is foundational to the CSNEFL career development system, ensuring training dollars are invested in growing high skill/high wage skill attainment. To this end we have established a unified vision for creating and updating the:

- A. Regional Targeted Occupations List
- B. Skills Up-Grade Training System
- C. Delivery of Individual Scholarship Accounts (ISA)

- D. Delivery of Short-term Pre-Vocational Training Programs
- E. Occupational Skills Training Provider Selection

A. Regional Targeted Occupations List

CSNEFL is committed to increasing income levels and creating employment opportunities for CSNEFL Career System job seekers in LWDA 08. Annually a Regional Targeted Occupations List (RTOL) is established and utilized as the mechanism for prescribing employment training programs and employment opportunities in LWDA 08.

It is our policy to compile a Regional Targeted Occupations List with occupations designated for the list being the emphasis for training programs funded. The list contains occupations designated by local labor market information, the state of Florida Occupational Forecasting Committee, and the CareerSource Florida Board as having the potential for high entry wages and projected growth in LWDA 08.

The RTOL is divided into two (2) separate categories based on average hourly wage earnings upon entering employment. The division is designated as follows:

1. Occupations designated with an entry wage of \$12.06 and a mean wage of \$14.83 per hour.
2. High Skill/High Wages. Occupations designated with an entry wage of \$14.83 and a mean wage of \$23.24 per hour.

CSNEFL annually reviews and updates the RTOL and the average hourly earnings categories under the guidance and recommendations of the Board.

B. Skills Upgrade Training System/Employer Based Training

The Skills Upgrade Training System/Employer Based Training has been designed to provide new and existing businesses a means of offsetting the cost of employee skills upgrade training. Through this employer-driven program, CSNEFL works with businesses to provide training to existing employees. CSNEFL will make every effort to first place a job seeker in gainful employment. CSNEFL has adopted Skills Up-Grade Training/Employer Based Training as the preferred method of occupational skills instruction. Data has consistently shown that this strategy has provided the greatest return on investment in terms of cost effectiveness and wage growth. As a post placement strategy, CSNEFL will provide Skills Up-Grade Training/Employer Based Training to employed workers.

To the maximum extent possible CSNEFL will provide occupational skills training through the Skills Up-Grade Training system/Employer Based Training. CSNEFL will award Skills Up-Grade Training/Employer Based contracts to businesses based on the following:

- a. The training occupation has been identified on the RTOL
- b. The applying company will provide no less than 50% of the training costs
- c. Has been in operation in Florida for at least one year prior to application date
- d. Has at least one full-time employee
- e. Demonstrates financial viability

- f. Is current on all state tax obligations

Funding priority will be given to:

- a. First time employer with 50 employees or less
- b. Businesses in qualified targeted industries as determined by Regional Economic Development
- c. Businesses located in rural or enterprise zones
- d. Training that will result in wage growth for employees completing training
- e. Commitment which will allow CSNEFL career system to provide job candidates to fill any vacancies realized through the advancement of those trained and not filled internally

Reimbursable Training Expenses will be limited to:

- a. Instructors'/trainers' salaries
- b. Tuition
- c. Curriculum development
- d. Textbooks/manuals
- e. Materials/supplies

C. Individual Scholarship Account (ISA) System

CSNEFL has developed its Individual Scholarship Account (ISA) system to encourage and promote high wages. The RTOL will serve as the catalyst for establishing approved occupational training programs in LWDA 08. CSNEFL has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark to establish a fair market value for investment in training programs and incentive performance payments to training providers. Further, it is the intent of the CSNEFL to increase the offerings available to CSNEFL job seekers to maximize their choice.

When appropriate it will be the policy of CSNEFL to deliver vocational skills training to adults, regardless of funding source, through an Individual Scholarship Account (ISA) process. All applicants must show evidence of pursuing training funds from all sources for which they may qualify. Should the applicant qualify for funding from multi-program sources, priority of use will be:

- a. Pell Grants and other scholarships, such as, Montgomery GI Bill, etc.
- b. CSNEFL partner funding
- c. TANF funds
- d. Dislocated Worker funds
- e. Adult funds

ISAs are the mechanism under the federal Workforce Innovation and Opportunity Act (WIOA) and the Florida Workforce Innovation Act for providing eligible job seekers with a scholarship account to access training programs through approved training providers in a demand occupation. ISAs will not be revised to include new training beyond the course of study approved in the original application process.

Should a job seeker desire additional training they may reapply for a new scholarship. Prior to consideration for a new scholarship, the job seeker must complete a waiting period of not less than six months, comprised of unsubsidized gainful employment, directly related to the first occupational skills training funded through the ISA system.

ELIGIBILITY

To be eligible for an ISA, an individual job seeker must at a minimum:

- a. Be unable to find suitable employment with existing skills and/or academic credentials as evidenced through unsuccessful placement while actively participating in intensive job seeking services offered through the CSNEFL Career Service system. Suitable employment is defined as an occupation which pays at least \$25 per hour for Adults and 80% layoff wage replacement for Dislocated Workers
- b. Not be eligible to receive other training assistance (i.e. Pell grant, scholarships) or, if received, the additional funding is not sufficient to cover training costs
- c. Through assessment be determined to be appropriate for and able to complete the chosen employment training program
- d. Select a training program that supports the career pathway that has been identified through assessment and counseling provided by CSNEFL or partner staff, and is documented through the New Path process. The course of study, must be for an occupation that is linked to a demand RTOL occupation in the local area, is an occupation identified to be in a sector of growth, and make a commitment to seek employment in the field once trained
- e. After career counseling by CSNEFL or partner staff, select a training provider from the CSNEFL Eligible Training Providers List (ETPL)
- f. Give evidence that they have the financial resources to cover all other living expenses and complete the training period without support from CSNEFL
- g. Have at least a 2.75 GPA prior to application for ISA

Once awarded, the job seeker may access his/her ISA account for a period identified in the scholarship award. This period will be limited to no more than 24 months and is contingent upon funding availability and satisfactory progress. Satisfactory progress is defined as the completion of all authorized course work and maintaining of a 2.75 or better GPA on a 4.0 scale. The job seeker must carry a full-time student schedule as is defined by the educational/training institution as is appropriate for the training course of instruction. Any deviation from a full-time schedule of training will require prior approval of the CSNEFL President, Executive Vice President or designee. Extensions to the 24-month cap also require well-documented justification and the prior approval of the CSNEFL President, or designee.

Priority for ISAs will be given to vocational and technical programs lasting not more than 12 consecutive calendar months. Two-year and four-year degree programs not on the RTOL will be considered on a case-by-case basis consistent with local labor market demands, and will necessitate a bona fide offer of employment that includes the starting salary and employer tax ID number. Four-year degree programs will only be considered if a job seeker has sufficient academic credit to complete the degree in 30 credit hours or less. In no instance will CSNEFL fund more than two years of a job seeker's post-secondary

education. Exceptions to these limitations require well-documented justification and the prior approval of the CSNEFL President, or designee.

All ISAs will be categorized using a fair market value based on potential earnings upon entering employment. Training programs with the potential of higher earnings will have a larger amount of allowable investment than those earning less. The thresholds for allowable investment will be limited in two ways:

- a. The most cost-effective price for the chosen occupational training available through the CSNEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost, and,
- b. Potential earnings as articulated in the following four tiers:
 1. Tier 1 will be for Non-STEM occupations listed on the RTOL earning at least \$12.06 per hour starting hourly wage and a mean wage of \$14.83 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$6,000.
 2. Tier 2 will be for STEM occupations listed on the RTOL earning at least \$12.06 per hour starting hourly wage and a mean wage of \$14.83 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$7,000.
 3. Tier 3 will be for Non-STEM occupations listed on the RTOL earning at least \$14.83 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.24 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$8,000.
 4. Tier 4 will be for STEM occupations listed on the RTOL earning at least \$14.83 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.24 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$9,000.

Training funded under the Trade Adjustment Assistance, Trade Reduction Assistance and Trade and Globalization Adjustment Assistance are exempt from these cost limitations. Other exceptions to these thresholds must be approved in advance by CSNEFL. The job seeker may wish to choose a vendor whose costs exceed the value of the ISA. In those cases, the job seeker must prove they have adequate financial resources to fund the difference in cost. CSNEFL will only reimburse the training vendor when they have been provided sufficient proof, in the form of written notification from the training vendor, the job seeker has paid the differing costs.

D. Short-Term Pre-Vocational Training

Short-term pre-vocational training is allowed for an alternative list of training program offerings. These programs may not meet the State mandated minimum wage threshold or demand threshold as it appears on the Occupational Demand List or the provider is determined not to meet ISA requirements.

Short-term pre-vocational training programs will be categorized as programs that do not meet the State mandated minimum wage threshold or demand threshold to appear on the Occupational Demand List or the provider is determined not to meet ISA requirements. All additions to the Short-term Pre-Vocational Training List will be at the discretion of CSNEFL. Short-term pre-vocational training programs will be procured as needed and these programs will not be eligible for an ISA incentive bonus.

Short-term pre-vocational training programs will be based on job seeker need. Pre-vocational training programs are defined as training needed by job seekers in preparation to begin a specific vocational training. The maximum investment amount for short-term pre-vocational training is the actual cost of tuition, books and training fees.

Job seekers bear the responsibility of researching and documenting short-term pre-vocational training providers and programs. Documentation of the validity and performance of the provider will be required. This may include proof of accreditation, information from the companies that have hired provider graduates, and information from individuals who have graduated from the provider's facility/institution. The job seeker, in consultation with a career counselor and with subsequent approval by the Senior Director of Program Services, will choose training providers based on price, availability and convenience of classes and location.

E. Occupational Skills Training Provider Selection

CSNEFL is committed to open and competitive procurement of services to the fullest extent possible, in providing workforce development in LWDA 08. Through requests for qualifications, proposals and bids, providers within and outside the community have the opportunity to compete to meet the needs of CSNEFL job seekers. Decisions on procurement are guided by our commitment to provide quality services and maintain high levels of job seeker choice and satisfaction. CSNEFL recognizes job seeker needs and goals may from time to time necessitate an alternative method of selection.

All occupational skills training providers will be procured through a competitive procurement and negotiation process to qualify for vouchers under the ISA system or to be considered as a Short-term Pre-Vocational Training provider. At a minimum, CSNEFL will use the following considerations in developing a prospective vendor list for the purpose of determining an eligible occupational skills training provider:

- a. Effectiveness of the training provider in delivering comparable or related training based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and service to targeted job seekers
- b. Willingness of the training provider to enter into agreements, establish linkages with other appropriate human service agencies, and provide discounted tuition or offer scholarships as evidenced by such activities as the on-site availability of no cost mentoring, tutoring services and placement services, cooperation with CSNEFL staff to access the institution's own grants-in-aid offerings, waiving of costs associated with selected fees, and similar supports
- c. Willingness of training provider to make arrangements with CSNEFL or its designee on the utilization of other training assistance (i.e., Pell Grants, scholarships, etc.) and reimburse CSNEFL the amount equal to the assistance used for tuition, books, fees, supplies and training material when subsequent awards are used for those purposes
- d. Availability of occupational skills training programs that provide a level of skills sufficient to meet the demands of the local labor market

- e. Assurance that funding an occupational skills training program will not duplicate facilities or services available in the area. Exception will be made where it is demonstrated that alternative services or facilities would be more effective or more likely to achieve performance goals

For a training institution to qualify as an ISA provider, it must be an institution of higher education as defined in Section 1201(a) of the Higher Education Act of 1965 (20 USC 1141(a)) or a proprietary institution of higher education as defined at Section 481(b) of such Act (20 USC 1088(b)), or an organization eligible to provide educational services and licensed by the State Board of Non-Public Career Education as authorized in sections 246.201-246.31, Florida Statutes. Additionally, the training institution must comply with all ISA requirements contained in the Florida Workforce Innovation Act and subsequent state policy. All other training institutions will be considered short-term pre-vocational training providers.

Occupational skills training providers may submit an application for review at any time during the year. Additionally, CSNEFL will annually call for eligible training providers to submit training programs for consideration. All occupational skills training provider agreements are executed through June 30 each year. All applications received from vendors who meet the qualifications outlined in the application will be selected for placement on the ISA training provider's vendor list.

A site visit may be conducted for those training providers with the highest ratings to determine the adequacy of equipment and facility, level of staff knowledge, and ability to provide the training as described in the application.

Occupational skills training providers who have an executed training agent agreement currently on file are required to annually submit a request for continuation that includes updated tuition and training costs, performance information, and proof of FETPIP reporting requirements. The deadline for submitting these documents to CSNEFL will be in correlation with the annual agreement execution.

The procurement process will be completed when all agreements have been negotiated and executed, or when offers to negotiate have been withdrawn by CSNEFL. CSNEFL will monitor each training provider in accordance with the agreement.

10. Jobseeker Choice Process in the Selection of Training Programs

CSNEFL is comprised of urban and rural areas, and crosses all socioeconomic demographics. Training and employment opportunities for our job seekers are determined using the Regional Targeted Occupational List (RTOL) which reflects the needs of our local labor market. To further this goal, the RTOL serves as the catalyst for establishing approved occupational training programs in LWDA 08. CSNEFL has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark to establish a fair market value for investment in training programs and incentive performance payments to training providers. It is the goal of CSNEFL to increase the offerings available to our job seekers to maximize their choice.

On 2013, the CareerSource Florida Board of Directors approved policy creating a new Regional Targeted Occupations List (RTOL) process. This policy was adopted to promote more strategic business and industry involvement in resource allocation, better target training funds for workers needing improved employment and earning opportunities, and better serve employers in industry sectors lacking skilled workers expeditiously.

The Florida Workforce Estimating Conference (WEC) meets semi-annually during which decisions on the criteria to be used to define high skill/high wage occupations, as well as, establish and approve a statewide Demand Occupations List are made. The Florida Department of Economic Opportunity (DEO), Bureau of Labor Market Statistic (LMS) produces industry and occupational employment predictions, along with occupational wage estimates for Florida and each of the 24 Workforce Regions. LMS presents the results of the latest statewide employment forecast WEC meeting along with a statewide Demand Occupations List based on the previous year's wage criteria adjusted by the U.S. Bureau of Labor Statistics' Employment Cost Index.

The statewide Demand Occupations List identifies the labor market needs of Florida's business community and encourages job training based on those needs, with emphasis on jobs that are both high demand and high skill/high wage, and is used as a baseline for establishing RTOLs. Subsequently, DEO releases the statewide Demand Occupations List as well as the regional Demand Occupations Lists, as well as, sends an announcement to CareerSource Florida and the LWDA's.

CSNEFL develops our RTOL by taking the following steps:

1. Use the statewide and regional Demand Occupations Lists as a starting point
2. Solicit the input of business and industry representatives in their area regarding the need to add occupations to or remove occupations from these lists
3. Use additional resources such as Help Wanted Online Lists (HWOL), Supply/Demand lists, Economic Modeling Specialists Intl. (EMSI), and any other labor market resources available

We revise, as needed, our regional strategic plan to incorporate and describe the following:

- Training programs contained on the Eligible Training Provider List (ETPL) and are provided by more than one educational institution which supports the strategies the LWDA will employ in establishing its local or regional policies to build a skilled workforce around the targeted occupational and industry areas, including the level of training subsidy issued to participants through Individual Scholarship Accounts (ISAs)
- The occupations being targeted and how they align with Florida's targeted and infrastructure industries and their local economic development priorities
- How employers and industry associations will provide active feedback in the development of the RTOL and how, on a quarterly basis, the region will work with employers on any changes to said list
- The educational programs in the region aligned with each of the occupational areas. LWDA's will use the CIP to SOC crosswalk developed by the Florida Department of Education. (CIP = Classification of Instructional Program; SOC = Standard Occupational Classification). If there are gaps or misalignment, remedies need to be identified.

The RTOL is published on our website and is readily available to our job seekers as they are considering training that leads to economic self-sufficiency. In addition, our Career Academy partners use the list as they align programs of study to meet the needs of our growing labor market. CSNEFL looks forward to incorporating this list into the consumer report that will be issued by the State of Florida as part of WIOA.

Through this process, CSNEFL has developed partnerships with over 30 educational institutions, both publicly funded and private for profit, which offer well over 200 courses of study that lead to academic and technical degrees or industry recognized certifications. These educational intuitions and training programs are listed on our Eligible Training Provider List (ETPL). The ETPL is made available electronically and in hard copy, not only to our New Path job seekers, but to the public at large.

This information is valued as a quick reference for everyone who is seeking career advancement through credentialing or academic/technical degrees. In-depth counseling is provided to our New Path customers concerning the ETPL as part of our service strategy. We also make the ETPL available to our career academy partners. A step-by-step description of the RTOL, ETPL and ISA scholarship training process is provided in Section 9- Training Services – above. The majority of career studies offer job seeker choice, in cost, frequency of classes, program placement success, and location.

11. Individual Scholarship Accounts

CSNEFL has developed its Individual Scholarship Account (ISA) system to encourage and promote opportunities for our job seekers to obtain employment at high wages. The RTOL will serve as the catalyst for establishing approved occupational training programs in LWDA 08. CSNEFL has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark to establish a fair market value for investment in training programs and incentive performance payments to training providers. Further, it is the intent of CSNEFL to increase the offerings available to CSNEFL job seekers to maximize their choice.

When appropriate it will be the policy of CSNEFL to deliver vocational skills training to adults, regardless of funding source, through an Individual Scholarship Account (ISA) process. All applicants must show evidence of pursuing training funds from all sources for which they may qualify. Should the applicant qualify for funding from multi-program sources, priority of use will be:

- a. PELL Grants and other scholarships, such as, Montgomery GI Bill, etc.
- b. CSNEFL partner funding
- c. TANF funds
- d. Dislocated Worker funds
- e. Adult funds

ISAs are the mechanism under the federal Workforce Innovation and Opportunity Act (WIOA) and the Florida Workforce Innovation Act for providing eligible job seekers with a scholarship account to access training programs through approved training providers in a demand occupation. ISAs will not be revised to include new training beyond the course of study approved in the original application process. Should a job seeker desire additional training they may reapply for a new scholarship. Prior to consideration for a new scholarship, the job seeker must complete a waiting period of not less than six months, comprised of unsubsidized gainful employment, directly related to the first occupational skills training funded through the ISA system.

Eligibility

To be eligible for an ISA, an individual job seeker must at a minimum:

- a. Be unable to find suitability employment with existing skills and/or academic credentials as evidenced through unsuccessful placement while actively participating in intensive job seeking services offered through CSNEFL. Suitability employment is defined as an occupation which pays at least \$25 per hour for Adults and 80% layoff wage replacement for Dislocated Workers
- b. Not be eligible to receive other training assistance (i.e. Pell grant, scholarships) or, if received, the additional funding is not sufficient to cover training costs
- c. Through assessment be determined to be appropriate for and able to complete the chosen employment training program
- d. Select a training program that supports the career pathway that has been identified through assessment and counseling provided by CSNEFL or partner staff, and is documented through the New Path process. The course of study must be for an occupation that is linked to a demand RTOL occupation in the local area, is an occupation identified to be in a sector of growth, and make a commitment to seek employment in the field once trained
- e. After career counseling by CSNEFL or partner staff, select a training provider from the CSNEFL Eligible Training Providers List (ETPL)
- f. Give evidence they have the financial resources to cover all other living expenses and complete the training period without support from CSNEFL
- g. Have at least a 2.75 GPA prior to application for ISA

Once awarded, the job seeker may access his/her ISA account for a period identified in the scholarship award. This period will be limited to no more than 24 months and is contingent upon funding availability and satisfactory progress. Satisfactory progress is defined as the completion of all authorized course work and maintaining a 2.75 or better GPA on a 4.0 scale.

The job seeker must carry a full-time student schedule as defined by the educational/training institution as is appropriate for the training course of instruction. Any deviation from a full-time schedule of training will require prior approval of the CSNEFL President or designee. Extensions to the 24-month cap also require well-documented justification and the prior approval of the CSNEFL President, or designee.

Priority for ISAs will be given to vocational and technical programs lasting not more than 12 consecutive calendar months. Two-year and four-year degree programs not on the RTOL will be considered on a case-by-case basis consistent with local labor market demands, and will necessitate a bona fide offer of employment to include the starting salary and employer tax ID number. Four-year degree programs will only be considered if a job seeker has sufficient academic credit to complete the degree in 30 credit hours or less. In no instance will CSNEFL fund more than two years of a job seeker's post-secondary education. Exceptions to these limitations require well-documented justification and the prior approval of the CSNEFL President, or designee.

All ISAs will be categorized using a fair market value based on potential earnings upon entering employment. Training programs with the potential of higher earnings will have a larger amount of allowable investment than those earning less. The thresholds for allowable investment will be limited in two ways:

- a. The most cost effective price for the chosen occupational training available through the CSNEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost, and
- b. Potential earnings as articulated in the following four tiers:
 1. Tier 1 will be for Non-STEM occupations listed on the RTOL earning at least \$12.06 per hour starting hourly wage and a mean wage of \$14.83 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$6,000.
 2. Tier 2 will be for STEM occupations listed on the RTOL earning at least \$12.06 per hour starting hourly wage and a mean wage of \$14.83 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$7,000.
 3. Tier 3 will be for Non-STEM occupations listed on the RTOL earning at least \$14.83 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.24 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$8,000.
 4. Tier 4 will be for STEM occupations listed on the RTOL earning at least \$14.83 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.24 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$9,000.

Training funded under the Trade Adjustment Assistance, Trade Reduction Assistance and Trade and Globalization Adjustment Assistance are exempt from these cost limitations. Other exceptions to these thresholds must be approved in advance by CSNEFL. The job seeker may wish to choose a vendor whose costs exceed the value of the ISA. In those cases the job seeker must prove that they have adequate financial resources to fund the difference in cost. CSNEFL will only reimburse the training vendor when they have been provided sufficient proof, in the form of written notification from the training vendor, the job seeker has paid the differing costs.

12. Microenterprise and Entrepreneurial Training

The Start-up Quest entrepreneurial training series was a huge success in LWDA 08. 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. We

leverage entrepreneurial tools, unique learning strategies, and corporate relationships to deliver on our value proposition.

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 businesses.

Our CSNEFL Service team also actively advises job seekers about the benefits of considering careers and training in non-traditional occupations.

13. Enhancing Apprenticeships

CSNEFL works closely with local employers, training partners, the Florida Department of Education Office of Apprenticeship Programs, CareerSource, Florida state leaders, Florida’s Department of Economic Opportunity, and local community support networks, to support and grow apprenticeship opportunities here in Northeast Florida. We currently work with 21 registered apprenticeship programs that offer 42 training opportunities that align with our RTOL.

Job seekers are made aware of registered apprenticeship training opportunities through several different platforms. First, openings are advertised through Employ Florida. Second, using social media CSNEFL features registered apprenticeship success stories and information on how our job seekers can apply for training slots. Third, our Career Academy partners are made aware of the benefits their students can gain by participating in a registered apprenticeship program. Lastly, and perhaps most important, our Career Coaches understand that registered apprenticeships are an important training tool that can move low-income workers to economic self-sufficiency. As job seekers meet with counselors, they obtain important insight on how a registered apprenticeship program may be the answer to their future career.

CSNEFL annually invests funding in our registered apprenticeship programs. These funds support the training of populations that may not otherwise have the opportunity to participate in programs of study that provide industry recognized credentialing while earning a paycheck. The design of the registered apprenticeship training opportunities particularly lends themselves to providing the greatest chance for success for our most disadvantaged job seekers.

The “learn and earn” apprenticeship process can fill gaps by providing a model that unites classroom instruction (theory) and hands-on-learning (skill development) with a mentor to tie theory and skills together while earning increased wages. In addition, the apprenticeship model provides extensive opportunities to practice skills and exposure to experts who can talk through the logic needed to troubleshoot occupational challenges.

It is the goal of the CSNEFL career system to support the growth of registered apprenticeship by leveraging robust existing service delivery mechanisms. We are actively working to expand apprenticeship awareness and outreach mechanisms, capitalize on successful workforce development strategies and support our apprenticeship program partners in the design and delivery of innovative training programs. **See Attachment V. Registered Apprenticeship Programs**

14. Other Program Initiatives

Employer Based Training – The Just-in-Time Skills Up-Grade Training System

Advanced Manufacturing	30	12.3%
Aviation and Aerospace	0	0%
Finance and Insurance	25	10.3%
Information Technology	6	2.5%
Life Sciences/Health	68	28%
Logistics and Distribution	14	5.8%
Other (Primarily Construction)	100	41.2%
Total	243	100%

The **Skills Upgrade Training System/Employer Based Training** has been designed to provide new and existing businesses a means of offsetting the cost of employee skills upgrade training. Through this customer driven program, CSNEFL partners with business to provide training to existing employees. As part of the Income Growth Strategy, we make every effort to first place a job seeker in gainful employment. CSNEFL adopted Skills Up-Grade Training/Employer Based Training as the preferred method of occupational skills instruction. Data has consistently shown this strategy has provided the greatest return on investment in terms of cost effectiveness and wage growth.

As a post placement strategy, CSNEFL provides Skills Up-Grade Training/Employer Based Training to employed workers.

In March 2017, CareerSource Northeast Florida helped two local hospitals fill a critical gap in their workforce through employer based training. Memorial Health Jacksonville and Baptist Health worked together to form a class that developed hospitals employees into surgical technicians.

Memorial Hospital employs more than 800 physicians and a workforce of more than 2,200. Baptist Health Systems operates five regional hospitals and employs over 11,000 workers. Both hospitals were facing a shortage of a critical occupation: surgical technicians.

Surgical technologists, also called operating room technicians, assist surgeons during operations by preparing operating rooms and sterilizing and arranging equipment and other supplies.

According to BLS projections, the demand for surgical technicians is expected to grow by 15 percent over the next ten years, and many hospitals are finding it difficult to recruit these highly skilled workers. The median wage for Surgical Technicians is \$21.31 hourly, or \$44,330 per year. But because of the shortage of workers, Memorial and Baptist were frequently calling on PRN (temporary, on demand) workers to

assist in surgeries. These workers, commonly referred to as “travelers,” are placed through agencies for weeks at a time in a hospital’s site. The hourly cost for a “traveling” surgical technician could be more than \$30 per hour, plus agency markups for placement, which can drive the cost as high as \$40 per hour.

When CSNEFL staff heard about this pain point for the hospitals, they offered the idea of customized training to convert non-clinical staff members to surgical techs. The hospitals offered clinical and non-clinical staff the opportunity to apply for training. They selected employees who had been on staff for a while, demonstrating knowledge of the company culture, safety and customer service standards.

Florida State College at Jacksonville (FSCJ) was selected to provide the training program. The instruction program includes a combination of classroom studies, classroom lab practice, and clinical experience in the perioperative arena (operating room, pre-and post-anesthesia care, and labor and delivery) which prepares students to assist members of the surgical team (surgeons, anesthesiologists, nurses and other surgical technologists). Both hospitals host the students in various operating rooms to support their clinical objectives. Emphasis is placed upon the skills involved in scrubbing and circulating a wide variety of surgical procedures and the preparation and maintenance of sterilized and unsterilized supplies.

The program requires 1,300 contact hours to complete. The students’ leadership and supervisors were critical in assisting with the work/class scheduling. Upon successful completion of the program, students are qualified to take a national examination to become a Certified Surgical Technologist (CST). The onsite Surgical Technician program costs more per student than traditional classes because it includes the cost of the onsite instructor and the costs associated with scheduling and sending workers to classes. The hospitals cooperated to develop the best times and dates for training.

One hundred hospitals employees applied and went through an interview with a panel of Surgical Service leaders. The first cohort that started on March 1, 2017, consisted of 12 students: 2 from Memorial Hospitals and 10 from Baptist. The final selectees included CNAs and workers from non-clinical jobs including nutrition, business administration and environmental services, all who received training and certification without incurring any out-of-pocket costs. They graduated in October 2017, and have transitioned to their new positions as Surgical Technicians.

Scott Brown, BSN, RN, Nurse Educator and Clinical Student Coordinator at Memorial Hospitals, is enthusiastic about the program and is sure the hospitals will commit to future classes. “It’s a great recruiting tool for us,” he says. “We can use this as an example of our commitment to our employees and is a differentiator as talented workers look at where they want to build a career.”

The hospitals are seeing a significant financial return on investment. “Traveler” Surgical Techs can cost \$40 per hour and usually work on a 13-week contract, costing around \$20,800 per contract. If a hospital must renew contracts to cover 12 months, the annual cost for a Surgical Technician’s hours would be over \$82,000. The \$8,000 training investment per student for this program creates a Surgical Technician in less than a year, builds employee loyalty, and reduces ongoing labor costs per hour by almost 50 percent.

Shannon Baum, Director of the Flex Team for Baptist Health says, “When I first heard that CareerSource wanted to help us solve this problem, I wasn’t sure what they meant – or whether it would be feasible. I called Scott [Brown] to get his take on the idea. He said we should jump on it, and I’m so glad we took his advice.”

CSNEFL promotes and has replicated this program to other regional health systems after the first class cohort's performance was documented. Cindy Wadsworth, Senior Director of Program Services, says, "This is a classic case study of what the workforce system was designed to do. We're not medical professionals, but we do have the cure for what's causing pain in this key regional industry."

15. Service Provider Continuous Improvement

To ensure the performance and effectiveness of our service providers, One-Stop delivery system and fiscal responsibilities, we use an oversight, monitoring, and system performance improvement evaluation process which includes:

- a. Periodic on-site monitoring visits to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing review and assessments of service providers' performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- d. Ongoing assessment of labor and economic data and trends

While these activities/services are required to fulfill CSNEFL's mandated oversight responsibilities as LWDA 08, they also provide a means to respond to labor market, economic and demographic conditions and trends in our area.

The system improvement process serves as an outreach tool for both CSNEFL and its service providers to provide feedback to management, as well as, the CSNEFL board and chief elected officials through findings and recommendations. The system improvement process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems, allowing management to implement improvement measures or take corrective action in a timely manner. CSNEFL performs system improvement as a regular and systematic review of program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and CSNEFL policies and procedures.

Independent Monitoring

An independent certified public accounting firm will conduct periodic programmatic, procurement and fiscal monitoring using federal and state monitoring instruments, which outline both programmatic and fiscal compliance and quality improvement factors. The CSNEFL monitoring contractor will monitor each sub recipient at least once during the Fiscal Year. Monitoring reports identify findings, observations, and recommendations are generated at the completion of each monitoring visit. A monitoring schedule is developed by CSNEFL staff at the beginning of each program year.

Internal Monitoring

Compliance monitoring of program activities and services to participants are performed by in-house staff. CSNEFL monitoring staff "troubleshoot" problems identified through compliance and performance reviews; provide technical assistance during their on-site monitoring visits, issue recommendations for corrective action in their monitoring report(s), and follow-up on the recommendations to ensure corrective actions has been taken properly and expeditiously.

CSNEFL is responsible for system improvement program activities and services, management systems, and practices in LWDA 08 to ensure legal, fiscal, administrative and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

CSNEFL's system improvement staff establishes a schedule of regular scheduled, as well as, periodic on-site monitoring reviews of service providers in LWDA 08. These visits are designed to ensure that any abuses in program operations are immediately identified and eliminated, as well as, to prevent any misuse of funds by Service Providers, sub-grantees, etc.

Performance monitoring is conducted to validate actual program performance against performance standards as established in the contract. The results of the review are used to assess progress toward goals and objectives, to identify existing or emerging problems, and to trigger explanations, corrective actions and/or contract actions, as appropriate. Performance monitoring is conducted through a desk-review and on-site visits. At a minimum, the monitoring tools reflect the state monitoring tool provided through DEO. Other elements are added to this tool as appropriate. Program Managers ensure that contract providers provide a monthly report to them and to management. This monthly report clearly indicates progress toward program goals/outcomes.

Staff prepares written monitoring reports following their on-site visits. The reports are the official records of the administrative entity's staff review of Service Providers' programs up to that point in time during the period of performance. The monitoring reports constitute the basis for future program assessment and make the monitors' findings available for federal, state, and public inspection. The report provides the background of the program, the follow-up on previous findings, the current findings (positive or negative), and the recommendations (if any) for corrective action with a timeline for implementation. Any regular or special review and any technical assistance provided to the Service Provider is also included in the report.

Report and Corrective Action

The monitoring report is issued within 20 days to make the information available for timely consideration and action by the management of both the administrative entity and its service providers. CSNEFL monitoring staff provide follow-up on corrective action recommendations as well as the results of technical assistance which may not necessarily relate to the required corrective action.

Upon receipt of the monitoring report, the CSNEFL President, or designee reviews the corrective action plans and determines appropriateness of such plans to effectively correct discrepancies noted within reports. If the Service Provider and the President, or designee cannot resolve such issues, the Service Provider may request a hearing before CSNEFL Board for final resolution.

Continuous Improvement of Centers and Systems

CSNEFL Continuous Improvement Model will oversee the certification and constant advancement of centers and systems throughout our LWDA 08. In consultation with the local board, the continuous improvement team will certify Centers and Systems every three years. Certification criteria will include evaluations of effectiveness of how well the centers and systems:

- Integrates available services for businesses and participants
- Meets the workforce development needs of employers and participants
- Operates in a cost-efficient manner

- Coordinates services among core and recommended one stop partner programs
- Provides maximum access to partner program services even outside regular business hours
- Ensures equal opportunity for individuals with disabilities to participate in or benefit from center and system services
- Consider job seeker feedback
- Supports the achievement of the negotiated local levels of performance for the performance indicators

DATA TO BE COLLECTED	
PERFORMANCE:	SERVICES:
<i>Primary Performance Indicators</i> <ul style="list-style-type: none"> • Performance for Individuals with Barriers to Employment, by Race, Ethnicity, Sex and Age 	<ul style="list-style-type: none"> • Number of Participants who Received Career and Training Services • Number of Participants who Exited from Career and Training Services • Percentage of Training Participants Obtaining Training-Related Employment
PARTICIPANTS:	COSTS:
<ul style="list-style-type: none"> • Total Number Served by each Core Program • Number of Individuals with Barriers to Employment Served by each Core Program • Number of Participants Enrolled in more than One Core Program 	<ul style="list-style-type: none"> • Average Cost Per Participant for Career and Training Services • Percentage Spent on Administrative Costs

The Executive Committee will be the deciding body for all discrepancies, which cannot be resolved by the President and Service Providers.

If CSNEFL determines the Service Providers performance to be unsatisfactory, CSNEFL may act in any of the following ways:

- a. Requiring corrective action within specific time frames
- b. Withholding payment
- c. Disallowing inappropriate claims, payments, or costs
- d. Terminating or suspending the contract

Each in-house system, program component/area and service provider is monitored at least once per program year. The monitoring staff provides any technical assistance necessary for the expedient implementation of recommended corrective action(s) when program deficiencies and/or noncompliance issues are cited. All corrective action(s) will be satisfactorily completed within 15 to 30 days of notification of the deficiencies and/or violations, and a follow-up monitoring visit will be done to assure the corrective action plan has been implemented.

CSNEFL utilizes a performance driven cost reimbursement and performance expected contracting system for the award of contracts. Monitoring staff will review/monitor, on a continuous basis, service providers, bidding procedures/process, and property in accordance with the monitoring procedures stated in the Administrative Plan.

The previous description provides CSNEFL procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWDA 08. All system performance is directly benchmarked against the common measures, federal and state regulation/guidance and CSNEFL Board guidance.

16. Youth Program Design

WIOA places a priority on out-of-school youth ages 16–24. 75% of funding at the State and Local level must be spent on this population. There is an increased focus on Career Pathways for youth, drop out recovery, and education and training to lead to high school diploma and a recognized postsecondary credential. The act also includes a strong emphasis on work-based learning activities.

CSNEFL has designed its service model for youth based on these guidelines. Our goal is to provide a service delivery system that serves as a model for the national workforce system. We believe youth who access the CSNEFL career service system are best served when they receive the full array of opportunities that all our job seekers are provided. See Description of Program Services (page 94) which describes service flow for CSNEFL job seekers, including youth.

In addition, to ensure youth receive the support and services required to meet their unique needs and challenges and move them to economic self-sufficiency, CSNEFL has assembled effective partnerships and contractual agreements. Building on the service matrix described in Description of Program Services item 3, CSNEFL specifically supports the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants through the provision of all 14 WIOA designated program elements directly or in partnership with local organizations. The 14 elements are provided as shown below:

	Element	Providing Agency/Partner	Referral Needed
1.	Tutoring, studying skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized	Learn to Read Community Action Agency FSCJ Adult Education Program Center for Adult Learning (Library) Edward Waters College Job Corps	No



	equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	Florida Support Services Jacksonville Urban League SalTech	
2.	Alternative secondary school services or dropout recovery services, as appropriate	Catapult Academy Gaines Alternative & Transition Schools Job Corps SalTech	Yes
3.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	NEFL Community Action Agency Year Up Job Corps Fresh Ministries Operation New Hope Florida Support Services Jacksonville Urban League	Yes
4.	Occupational skill training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area	NEFL Community Action Agency Year Up Job Corps FSCJ UNF Jacksonville Urban League SalTech CareerSource	No
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Year Up Job Corps SalTech A-Step (Goodwill)	No
6.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	Florida Support Services Fresh Ministries Job Corps Year Up Jacksonville Urban League	No
7.	Support Services		Yes
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	Fresh Ministries Florida Support Services 100 Black Men	Yes
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate	CareerSource Partnering Agency	No

10.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	River Region	Yes
11.	Financial literacy education	Real Sense	No
12.	Entrepreneurial skills training	Small Business Administration	No
13.	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	CareerSource	No
14.	Activities that help youth prepare for and transition to post-secondary education and training	CareerSource	No

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

CSNEFL will recognize the results of all nationally normed test instruments, i.e. TABE, Work Keys, WIN, etc., when identifying those youth who are 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. In addition, CSNEFL will recognize specialized tests such as BNB WRMT-R, Woodcock, etc., that have been designed for use with our young job seekers with disabilities. Those unable to compute or solve problems, or read or write at a 10th grade level will be considered as not having the skills necessary to function on a job.

For youth who speak English as a second language, CSNEFL will require an evaluation of their language skills assessed by a recognized educational instruction or community partner that specializes in English as a second language services. To consider youth eligible for services, the assessment must establish that the youth cannot read, write or speak English at a 10th grade level.

A youth may also prove eligible for services if he/she demonstrates that he/she does not have the skills to function in their families or society. CSNEFL will work closely with regional partners such as Family Support Services, Juvenile Justice, Early Learning Coalition, Vocational Rehabilitation, The Health Center, Migrant Seasonal Farmworkers, Department of Children and Families, physical abuse centers, mental health, and drug addiction/abuse, to establish eligibility under this section for the youth being support. Factors that may demonstrate eligibility are i.e., involvement with the criminal justice system, foster care, drug or alcohol dependency, mental health issues, disabilities, etc.



B. Definition of requires additional assistance

The local definition for those youth requiring additional assistance to complete an educational program or to secure and hold employment, will meet the definition of those “at-risk” youth as defined in the New Youth Vision adopted by the Florida Strengthening Youth Partnerships. This may include, but is not limited to youth who are not basic skills deficient, but need additional studies to pass tests to enter post-secondary or apprenticeship training. In addition, it includes at-risk youth who are part of a dysfunctional family. Indicators may include, but not limited to, broken homes, working poor, graduated high school with a certificate of completion, reside within an empowerment or enterprise zone, has received a social service within the last six (6) months or does not have general public transportation available in their area of residency.

PUBLIC COMMENT PROCESS

First Coast Workforce Development, Inc., (DBA CareerSourceNEFL) sought comments on the draft WIOA 2 Year Modification to the current WIOA 4 Year Plan for Local Workforce Development Area 8.

A copy is available at www.careersourcenortheastflorida.com/about/public_policy.aspx or can be viewed in hard copy at 1845 Town Center Blvd., Suite 250, Fleming Island, FL.

Interested parties were invited to submit comments to 2yearplancomments@careersourcenefl.com by 3/26/18 11:00 AM.

For additional information contact: Diane Nevison at 904.213.3800, ext. 2010.

Sent to the following newspapers and dates published (affidavit received from newspaper)

- Baker County Press February 22, 2018
- Clay Today February 22, 2018
- Nassau County Record February 22, 2018
- Fernandina Beach News Leader February 21, 2018
- Florida Times Union February 25, 2018
- Florida Star February 24, 2018 Palatka Daily News February 20, 2018
- St. Augustine Record February 25, 2018

No public comments were received.

ATTACHMENTS

- I. **Interlocal Agreement**
- II. **First Coast Workforce Development Administrative Plan**
- III. **Youth Service Providers**
- IV. **LDWA 08 Approved Training Vendors**
- V. **LWDA 08 Registered Apprenticeship Programs**
- VI. **One Stop Partner Memoranda of Understanding**
 - **AARP Foundation**
 - **Division of Blind Services**
 - **Division of Vocational Rehabilitation**
 - **FSCJ**
 - **Jacksonville Housing Authority**
 - **Northeast Florida Community Action Agency**
- VII. **Occupational Skills Training Policy**

ATTACHMENT I – INTERLOCAL AGREEMENT

**INTERLOCAL AGREEMENT CONTINUING
THE
FIRST COAST WORKFORCE DEVELOPMENT CONSORTIUM**

This Interlocal Agreement (hereinafter "Agreement") to continue the First Coast Workforce Development Consortium ("Consortium"), originally established in 2002, is made and entered into pursuant to the authority under Section 163.01, Florida Statutes, 29 U.S.C. 3101, and United States Public Law 113-128 the Workforce Innovation and Opportunities Act, by and between the Counties of Baker, Clay, Nassau, Putnam and St. Johns, and the City of Jacksonville, all of the State of Florida, each adopting a resolution approving this Agreement.

WITNESSETH

WHEREAS, U.S. Public Law 113-128 (the "Act") enacted by the U.S. Congress effective July 2014, which Act is known as the Workforce Innovation and Opportunities Act (WIOA), established a program to provide universal access to workforce development services and to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment for the citizens of Northeast Florida; and

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

WHEREAS, CareerSource Florida (CSF) was created by the Florida Legislature in 2015, was designated by the Governor to lead the design and direct Florida's workforce development strategy and to designate Local Workforce Development Boards which shall also serve welfare recipients under Florida's Workforce Innovation Act 2000 ("WI-2000"); and

WHEREAS, the counties of Baker, Clay, Nassau, Putnam and St. Johns and the City of Jacksonville were designated by the Governor of the State of Florida, to form a six-county workforce development area ("LWDB"); and

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

WHEREAS, the WIOA requires an agreement be entered into between the general purpose governmental jurisdictions which comprise the workforce development/investment area; and

WHEREAS, the governing bodies to this Agreement desire its county or city be included in regional workforce development initiatives to avail its citizens of the benefits of Florida’s workforce development strategy, including those programs funded through WIOA, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (“PRWOR-1996”), WI-2000, and such other funding sources as may be available to support workforce activities; and

WHEREAS, the governing bodies of the LWDB area formed the Consortium to carry out their separate and independent functions described herein in a coordinated and cooperative fashion;

NOW, THEREFORE, in consideration of the premises and mutual covenants and obligations herein contained and for other good and valuable consideration, the parties agree and understand as follows:

1. CONTINUATION OF THE FIRST COAST WORKFORCE DEVELOPMENT CONSORTIUM

- a. A multi-jurisdictional consortium called the “First Coast Workforce Development Consortium” or “Consortium” shall continue for the express purpose of carrying out the individual responsibilities of each party to this Agreement under the WI-2000, WIOA and PRWOR-1996.
- b. The Consortium shall consist of six members. The Chairman of the Board of County Commissioners of Baker, Clay, Nassau, Putnam and St. Johns Counties shall serve as each County’s representative on the Consortium; however, any such Board of County Commission may appoint another member of the County Commission to the Consortium and any such Commissioner shall have full voting rights and privileges. Likewise, the Mayor of the City of Jacksonville on behalf of Duval County shall serve as the City of Jacksonville’s representative on the Consortium; however, the Mayor may appoint any member of the Jacksonville City Council to the Consortium and any such Council Member shall have full voting rights and privileges.

2. PARTIES TO THIS AGREEMENT

Each party to this Agreement is a county or city of the State of Florida and as such is a general-purpose political subdivision, which has the power to levy taxes and expend funds, as well as general corporate and police powers. These parties are more particularly identified as follows:

<u>Name</u>	<u>Address</u>
Board of County Commissioners Baker County, Florida	55 North 3 rd Street Macclenney, Florida 32063

Board of County Commissioners Clay County, Florida	477 Houston Street Green Cove Springs, Florida 32043
Mayor, City of Jacksonville Jacksonville (Duval County), Florida	117 West Duval Street Jacksonville, Florida 32202
Board of County Commissioners Nassau County, Florida	P.O. Box 456 Fernandina Beach, Florida 32034
Board of County Commissioners Putnam County, FL	514 St. Johns Avenue Palatka, Florida 32177
Board of County Commissioners St. Johns County, FL	P.O. Drawer 349 St. Augustine, Florida 32085-0349

3. CONSIDERATION

To establish the background, context, and frame of reference for this Agreement and to generally express the objectives and intentions of the respective parties hereto, the following are the predicates underlying the undertakings and commitments included within the provisions which follow and shall be constructed as the essential elements of the mutual considerations upon which this Agreement is based.

4. GEOGRAPHICAL AREA SERVED BY THIS AGREEMENT

- a. The geographical area served by this Agreement is the combined geographical areas of each of the six member counties (including the consolidated City of Jacksonville on behalf of Duval County) which are parties to this Agreement, whose geographical areas are contained in the legal description found in Chapter 7, Florida Statutes.
- b. Pursuant to the Governor's designation, the six members constituting the First Coast Workforce Development Consortium and First Coast Workforce Development, Inc. shall be the LWDB areas provided for in Section 107 (c)(1)(B)(i)(I)(II)(ii), Florida Statutes, WI-2000 and Florida's workforce development initiatives as designated by the WFB and the Governor for the geographical area covered by this Agreement.

5. FEDERAL AND STATE REQUIREMENTS

The Consortium intends to incorporate into this Agreement the duties and obligations governing programs under WIOA, WI-2000, and the PRWOR-1996 programs as well as any other applicable state and federal rules and regulations.

6. CREATION OF ADMINISTRATIVE ENTITY

Pursuant to Section 163.01(7), Florida Statutes, the Consortium employs staff which comprises First Coast Workforce Development, Inc. to operate and implement workforce and welfare programs as well as related programs in the six-member workforce development area.

7. JOINT UNDERSTANDING

The following terms and conditions reflect the joint understanding between the parties.

8. MEMBERSHIP

- a. The Consortium consists of the six (6) member governments represented by Council-elected officials designated to serve by their respective Commission, Board or Council (in the case of the City of Jacksonville). The elected official may designate an alternate to serve in the elected official's absence. The alternate shall also be either the chief elected official or an elected official to the Board, Commission, or Council of the member government.
- b. The officers of the Consortium shall include a chair, a vice chair, and a chair pro tempore. These officers shall be elected from among and by the membership of the Consortium for a term of one calendar year, but shall hold office until a successor is duly elected.

9. DUTIES AND RESPONSIBILITIES OF THE FIRST COAST WORKFORCE DEVELOPMENT CONSORTIUM

- a. To appoint the members of the First Coast Workforce Development, Inc. ("FCWD, Inc."), in accordance with the WIOA, WI-2000, and Attachment (1) of this Agreement. The FCWD, Inc. Board shall consist of members as provided for under WIOA.
 - i. The Consortium may add individual organizational representatives to the membership of FCWD, Inc. as provided for in WIOA, provided sufficient additional private sector appointments are made to assure a 51% private sector majority.
 - ii. Nominations to FCWD, Inc. shall be made in accordance with the WIOA and such instructions as may be received from the Governor of the State of Florida.
 - iii. The general purpose local government representatives on FCWD shall be the Chief Elected Officials (Mayor of Jacksonville and the Chairs of the County Commissions) or designee(s) from the

counties in LWDB area. *However, no single local government elected official may represent a local government on both the Consortium and FCWD.*

- b. To select a grant recipient, and administrative entity to administer WIOA and WI-2000.
- c. To enter into agreements with each other regarding the workforce development area, including the selection of one of the parties to the Agreement to serve as the chief elected official for the area.
- d. Together with FCWD, Inc., to approve the Local Workforce Investment Plan and modifications thereto.
- e. To disburse funds upon local Board direction where one of the parties to the agreement is the grant recipient or to make provision for and approve the manner in which funds will be disbursed including FCWD, Inc. role in approving expenditures.
- f. To approve Memorandum of Understanding (MOU) between FCWD and one-stop partners.
- g. To approve the FCWD, Inc. Board budget for carrying out its duties.
- h. To provide oversight and guidance in conjunction with the FCWD, Inc. Board.
- i. To accept responsibility for compliance and accountability for State and federal funds.
- j. To perform any other appropriate duties necessary for the accomplishment, and consistent with the purposes, of this Agreement, the WIOA, WI-2000, and Florida's workforce development initiative.

10. MEETINGS

- a. The chair shall preside over Consortium meetings and shall perform all duties incident to that office. The vice chair shall preside in the absence of the chair and shall have the power to exercise and perform all duties of the chair. In the absence of both the chair and vice chair, the chair pro tempore shall preside over the meetings and shall assume and exercise the duties of the chair.
- b. Meetings shall be held at the discretion of the chair.

- c. Meetings shall be noticed and declared public meetings, open to the public, in accordance with the Sunshine Law, Section 286.011, Florida Statutes.
- d. A quorum at any Consortium meeting shall consist of any four - (4) members or their designated alternates. A quorum is required to transact Consortium business.
- e. At all meetings of the Consortium at which a quorum is present, all matters shall be decided by the majority vote of said members.

11. FINANCIAL SUPPORT

- a. The Consortium shall support its programs and any costs incidental to the operation of its programs by grant funds appropriated to it by the United States Department Of Labor under the WIOA, the WI-2000, or other Workforce Development, Welfare Legislation or related grants and or by the State through the LWDB or through any other Federal, State or Local source. Additionally, the Consortium is authorized to accept any other grants in aid or assistance funds, from the United States Government or to accept appropriations from any of its members, or any other organization or person, including the acceptance of gifts, grants, or bequests whether it be in the form of tangible or intangible property.
- b. No funds will be required from the treasuries of any of the parties to this Agreement for implementation of workforce development initiatives, including programs funded by WIOA/WI-2000, it being the intent hereof that all funding of the workforce development initiatives and the Consortium shall be accomplished by grants and funds available pursuant to workforce development initiative programs, including the WIOA/WI-2000 and any other State and Federal grants or other funding which will further the purpose of the program. The above language does not preclude local governments from expending funds under their jurisdiction on workforce development programs.
- c. The Consortium is a governmental entity as defined in Section 768.28, Florida Statutes, and agrees to be fully responsible for acts and omissions of its agents or employees to the extent permitted by law. Nothing herein is intended to serve as a waiver of sovereign immunity by the Consortium for which sovereign immunity is applicable. Nothing herein shall be construed as consent by a member of the Consortium as a political subdivision of the state of Florida to be sued by third parties in any matter arising out of this or any other contract, this agreement or any part thereof. The Consortium shall assume equal liability to the extent allowed and/or required by law for the operation of Federal and State Workforce Development programs.

- d. The Consortium shall purchase Insurance to indemnify itself and/or any of its members and any separate legal entity or contractors from liability, which may attach due to its operation of WIOA, WI-2000 or other Federal or State workforce development programs.
- e. For WI-2000 (Temporary Assistance to Needy Families portion) purposes financial responsibility for acts of the administrative entity are assumed by FCWD, Inc. The Consortium shall act as the fiscal agent only.

12. POWERS OF THE CONSORTIUM

The Consortium shall make all policy decisions except those which must be made in partnership with FCWD, Inc. pursuant to the authorizing legislation under which grants are made available. Policy decisions shall include, but not be limited to those powers enumerated at Sections 163.01(5),(6), and (7), Florida Statutes, including, but not limited to:

- a. The power to create a separate legal administrative entity to carry out Consortium policies and perform as described in Chapter 163 and Section 163.01(7)(b), Florida Statutes..
- b. The Consortium may contract with any individual Consortium member for the provision of services to the Consortium pursuant to Section 163.01(7)(b), Florida Statutes.
- c. The manner in which accountability for fund expenditures shall be provided for including an independent audit to be done in accordance with the Florida Statutes, and Federal OMB Circular A133 and A-122.
- d. The acceptance of grants, gifts, or other types of financial assistance as allowed by law.
- e. The manner in which any fee for service income, unrestricted income or surplus funds may be expended.
 - i. Surplus funds, which are characterized as carry over moneys from one grant year to the next, shall be expended in accordance with USDOL or State instructions.
 - ii. Surplus funds, which may be characterized as program income as defined by Federal or State regulations shall, be expended in accordance with applicable regulations.

- iii. Any other surplus funds which do not have to be expended as per paragraphs i and ii above, or do not have to be expended in the furtherance of programs shall be expended in any manner which would further the public interest as it relates to welfare reform and workforce development, or may be used to repay debts of the Consortium. The decision as to how the expenditures shall be made shall be done at a regularly scheduled public Consortium Meeting by motion and majority vote of the Council.

- f. Approval of contracts for training services, audit, monitoring upon recommendation of the FCWD, Inc.

- g. Authorization of the Consortium Director who shall also be the President and CEO of FCWD, Inc., to negotiate, enter into and execute agreements following approval of the Consortium and FCWD, Inc. as appropriate.

- h. Authorization of the Consortium Director to enter into and approve Incumbent Worker Training, individual OJT, work experience, community work experience, and customized training or to delegate such responsibilities to the provider approved by the Consortium and FCWD, Inc. for the provision of such services in accordance with policies to be established by FCWD Consortium, FCWD, Inc., or FCWD President as appropriate.

- i. Authorization of the said Consortium Director to make purchases in accordance with the procurement and purchasing guidelines approved as a part of the FCWD Administrative Plan filed with the State. Purchases shall include services, supplies, consultant agreements, materials, equipment and leased space.

- j. Authorization of the said Consortium Director to make and issue policies and procedures.

- k. Authorization of the said Consortium Director to make emergency decisions which may include the acceptance or application for grants or the entry into contracts or the expenditure of funds in emergency situations where a meeting of the Consortium and or the FCWD, Inc. as appropriate cannot be called prior to the time that an action must be executed. Such actions shall be placed on the agenda of the next meeting of the Consortium and FCWD, Inc. for ratification by the appropriate entity. All such contract, purchasing and expenditures shall be in accordance with established rules and governing State and federal policies and circulars.

- l. The manner in which funds shall be disbursed or paid, including the manner in which funds shall be disbursed or paid by an administrative

entity or one of the member governments charged with operating the programs of providing services contemplated by this Agreement.

- m. The acquisition, ownership, custody, operation, maintenance, lease or sale of real or personal property subject to federal and State rules.
- n. The disposition, diversion or distribution of any property acquired.
- o. The composition, membership appointments, and organizational approval of any advisory bodies to the Consortium.
- p. The manner in which staff shall be employed to carry out and serve Consortium objectives.
- q. The appointment of the Director of the Consortium upon recommendation of FCWD, Inc., and authorization of the FCWD President to draft personnel rules and policies which shall be approved by the Consortium upon recommendation of FCWD Inc. and which shall provide for the hiring of such staff as is necessary to carry out the duties and responsibilities of the Consortium and FCWD Inc. The FCWD President shall be responsible for the hiring and termination of staff in accordance with those policies.
 - i. Every other year, a pay and classification study shall be initiated by the FCWD President through an independent third party in accordance with purchasing and procurement guidelines which shall examine the responsibilities and salaries of the staff to assure that they meet community norms and that they are competitive so as to attract skilled personnel to accomplish the purposes of the Consortium.
 - ii. A committee of FCWD Inc. may be established to review and make recommendations for staffing, pay and classification studies and benefits for Consortium staff.
- r. To develop procedures and/or administrative rules to effectively carry out the Consortium's policies and decisions so long as they do not conflict with governing federal and state policies, the LWDB rules and regulations.
- s. Any other necessary and proper matters as they may arise and as agreed upon by the consortium members and member governments.

13. SIGNATORY

The chair shall act as signatory for the Consortium except as provided in section 12.b. above. In the absence of the chair, any of the other members may sign for the Consortium in the chair's stead.

14. PRIOR AGREEMENTS

It is understood and agreed that this document incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understandings applicable to the matters contained herein and the parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representation or agreements whether oral or written.

15. AMENDMENT

It is agreed that no modification, amendment, or alteration of the terms or conditions contained in this Agreement shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith.

16. NOTICE

Whenever any party desires to give notice unto any other party, notice must be given in writing sent by Certified United States Mail with Return Receipt Requested, addressed to the party for whom it is intended, at the place last specified, and the place for giving such notice in compliance with the provision of this paragraph. For the present, the parties designate the following as the respective places for giving notice, to wit:

FOR:

Board of County Commissioners
Baker County, Florida

55 North 3rd Street
Macclenny, FL 32063

Board of County Commissioners
Clay County, Florida

477 Houston Street
Green Cove Springs, FL 32043

Office of the Mayor for the
City of Jacksonville, Florida

117 W. Duval Street
Jacksonville, FL 32202

Board of County Commissioners
Nassau County, Florida

P.O. Box 456
Fernandina Beach, FL 32034

Board of County Commissioners
Putnam County, Florida

514 St. Johns Avenue
Palatka, FL 32177

Board of County Commissioners
St. Johns County, Florida

P.O. Drawer 349
St. Augustine, FL 32085-0349

17. CONSTRUCTION

This Agreement is intended to be legally binding and shall be construed in accordance with and governed by the laws of the State of Florida.

18. INVALID PROVISION/SEVERABILITY

In the event that any provision of this Agreement or the application of any such provision to any party or circumstances be held invalid or unenforceable or the application of such provision to parties or circumstances be unenforceable by a court of competent jurisdiction, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect.

19. WAIVER OF RIGHTS

Any waiver at any time by any party hereto of its rights with respect to any matter arising in connection with this Agreement shall not be considered a waiver with respect to any subsequent default or matter.

20. COUNTERPARTS

This Agreement may be executed in counterparts, and each counterpart, when executed shall have the efficacy of a signed original. True and correct copies of such signed counterparts may be used in lieu of the originals for any purpose.

[The remainder of this page is intentionally left blank]

Baker County, Florida

By: _____

Date: _____

Attest: _____
Clerk

Clay County, Florida

By: _____

Date: _____

Attest: _____
Clerk

City of Jacksonville, Florida

By: _____
Mayor

Date: _____

Attest: _____
Clerk

Nassau County, Florida

By: _____

Date: _____

Attest: _____
Clerk

Putnam County, Florida

By: _____

Date: _____

Attest: _____
Clerk

St. Johns County, Florida

By: _____

Date: _____

Attest: _____
Clerk

Baker County, Florida

By: [Signature]

Date: March 15, 2016

Attest: Stacie D. Harvey
Clerk

Clay County, Florida

By: [Signature]

Date: April 12, 2016

Attest: [Signature]
Clerk

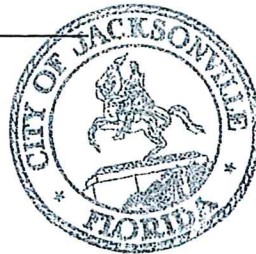
City of Jacksonville, Florida

By: [Signature]
Mayor

Date: 8/14/16

Attest: [Signature]

Sam E. Mousa
Chief Administrative Officer
For: Mayor Lenny Curry
Under Authority of:
Executive Order No. 2015-05



FORM APPROVED

[Signature]
ASSISTANT GENERAL COUNSEL

Nassau County, Florida

By: Walter J. Boatright

Date: 5-9-16

Attest: [Signature]
Clerk

MES
05-10-16

Putnam County, Florida

By: Chad Laird

Date: 4/12/16

Attest: [Signature]
for Clerk Tina Smith



St. Johns County, Florida

By: [Signature]

Date: 6/27/16

Attest: [Signature]
Deputy Clerk 6/27/16



LEGALLY SUFFICIENT
[Signature]
Name
Date: 6-23-16

ATTACHMENT II – FIRST COAST WORKFORCE DEVELOPMENT
ADMINISTRATIVE PLAN

FIRST COAST WORKFORCE DEVELOPMENT ADMINISTRATIVE PLAN

MODIFIED 2/22/18 for 4 year plan

Local Administrative Plan

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Section I. - Description of the Administrative and Substate Grantee

This plan is for Region # 8. It serves the counties of Baker, Clay, Duval, Nassau, Putnam and St. Johns.

The administrative entity, grant recipient and the designated substate grantee is First Coast Workforce Development, Inc. d/b/a CareerSource Northeast Florida.

Section II. - Financial Management

1. Accounting Procedures

The financial system provides fiscal control by following accounting procedures that are in accordance with generally accepted accounting principles. The revenue and expenditures are maintained on an accrual basis.

An annual budget is the basis for controlling financial operations during the program year. Revenues are recorded when they are collected and/or available to pay liabilities of the current period. Expenditures are recorded in the period in which goods and services are received. Funds expended are charged to appropriate cost categories. Expenditures are tracked by title and then allocated to individual contracts on a first-in, first-out basis. All items of value that are either owned or controlled by FCWD are recorded in the accounting system as assets. Capital assets are recorded as expenditures in the year of acquisition for reporting purposes, but they are recorded as fixed assets and subsequently depreciated on the FCWD's corporate financial statements. Un-liquidated obligations are recorded and reported to the State. These obligations include the amounts of orders placed, contracts awarded and goods/services received, for which payment has not yet been made.

All prepaid items are appropriately safeguarded, managed, tracked and reported. Prepaid items will be tracked on a first-in first-out basis and, as applicable, FCWD will ensure that only a reasonable amount of prepaid items are on-hand.

2. Financial Reports

Monthly financial reports are produced that provide a comparison of actual to budgeted expenditures. These reports also display obligations through the end of the current reporting period and line item budget variances. Monthly budgets and expenditures are allocated to individual subgrants/contracts on a first-in, first-out basis. Additionally, expenditures and obligations are recorded in the State's financial reporting system (SERA) on a monthly basis.

3. Charging of Costs and Cost Allocation

FCWD follows the state approved cost allocation plan.

4. Program Income/Stand-In Costs

If Program Income is earned and expended by FCWD or its subrecipients, it will be deducted from total allowable costs to determine net allowable costs. A subrecipient may retain Program Income if it is used for purposes that are authorized under appropriate laws and regulations and with the pre-approval of FCWD, otherwise it must be deducted from a request for reimbursement of allowable contract costs. If stand-in costs must be used as substitutes for unallowable costs, they will be from the same title, cost category and funding period as the costs they are replacing. Stand-in costs will be documented and accounted

for in the same manner as all other costs.

5. Interest

Interest earned amounts up to \$500 per year may be retained for administrative expense. Any additional interest earned on Federal advance payments deposited in interest-bearing accounts must be remitted annually to the Department of Health and Human Services Payment Management System (PMS) through an electronic medium using either Automated Clearing House (ACH) network or a Fedwire Funds Service payment. Remittances must include pertinent information of the payee and nature of payment in the memo area (often referred to as “addenda records” by Financial Institutions) as that will assist in the timely posting of interest earned on federal funds.

6. Cash Match and In-Kind Contributions

Contractual matching requirements are budgeted and expenditures recorded in the books of account. Costs that are considered allowable are accepted as match. The financial records of the FCWD include source documentation necessary to disclose providers of match as well as in-kind contribution calculation methodology.

7. Supporting Documentation

The financial records of FCWD include all source documentation necessary to permit the tracing of funds to a level of expenditure adequate to ensure that the funds have not been spent unlawfully. Examples of source documents include vouchers, payroll files which include time sheets, travel expense forms, check/direct deposit registers, payroll registers and quarterly payroll reports. Vendor/customer files include approved invoices, contracts, purchase orders, purchase requisitions, copies of checks issued, and any other documentation necessary to support the disbursement of funds.

8. Cash Management

State warrants are wire transferred directly to the FCWD checking account via the Electronic Federal Tax Payment System (EFTPS). FCWD maintains deposits in one interest bearing checking account that is a Qualified Public Depository. The bank account is reconciled on a monthly basis. Cash requirements are forecasted from historical data and from invoices currently being processed, to minimize the time elapsing between receipt of advanced funds and disbursement. All grant information is compiled and reported to the State as required.

9. Payroll Procedures

Payroll data is compiled and processed bi-weekly. The President or Designee initiates all hire authorizations. Documentation of employment will be in the form of either a hire letter or a status change form. Personnel records are maintained in the Human Resource office and only authorized individuals are allowed access.

10. Travel

All requests for approval and payment for travel expenses will be accomplished in accordance with Section 112.061, F.S. and the procedures outlined in the FCWD travel policy. The requirements contained therein apply to all travel whether paid for with State or Federal funds. In addition, the requirements apply whether paid by reimbursement, contractual agreements, or other methods of payment, including payment to a contractor or volunteer. The authority for the policy is contained in Section 445.007(10), Florida Statutes, which requires FCWD to reimburse standard travel in accordance with rates established in Section 112.061, Florida Statutes, and in compliance with applicable state and federal requirements. Rule 691-42.007, where applicable, has been relied on in drafting this template in compliance with Section 445.007(10), Florida Statutes. Travel expense reports are submitted for travel reimbursements. All allowable expenses, except meal allowances and mileage, are supported by receipts. Travel expense reports require President or Designee approval.

11. Bonding

A fidelity bond in the amount of \$1,000,000 is maintained by FCWD. Subrecipients shall carry an employee fidelity bond on officers, directors, agents, subcontractors or employees authorized to receive or deposit funds or issue financial documents, checks or other instruments of payment of program costs. Bond shall be in the amount of \$100,000 or the highest planned single payment by the FCWD during the contract period, whichever is less. Subrecipients may be required to furnish the FCWD with a copy of their Bonding Insurance Certificate.

12. Audits/Monitoring

Programs are monitored by FCWD internal monitor as well as contracted monitors periodically throughout the fiscal year. An independent financial and compliance audit is conducted annually by a certified public accountant. The audit is procured through competitive procurement in accordance with Federal and Florida Statutes. Proposals are received which are based upon predetermined specifications. FCWD will limit auditor retention to no more than five years, at which time a new qualified auditor will be selected.

Upon completion of the audit, the financial statements and audit reports are presented to management for review. The reports are then presented to the Finance Committee and forwarded to the Board. Within 30 days after completion of the audit, FCWD transmits copies of the audit report to DEO. If the report contains any findings related to the programs, a corrective action plan is prepared and submitted to DEO. This is followed by an audit resolution report detailing all corrective actions taken.

Each non-federal entity that expends a total amount of Federal awards equal to or in excess of \$ \$750,000 in any fiscal year of such non-federal entities shall have an audit performed for such fiscal years in compliance with the Single Audit requirements; 2 CFR 200; and applicable Federal & State audit regulations.

For-profit subrecipients are required to have a Single Audit or program specific annual independent financial and compliance audit conducted and prepared in accordance with generally accepted audit standards. Additionally, the State of Florida, Rules of the Auditor General, Chapter 10.600 states that for-profit organizations that are awarded grants and aids appropriations of \$ \$750,000 or more must produce an audit in accordance with the rules of the Auditor General promulgated pursuant to s. 11.45. In addition, the Single Audit requirements and 2 CFR 200, when applicable. Audit reports must be submitted to FCWD within 30 days after their completion but no more than 180 days after the Contractor's fiscal year end.

If findings exist, the subrecipient must provide written evidence that corrective actions have been implemented within sixty (60) calendar days of the audit's completion. The administrative office then forwards a written determination to the subrecipient stating whether or not corrective actions are adequate and whether questioned costs will be allowed, subject to State and Federal review. If any costs are disallowed, a debt is established and debt collection procedures are implemented.

13. Debt Collection

The monitoring/auditing system within the administrative office detects most erroneous billings prior to the time funds are disbursed to subrecipients/vendors. If a discrepancy is found after disbursement has been made, it is deducted from the next billing. If a contract has already expired when the discrepancy is discovered or if a debt is established after an audit, a certified letter is sent to the subrecipient requesting reimbursement within 30 days. If the funds have not been repaid at the end of the 30- day period, another certified letter is sent advising the subrecipient that the FCWD's attorney will begin debt collection procedures at the end of the next 30-day period. If the funds are not received by the end of the second 30-day period, the FCWD's attorney is notified and legal proceedings are initiated.

14. Advance Payments

FCWD will allow advance payments to contractors under the following conditions:

- A. The contractor has shown sufficient evidence that they lack sufficient working capital.
- B. The contractor must meet the standards of 2 CFR 200.305 for advances to subrecipients;
- C. Advance payments must meet the standards of 2 CFR 200.305; and
- D. Advance payment is in the best interests of FCWD.

Contracts with providers will clearly define the conditions of advance payment in cases where FCWD ascertains the aforementioned conditions are met. FCWD will maintain close accounting of related expenditures and liquidation to ensure receipt of the contracted goods and/or services.

Section III. - Property Management

Property will be purchased in accordance with FCWD, Inc. purchasing policy.

Property (whose value is \$5,000 or more) will be maintained on a computerized property inventory system by location. New property will be added to the inventory system when it is paid for. The Property Custodian will tag the new item with approved tags with the item number encoded thereon. The property inventory system will be maintained by the Property Custodian. Property records will include all federally required elements to ensure property accountability.

An annual physical inventory of all property will be conducted. When completed, the detail inventory by location will be dated, signed and filed by the Property Custodian in the Administrative Office. If the Property Custodian is changed, a special inventory will be performed at that date.

FCWD will insure that the property inventory system is a standard part of program monitoring and evaluation.

Property will be disposed of in accordance with policies and procedures. Donations of surplus property must be made to certified 501(c)3 or governmental agencies. Records will be maintained for a period of three years after final disposition of property.

A report of the inventory at June 30th will be compiled and transmitted as required on an annual basis.

Capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval from DEO.

Capital expenditures for special purpose equipment are allowable as direct costs, provided items with a unit cost of \$5,000 or more have the prior written approval from DEO.

Capital expenditures for improvements to land, buildings, or equipment which materially increase their value or useful life are unallowable as a direct cost except with the prior written approval from DEO.

Special arrangements and alterations costs incurred specifically for a Federal award are allowable as a direct cost with the prior approval from DEO.

Title to federally-owned property remains vested in the Federal government and FCWD will follow the requirements as outlined in 2 CFR 200.312.

Title to equipment acquired under a Federal award will vest in the non-Federal entity, subject to the conditions set forth in 2 CFR 200.313.

Equipment will be used by FCWD in the program or project for which it was acquired as long as needed, whether or not supported by the Federal award, and FCWD will not encumber the property without prior approval of the Federal awarding agency. FCWD will follow the requirements as outlined in 2 CFR 200.313.

FCWD will follow the disposition requirements for equipment acquired with federal awards identified in 2 CFR 200.313.

Section IV. - Records Management

FCWD will utilize a centralized state client Management Information System (MIS) for all programs operated under federal and state statute. FCWD will operate in accordance with the requirements of those laws, the State's Program Guide for all Records and Reports, and the State's Division Policy on Accounting and Reporting Requirements for Property.

The MIS will be operated from a Wide Area Network (WAN), hosted at an independent data center offering secure and hardened colocation and disaster recovery services. The dedicated facility provides state-of-the-art security, redundant power systems, and a robust fiber network optimized for performance and speed to a host of demanding customers. Located in Jacksonville, Florida, the company's core infrastructure is rated to withstand hurricane category 5 forces to ensure maximum reliability and peace of mind. The data center is designed to accommodate the changing power density and cooling needs of the colocation market while maintaining consistently superior levels of customer service and support.

While a participant is in training, information from the intake and enrollment forms should be entered by the offsite staff into the State MIS system on a daily basis. The FCWD administrative staff will conduct verification of client eligibility through review which requires an objective substantiation of all information provided. Subsequent status change, termination, and follow-up information will be entered daily electronically or on original forms into the MIS System, and filed with other original records of the participants. Since the FCWD has now invested in a state-of-the-art, document management system, all permanent files will be retained in this system. This system stores these records in secure formats and also utilizes electronic signature verification. In order to protect Personally Identifiable Information (PII), access to this system will be strictly controlled and delete capability will be limited to appropriate management staff only. When and if a file is deleted the audit tracking function within the document management system will retain all relevant information about who deleted the file and when it was deleted. Original documents will not be modifiable. Last, all electronic data will be backed up on a daily basis.

All applicant records will be retained in the document management system by FCWD for a minimum of three years after the completion of the program year in which they were enrolled. A master file of applicant records -- those not enrolled and those declared ineligible -- will be maintained by the administrative entity for a minimum of three years from the application date. Further, if any audit, claim, litigation, negotiation or other action involving records thereto has been started before the expiration of this three year period, the records shall be retained until completion of the action and resolution of all issues which arise from it, or till the end of the three year period, whichever is greater. Records will be maintained in the electronic document management system.

Archival cases that have not yet been entered into the document management system may be stored by an offsite custodian. The custodian of offsite storage records shall be designated from FCWD administrative staff. Public Records policy complies with all relevant state and federal public record requirements.

FCWD program staff will prepare regular periodic reports and special information summaries from the MIS data and local information sources to assist FCWD, contractors and staff in tracking program and contractor performance. The results of this procedure will enable the FCWD staff to evaluate the effectiveness of the programs and correct any program deficiencies.

PARTICIPANT REPORTING:

POLICY

It shall be the policy of the FCWD to assure that service providers and FCWD staff timely, collect, and enter all pertinent data in MIS, and report information necessary for quarterly and annual reports made to the State in accordance with the regulations.

BACKGROUND

Federal law that governs FCWD requires that local delivery systems collect data on applicants and participants with respect to their characteristics, eligibility, services and outcomes. To comply with statutory and regulatory requirements information collected must be entered into the State's management information system on a timely basis as eligibility determinations, and services are performed or assigned.

PROCEDURE

1. Staff required to collect, record and enter data relating to participants shall complete forms in accordance with guidance provided by the State.
2. Information shall be entered on a timely basis of any action taken requiring data to be entered or updated with respect to any individual participant or applicant for services.
3. Documentation entered shall be correct and truthful in all regards.
4. Any correction to data after entry shall be supported by case notes or memo explaining the correction by the individual authorized to make the data entry.

SECTION V. - Complaint Policy and Procedures

1. Policy

FCWD will maintain effective and timely complaint resolution procedures to be utilized by a workforce program participant, employee, employers, sub-grantee, subcontractor, or other interested party when filing a complaint alleging violation of administrative and/or service provisions and performance requirements of the Workforce Innovation and Opportunity Act (WIOA), Supplemental Nutrition Assistance Program (SNAP), Welfare Transition Program (TANF/WT), and the Wagner-Peyser (WP) Program.

2. Background and Underlying State/Federal Policy

The WIOA, TANF/WT and SNAP programs require the State, the local areas, and direct recipients of program funds to establish and maintain grievance/complaint and hearing/appeal procedures for handling program-related complaints. The grievance/complaint requirements may vary from program to program.

To simplify instructions and to have a unified format, the following grievance/complaint and hearing/appeal procedures will be essentially the same for WIOA, TAA, SNAP, and TANF/WT workforce programs. Wagner-Peyser procedures will be addressed separately.

3. FCWD Original Grievance/Complaint and Hearing/Appeal Process

A. Overview

i. Any participant or other interested party adversely affected by a decision or action by the local workforce system, including decisions by career center partners and service partners, has the right to file a grievance/complaint with the RWB, with the exception of complaints alleging unlawful discrimination. Discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, Discrimination Complaint Procedures. The discrimination complaint procedures are available on line at:

http://www.floridajobs.org/civilrights/docs/Discrimination_Complaint_Procedure_s.pdf

ii. TANF/WT work activity and support services grievances/complaints shall be filed with FCWD (work activity is defined in Chapter 445, Florida Statutes). Pursuant to 45 CFR 261.56(c)(2) we will inform customers of and provide a fair hearing regarding non-compliance with work requirements. TANF cash assistance eligibility or benefit entitlement grievances/complaints shall be filed with the local Department of Children and Families (DCF) office, the cognizant agency responsible for administering this part of TANF (20 CFR 662.280), except for complaints alleging unlawful discrimination.

iii. Food stamp eligibility or benefit entitlement grievances/complaints shall be filed with the local DCF office (See 7 CFR 271.6 and 273.15), except for complaints alleging unlawful discrimination. The SNAP reimbursement shall be treated as a support service, and grievances/complaints shall be filed with FCWD.

iv. Grievance/complaints, except complaints alleging unlawful discrimination, shall be filed at the State level only when based upon actions or decisions made by the State recipient or administrative entity. Any grievance/complaint filed with an inappropriate entity will be forwarded to the proper entity/agency for action. The entity's/agency's 60-day timeframe to handle the grievance will start upon receipt of grievance/complaint.

v. A grievance may be filed by regular employees regarding displacement by a WIOA, TAA, TANF/WT, or SNAP program participants and by program participants regarding displacement for reasons other than unlawful discrimination. Displacement action prohibitions and available relief specifications are described in WIOA (20 CFR 683.600), TANF (45 CFR 261.70), and SNAP (7 CFR Parts 271 and 273). The filing of all other grievances/complaints alleging, employment, and health and safety violations shall be filed as described in Section I. b., Process for Filing a Grievance/Complaint with RWB. As noted above, discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, Discrimination Complaint Procedures.

All local workforce grievances/complaints shall be filed with FCWD using the procedures contained herein. The exceptions are Job Corps grievances/complaints that are processed according to requirements of 20 CFR 670.990.

As specified in Rule 65A-4.205, the DCF has delegated to FCWD the responsibility for TANF/WT work activity non-compliance determinations. This rule is incorporated herein by reference. Additionally, in the TANF State Plan, DCF has assigned to CareerSource Florida Incorporated (CFI) and the Department of Economic Opportunity, Division of Workforce Services (DEO) the responsibility for providing a grievance form to all participants in the program.

B. Process for Filing a Grievance/Complaint with FCWD

Under WIOA, TAA, TANF/WT and SNAP, career center partners, service providers, participants, and other interested parties affected by the local workforce system have the right to file a grievance/complaint. Grievances/complaints that do not allege unlawful discrimination shall be filed using the procedures established herein.

i. FCWD shall receive, review, and attempt to informally resolve the initial WIOA, TAA, TANF/WT, and SNAP grievance/complaint.

ii. If the grievance/complaint cannot be resolved informally, then a hearing shall be held and a decision issued within the required 60 calendar days from receipt of complaint/grievance.

iii. Employment, and health and safety complaints/alleged violations for reasons other than unlawful discrimination will be forwarded to the Department of Economic Opportunity, Division of Workforce Services, or may be mailed directly to the appropriate federal agency as allowed by federal regulation. The last page of Section C has a list of addresses for federal agencies. A copy of the complaint/alleged violation report shall also be mailed to DEO.

C. FCWD Grievance/Complaint Review and Hearing Process

i. Complaint documents must be in writing, providing clear factual specifics upon which the complaint is based, properly signed and appropriately submitted.

ii. Upon receipt at FCWD, complaint documents shall be date-stamped, copied and distributed as follows:

- One copy to the Chief Executive Officer (CEO)
- One copy to the Designee
- One copy to the Equal Opportunity Officer (EOO)

iii. Upon receipt at FCWD, the CEO, the DESIGNEE and the EOO shall conduct a collaborative evaluation, and designate a Hearing Officer within fifteen (15) working days.

iv. The Hearing Officer shall schedule a hearing and notify the grievant/complainant by certified mail, return receipt, at a minimum of fifteen (15) calendar days prior to the hearing. The hearing notice shall advise the following:

- The date, time, and place of the hearing;
- The pertinent sections of the WIOA, TAA, TANF/WT, and SNAP, or any other federal regulations involved;
- Affected parties may present witnesses or documentary evidence at the hearing;
- Affected parties may be represented at the hearing by an attorney or other representative; and
- The parties will receive the decision within 60 calendar days from receipt of the grievance or complaint.

The hearing will be conducted according to the procedures established by FCWD. The Hearing Officer will ensure that the hearing proceeds in an equitable, orderly and expeditious manner. The Hearing Officer may elicit testimony from witnesses without acting as an advocate for any party. The Hearing Officer will ensure that the process, including the contents of the hearing dialogue, is transcribed or has the potential of being transcribed. The Hearing Officer will attempt to negotiate a settlement between the parties any time prior to the conclusion of the hearing.

D. Resolution

i. The Hearing Officer's decision: The Hearing Officer shall issue a written decision within 60 working days of the filing of the complaint. The decision shall be in clear, simple, non-technical language and will include the following information:

- a. Date, time and place of the hearing;
- b. Appearances entered at the hearing;
- c. A statement that the involved parties, their representatives and witnesses were given an opportunity to present oral or written evidence in support of their position;
- d. A clear and concise statement of the issues;
- e. Findings of fact, based exclusively on the evidence of record, and conclusions of law, separately stated;
- f. The decision of the Hearing Officer based on the findings of fact, conclusions of law and evidence introduced at the hearing; and
- g. The procedures by which the grievant may request an appeal.

ii. The Hearing Officer will furnish to all parties a copy of the decision by certified return receipt requested mail or by facsimile, followed by a hard copy.

iii. Failure to accept the certified mailing will constitute a waiver of the right to notice by such means. The Hearing Officer shall thereafter serve the copy by regular mail.

iv. The Hearing Officer will preserve the record of the entire hearing. Any transcription will be done at the initiation and expense of the requester. Any party requesting a copy of the recorded hearing will pay the cost of duplication.

E. Process for Filing an Appeal of FCWD Decision or Lack of Action

Should a decision not be rendered within 60 calendar days of filing the complaint, or if there is an adverse decision, the complainant will be notified in writing that a request for appeal may be made accordingly:

- The appeal should be concise (if possible, not to exceed five pages not including exhibits and attachments) and shall be sent by certified mail (return receipt), to the Department of Economic Opportunity, Office of General Counsel, 107 East Madison Street, MSC 110, Tallahassee, Florida 32399-

4128.

- The appeal request shall state the facts, laws, procedures, etc. that the grievant/complainant believes to be relevant for review. The appeal must be filed with DEO within 30 calendar days of receipt of the RWB Hearing Officer's decision or within 30 calendar days after the required 60- calendar day timeframe for FCWD to act has elapsed.
- The request must include the grievant's/complainant's address where official notices will be mailed.

The state can remand the grievance/complaint back to the RWB to hold a hearing or impose other remedies to resolve the grievance/complaint.

F. Finality of Decisions

With the exception of complaints alleging violations of the labor standards under section 143 of the Act, the State of Florida's decision(s) shall be final unless the United States Secretary of Labor exercises authority for federal level review, or the Grievant timely requests a review of the State level hearing action, pursuant to 20 CFR, 627.601, Subpart F.

G. Alternative Dispute Resolution

Nothing contained within this policy shall prohibit pursuit of any rights pursuant to 20 CFR Sections 627.600 through 627.607, (appendix A).

H. Retaliation Prohibited

No person or agency may discharge, or in any other manner discriminate or retaliate against any person, or deny to any person a benefit to which that person is entitled under the provisions of the Act or the regulations because such person has filed any complaint, instituted or caused to be instituted any proceedings under or related to the Act has testified or is about to testify in any such proceedings or investigation or has provided information or assisted in an investigation.

Section VI. Complaint Procedures for Wagner-Peyser Employment Service Activities

1. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State and Federal level for processing these complaints. In addition, any person who believes he or she, or any specific class of individuals, has been subjected to unlawful discrimination in a Wagner-Peyser program (including employees and/or applicants for employment with the agency administering the program) may file discrimination complaints by following the procedures in the DEO Discrimination-Complaint Procedures.

Special handling procedures are required for complaints filed by Migrant and Seasonal Farm Workers (MSFW) that do not allege unlawful discrimination. FCWD will attempt to resolve the MSFW complaint. IF MSFW complaints cannot be resolved within five working days of receipt of complaint by FCWD, the complaint form and copies of all documents in the complaint file are forwarded to the DEO. Complaints alleging unlawful discrimination in the MSFW program may be filed in accordance with DEO.

Federal regulations at 20 CFR 658.415 state that non-ES related complaints (employment, health and safety, etc.) must be forwarded as soon as possible after being received. These complaints shall be sent to DEO, or to the appropriate federal agency with a copy of the complaint sent to DEO.

2. FCWD/One-Stop ES Complaint/Resolution Procedures

Complaints that are related to the Wagner-Peyser employment services that do not allege unlawful discrimination are handled by the career center manager. The manager will maintain a separate file for each complaint and enter the complaint on the complaint log. FCWD will attempt to resolve all ES related complaints. The complaint is resolved when the complainant is satisfied with the outcome; the complainant chooses not to elevate to the next level; or when the complainant has not responded within 20 working days after correspondence has been mailed for ES complaints and within 40 working days for MSFW complaints.

If the ES complaint is not resolved within 15 working days, then the complaint and associated file documents are forwarded to DEO Attention: ES Complaint Coordinator. Within five days after the end of the quarter, the local career center manager will mail the Complaint Logs to the Senior Monitor Advocate at the address included in the MSFW procedures above.

The MSFW complaints involving an allegation of noncompliance with assurances regarding wage and hour law or other employment conditions are to be forwarded to the nearest USDOL Wage and Hour office.

For MSFW violations of Occupational Safety and Health Administration (OSHA) Directives, complaints should be forwarded to the USDOL, Occupational Safety and Health Administration.

The following conditions are identified in 20 CFR 658.501(a) as the basis for discontinuation of services to employers:

- a. Employer submits and refuses to alter or withdraw job orders containing specifications which are contrary to employment related laws;
- b. Employer submits job order and refuses to provide assurances that the jobs offered are in compliance with employment-related laws;
- c. Employer is found through field checks or otherwise to have misrepresented the terms or conditions of employment specified on the job order or to have failed to comply fully with assurances made on the job orders;
- d. The career center is notified by enforcement agency that the employer has violated an employment related law;
- e. Employer, following investigation of complaint, is found to have violated employment service regulations;
- f. Employer refuses to accept qualified workers referred;
- g. Employer refuses to cooperate in field checks; and
- h. Employer repeatedly causes discontinuation proceedings to be initiated.

Nothing included in this procedure precludes a grievant/complainant from pursuing a remedy authorized under another federal, State, or local law.

Criminal fraud and abuse, discrimination, health and safety, and employment, complaints that violate federal laws, regulations, and directives are handled differently than the program related complaints/grievances handled by local and state hearing and appeal procedures.

3. Reporting Criminal Fraud and Abuse

WIOA Section 683.620 describes the process for reporting complaints and/or reports of criminal fraud and abuse. Complaints/reports must be reported immediately to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210.

The complaint or report can also be mailed to the USDOL Southeast Regional Inspector General for Investigations, Office of Investigations, Sam Nunn Atlanta Federal Center, 61 Forsythe Street, SW, Suite 6T1, Atlanta, Georgia 30303 with a copy simultaneously provided to the Employment and Training Administration.

Reports or complaints alleging criminal fraud and abuse may also be reported through USDOL's Hotline at 1-800-347-3756.

A. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State and Federal level for processing these complaints.

Wagner-Peyser participants may file discrimination complaints against the Department of Economic Opportunity, Division of Workforce Services (DEO) or its employees or complaints alleging discrimination by an employer. Title 29 CFR Part 34, provides the authority for the following:

- a. Complaints involving an employer in another state or another state agency;
- b. Complaints involving more than one office, another One-Stop Center, or statewide system;
- c. Complaints involving the violation of the Job Service Regulations by an office or One-Stop Center;
- d. Complaints involving the violation of an employment related law by an employer; and
- e. Complaints involving a violation of the terms and conditions of a job order by an employer.

Section VII. - Monitoring, Oversight, and Performance Evaluation Plan

The First Coast Workforce Development, Inc. (FCWD) will evaluate each subrecipient's risk of noncompliance with Federal statutes, regulations, and the terms and conditions of the sub award for purposes of determining the appropriate subrecipient monitoring. FCWD utilizes an oversight, monitoring, and performance evaluation process which includes:

- a. Periodic on-site monitoring visit to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing review and assessments of service providers performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- d. Sub-recipients submit the required audit reports in accordance with 2 CFR 200
- e. The following requirements on sub-recipients:
 - Funds shall not be used to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II for ETA approved funds.
 - FCWD requires an approved federally recognized indirect cost rate or a rate negotiated between the Board and the sub-recipient in compliance with 2 CFR 203.331, or a de minimis indirect cost rate.
 - The sub-recipient will permit FCWD and its auditors access to the sub-recipients records and financial statements, as necessary.

These activities/services are required to fulfill FCWD mandated oversight responsibilities as Region 8 in accordance with the regulation and guidance provided through the federal and state programs it operates.

The monitoring process serves as an outreach tool for both FCWD and its service providers to provide feedback to management through findings and recommendations. The monitoring process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems whereby improvement measures or corrective action can be taken by management in a timely manner.

FCWD will perform monitoring as a regular and systematic review of program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and FCWD policies and procedures.

1. Independent Monitoring

An independent certified accounting firm will conduct periodic programmatic, procurement and fiscal monitoring utilizing federal and state monitoring instruments, which outline both programmatic and fiscal compliance and quality improvement factors. The FCWD

monitoring contractor will monitor each subrecipient at least once during the Fiscal Year. Monitoring reports identifying findings, observations, and recommendations will be generated at the completion of each monitoring visit. A monitoring schedule will be developed by FCWD staff at the beginning of each program year.

2. Internal Monitoring

Compliance monitoring of program activities and services to participants will be performed by in-house staff. FCWD monitoring staff will "trouble shoot" problems identified through compliance reviews and performance reviews, provide technical assistance during their on-site monitoring visits, issue recommendations for corrective action in their monitoring report(s) and follow-up on the recommendations to ensure that corrective action has been taken properly and expeditiously.

FCWD will be responsible for monitoring program activities and services, management systems, and practices in Region 8 to ensure legal, fiscal, administrative and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

FCWD's monitoring staff will establish a schedule of regular scheduled, as well as periodic on-site monitoring reviews of service providers in Region 8. These visits will be designed to assure any abuses in program operations are immediately identified and eliminated, as well as to prevent any misuse of funds by Service Providers, subgrantees, etc.

Performance monitoring will be conducted to validate actual program performance against performance standards as established in the contract. The results of this review will be used to assess progress toward goals and objectives, to identify existing or emerging problems and to trigger explanations, corrective actions and/or contract actions, as appropriate. Performance monitoring will be conducted through a desk- review and on-site visits. Program Managers will ensure that contract providers submit a monthly report, which after review, will be forwarded to management. This monthly report should clearly indicate progress toward program goals/outcomes.

Staff following their on-site visits will prepare written monitoring reports. The reports will be official records of the administrative entity's staff review of Service Providers' programs at a certain point during the period of performance. The monitoring reports will constitute the basis for future program assessment and make the monitor's findings available for federal, state, and public inspection. The report will provide the background of the program, the follow-up on previous findings, the current findings (positive or negative), and the recommendations (if any) for corrective action with the time line for implementation. Any regular or special review and any technical assistance provided to the Service Provider will also be included in the report.

3. Report and Corrective Action

The monitoring report will be issued within 20 days in order to make the information

available for timely consideration and action by the management of both the administrative entity and its service providers. FCWD monitoring staff will follow-up on corrective action recommendations as well as the results of technical assistance which may not necessarily relate to the required corrective action.

Upon receipt of the monitoring report the FCWD President (or Designee) will review the corrective action plans and determine appropriateness of such plans to effectively correct discrepancies noted within reports. If Service Provider and President cannot resolve such issues, the Service Provider may request a hearing before FCWD Board for final resolution.

The Executive Committee will be the deciding body for all discrepancies, which cannot be resolved by the President and Service Providers.

If FCWD determines the Service Providers performance to be unsatisfactory, FCWD may act in any of the following ways:

- a. Requiring corrective action within specific time frames;
- b. Withholding payment;
- c. Disallowing inappropriate claims, payments, or costs;
- d. Terminating or suspending the contract.

Each in-house system, program component/area and service provider will be monitored at least once per program year. The monitoring staff will provide any technical assistance necessary for the expedient implementation of recommended corrective action(s) when program deficiencies and/or noncompliance issues are cited. All corrective action(s) will be satisfactorily completed within 15 to 30 days of notification of the deficiencies and/or violations, and a follow-up monitoring visit will be done to assure the corrective action plan has been implemented.

FCWD will utilize a performance driven cost reimbursement & performance expected contracting system for the award of contracts. Monitoring staff will review/monitor, on a continuous basis, service providers, bidding procedures/process, and property in accordance with the monitoring procedures stated in the Administrative Plan.

The above mentioned description provides FCWD procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in Region 8.

Section VIII. Purchasing Guide & Procurement of Services

Staff authorizing and purchasing goods and services are aware of and adhere to 2 CFR 200.403 regarding factors affecting allowability of costs.

Records will be maintained for a three year period after the end of the resulting contracting period to trace each service provider procurement process. These records shall include documentation to explain the rationale for the method of procurement, contractor selection or rejection, cost/price analysis, and the basis for the contract price.

Rationale for Procurement Method. For competitive procurement, the Request for Proposal (RFP)/Invitation to Negotiate (ITN), which describes the procurement process, will be kept on file for each procurement. Rationale for all non-competitive procurement will be documented according to applicable regulations.

Contractor Rejection or Selection. The evaluation criteria will be kept on file for each procurement, including the individual evaluation forms completed for each proposal submitted. Also kept on file will be copies of any correspondence sent to service providers regarding the procurement.

Basis for Contract Price. The service provider proposal, cost price analysis and contract will serve as the basis for documentation of the contract price. Any miscellaneous correspondence regarding proposed costs will also be maintained in the appropriate file.

Sub-recipient/Contractor Determinations. FCWD staff will evaluate the substance of each relationship to determine whether the features represent a contractor or sub-recipient relationship. The Sub-recipient and Contractor Determination Checklist will be completed by FCWD staff in distinguishing between sub-recipient and contractor relationships.

1. Contract Signature Authority

The President, Designee or the Executive Board Chair of the FCWD are the only official individuals authorized to sign and execute contractual agreements and modifications. The President is also authorized to terminate any contractual agreement.

Code of Conduct /Standard of Conduct/Conflict of Interest - award/administration of contracts.

FCWD adheres to the standard of conduct/conflict of interest governing the performance of employees, officers and contractors engaged in the award and administration of contracts as prescribed by the Florida Commission on Ethics, Guide to the Sunshine Amendment and Code of Ethics for Public Officers.

No staff, regular or temporary, or authorized agent, FCWD board member or officer shall bid to provide service, participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or apparent, is involved. Such a conflict would arise

when the individual (employee, agent, FCWD member or officer), or any member of the individual's immediate family, the individual's partner, or an organization which employs or is about to employ any of the above, has a financial or other interest in the firm or organization selected for award.

No employee or authorized agent, FCWD member or officer shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any sub-agreement.

Control for conflict of interest is exercised through the FCWD's procurement process. Proposals are evaluated by a team of staff using a point system based on evaluation criteria published in each Request for Proposals/Invitations to Negotiate or sealed bids, with recommendations submitted to the Executive Board or full Board of Directors for funding levels in excess of \$500,000.

Board of Directors Contracting Rules

In accordance with CareerSource Florida Inc. (CFI) guidance (*Modifications to Workforce Florida Inc. Contracting Policy*, May 2012) (CFI Contract Guidance), FCWD will not enter into a contract with one of its own Board members, with an organization represented by its own Board member or with any entity where a Board member has any relationship with the contracting vendor/sub-recipient.

At the Board's discretion, the following may be exempted from the above paragraph:

- a) A contract with an agency (as defined in Florida Statute 112.312[2], including, but not limited to, those statutorily required to be board members) when said agency is represented by a Board member and said member does not personally benefit financially from such contracts;
- b) A contract with a Board member or a vendor (when a Board member has any relationship with the contracting vendor) when the contract relates to the member's appointment to the board under Pub. L. No. 113-128, ("Workforce Innovation and Opportunity Act").
- c) A contract with a member receiving a grant for workforce services under Federal, state or other governmental workforce programs.
- d) A contract between a Board and a Board member which is not exempted under paragraphs (a), (b) or (c) where the board documents exceptional circumstances and/or need and the Board member does not personally benefit financially from the contract. Based upon criteria developed by CFI, the Florida Department of Economic Opportunity shall review the Board's documentation and assure compliance.

Each contract which is exempted from the general prohibition in the paragraph above must meet the requirements set forth in the Workforce Innovation and Opportunity "conflict of interest" provisions.

Rules Regarding Contracting with a Board Member Definitions:

"has any relationship with the contracting vendor" means the member is an owner or a principal of the vendor, or a principal of the vendor has retained the member, or the parent organization or subsidiary of a corporate principal of the vendor has retained the member or a member's known relative or member's business associate is an owner of the vendor. For purposes of this policy, vendor, contractor and sub-recipient are the same.

"benefit financially from a contract" means the special private financial gain to a member, a special private financial gain to any principal which retains the member, the special private financial gain of the parent organization or subsidiary of a corporate principal which retains the member or the special private financial gain to any member's relative or business associate or to a board employee or a board employee's relative and such benefit is not remote or speculative. "Personally benefit financially" means a special private financial gain to a member only.

Additional definitions are in Part I (Definitions) of CFI Contracting Guidance.

The Board must comply with all requirements of section 445.007, Florida Statutes, prior to contracting with a Board member or other person or entity that could benefit financially from a contract (as defined above). These requirements are:

- a) All contracts between FCWD and a Board member or other person or entity who may benefit financially from a contract (as defined above) must be approved by a two-thirds vote of the Board when a quorum has been established and the approval of such contracts shall not be delegated to staff or committees. The Board member who abstains from voting due to conflict of interest will not be counted towards the quorum.
- b) The fact that a Board member or other person or entity could benefit financially from the contract (as defined in the CFI Contract Guidance) must be disclosed in the meeting, and made part of the minutes of the meeting before the vote is

taken. The Board member's absence from the meeting does not relieve the Board from the disclosure and 2/3 vote requirements. All other known conflicts must be disclosed before the vote. If a board member or employee discovers a conflict of interest after the vote, then the conflict must be disclosed in a procedure consistent with section 112.3143(4)(b), Florida Statutes. Board members who could benefit financially from the contract or who have any relationship with the contracting vendor (as defined in the CFI Contract Guidance) must abstain from voting on the contract. A Board member's designee cannot vote in the place of a Board member who is required to abstain.

- c) Board contracts (i.e., contracts with Board members) equal to or greater than \$25,000 shall not be executed prior to the written approval of CFI.
- d) FCWD must submit all contracts equal to or greater than \$25,000 with Board members or other persons or entities who could benefit financially from the contract to the Department of Economic Opportunity ("DEO") along with documentation, as specified by CFI Contract Guidance, demonstrating compliance with section 445.007, Florida Statutes.
- e) A contract under \$25,000 between FCWD and a member of the Board or between a relative of a Board member or of an employee of the Board is not required to have the prior approval of CFI but must be approved by a two-thirds vote of the Board, a quorum having been established, after full disclosure with the member's abstention and must be reported to DEO and CFI within 30 days after approval.
- f) Contracts with a Board member or other persons or entities who could benefit financially from the contract (as defined the CFI Contract Guidance) in which the Board is receiving monies or other compensation (such as a Board member paying rent to the Board or paying for Board services) are exempt from this policy.
- g) The term "contract" includes the initial contract and all amendments, renewals, or extensions. Renewals or extensions of contracts with a Board member or persons or entities who could benefit financially from the contract must be approved under the same procedure as if the renewal or extension were an original contract. Any amendments to a contract which could benefit financially a Board member or another person or entity (as defined in the CFI Contract Guidance) must be approved

under the same procedure as if the amendment were an original contract. Any amendments which do not benefit financially a Board member or other person or entity (as defined the CFI Contract Guidance) may be approved by a regular majority vote where there is a quorum according to Board rules and/or bylaws.

- h) All other requirements of section 445.007(1) must be met. For example, a Board member must continue to disclose any conflict of interest in a manner that is consistent with the procedures outlined in section 112.3143, Florida Statutes.
- i) In order to comply with the requirements of section 445.007, FCWD shall advise and require Board members to disclose known conflicts of interest and notify the Board of any contracts which may benefit them personally. In order to comply with the requirements of section 445.007, FCWD shall advise and require all parties to a contract to disclose all known conflicts of interest and notify the Board of all Board members or other persons or entities known to benefit financially from the contract (as defined the CFI Contract Guidance).
- j) A contract which is initially subject to the requirements of section 445.007 due to a Board member's, an employee's or another person's or an entity's conflicts of interest at the time of approving the contract is not subject to these procedures after the departure of the member from the Board membership, the departure of the employee from FCWD's employ or other actions have removed the conflicts of interest.
- k) The above requirements do not eliminate or diminish the Board's obligations to comply with the Workforce Innovation and Opportunity "Conflict of Interest" procedures.

Required documentation

For each contract equal to or greater than \$25,000, FCWD must electronically submit after the Board's approval of the contract a completed contract information form certified by the Board chair as correct and true to workforcecontract.review@deo.myflorida.com containing the following information:

- a) Identification of all parties to the contract.
- b) Description of goods and services to be procured.
- c) Value of the contract, contract renewal or contract extension.
- d) Contract term
- e) Contract number or identifying information, if any

- f) Identification of board member or employee whose conflict of interest required the board's approval of the contract by 2/3 vote.
- g) The nature of the conflict of interest in the contract.
- h) A certified board membership roster listing all members on the board at the time of the vote on the approval of the contract with a vote tally indicating attendance or absence at the meeting and for those in attendance, the affirmative and negative votes and abstentions for each member.
- i) Dated and executed conflict of interest forms, which are consistent with the procedures outlined in section 112.3143, Florida Statutes, submitted at or before the board meeting, for board members who have any relationship with the contracting vendor (as defined the CFI Contract Guidance).
- j) Other information as specified on the contract information form.

2. Purchase Thresholds

The following monetary thresholds have been established by FCWD for procurement of goods and services for which the aggregate cost is \$150,000.00 or less. These Small Purchases do not require a formal request for proposals or bids

- a) Micro-purchases – purchases of \$3,500 or less may be awarded without soliciting competitive quotations if FCWD considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers.
- b) Purchases of \$3,500.01 - \$24,999.99 shall require a minimum of two written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.
- c) Purchases of \$25,000.00 - \$150,000 shall require at least three written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.

A cost or price analysis will be made and documented in the procurement file in connection with every purchase in excess of the Simplified Acquisition Threshold. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

Where appropriate, an analysis is made of lease and purchase alternatives to determine which would be the most economical and practical procurement.

FCWD will identify the portion of membership dues in associations (Economic Development, Chambers, etc.) that are spent on political activities (lobbying) and, for this portion of the dues, either deduct from the payment or utilize unrestricted funds to eliminate any possible appearance of contributing to lobbying activities, which is strictly unallowable per 2 CFR 200.

Sole Source Procurement:

Examples of when sole source procurement may be used is when:

- a) There is an immediate danger to the public health, safety or welfare, or where FCWD will suffer substantial loss related to delays incident to competitive bidding. A contractor/supplier may be selected without following standard procedures due to the nature of the emergency. If possible, it is recommended that at least two quotes are received, but this is not required. The procurement will be awarded based upon the contractor/supplier's capability and availability to handle the emergency to immediately alleviate any danger or concern; or
- b) Only one supplier has the unique capacity to provide the goods or services required; or
- c) Solicitation results in inadequate competition; or
- d) Other solicitations described in Section III.

All sole source procurements will be justified in writing and approved by the President.

Sole Source justification documentation may contain the following:

- a) A description of the goods or services required.
- b) Justification for sole source-sole supplier, emergency or unique capacity.
- c) Description of emergency or problem and where it exists.
- d) Description of the proposed supplier's unique capacity to fill requirement.
- e) Description of actions taken to get one or more quotes.
- f) Any other documentation that supports the recommendation and decision.

Annually, FCWD shall submit a request to the state to purchase items requiring prior approval in accordance with 2 CFR 200 and Prior Approval Administrative Policy for Workforce Boards issued by DEO (DEO Policy 87). For the remaining items that require prior approval and are not on the Annual Prior Approval Form, FCWD will complete and submit the "Prior Approval Request Form" prior to incurring expenditures.

3. Method of Procurement

The purchase of goods and services is conducted in an open manner with competitive pricing, proper management and oversight controls to ensure finance accountability and efficiency and to prevent waste, fraud and abuse.

Purchases over \$150,000 will be publicly advertised and a formal solicitation will be issued.

FCWD will maintain a list of previous and prospective proposers who have asked to be included on the proposer/bid list for various types of goods and services. FCWD will ensure all prequalified lists of persons, firms, or products which are current and potential bidders will not be precluded from qualifying during the solicitation period. Qualified small and minority businesses and women's business enterprises will be included on solicitation lists.

Solicitations for goods and services shall provide for all of the following:

- a) Clear and accurate descriptions of the goods or services being procured. The description must not contain features that restrict competition.
- b) All requirements that must be fulfilled and all other factors used in evaluating bids or proposals.
- c) Technical requirements described in terms of functions to be performed or performance required, including a range of acceptable or minimum acceptable standards.
- d) Specific features of -brand-name or equal descriptions, if included in the solicitation.
- e) If procuring goods or certain types of services, the acceptability of metric measurements.
- f) Preference for ecologically sound and energy-efficient products.
- g) Experience, qualifications, and capacity.
- h) Cost.
- i) Timeliness.
- j) Evaluation process and criteria.
- k) Assurances and certifications.
- l) Appeal process.

To the extent practicable, service providers for Region 8 will be selected competitively in accordance with the standards established in Federal Circulars governing the financial operation of FCWD. Non-competitive or sole source procurement shall be minimized, but may be authorized if justified.

Upon receipt of proposals by the published deadline, FCWD staff will review, rate and prepare summary recommendations for the FCWD Executive Board for funding levels in excess of \$500,000.

Contracts for all programs will be either cost reimbursement/performance expected or fixed unit price, with documentation required for each. The cost-plus-percentage-of- cost method of contracting should not be used. Profit may be built in, at a rate of no greater than 10% of the whole, for private-for-profit service providers. Contracts can be renewed on a year-to-year basis, up to the period identified in the original procurement. Renewal will be based on a review of the effectiveness of services delivered and continued cost being within the original price analysis.

Where possible, FCWD will utilize federal, state and local government approved contracts

and SNAPS agreements for the purchase of equipment, goods and services or use of common or shared goods and services. When possible, FCWD uses Federal excess and surplus property in lieu of purchasing new equipment and property.

All procurement contracts and other transactions between FCWD and units of state or local governments using WIOA funds must be conducted only on a cost reimbursement basis. No provision for profit is allowed. Any excess of revenue over costs incurred for services provided by a governmental or non-profit entity must be included in program income.

FCWD will negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed.

Costs or prices based on estimated costs for contracts are negotiated using the Federal cost principles.

The following contractual services and commodities are not subject to the competitive sealed bid requirements of this section:

- a) Artistic services.
- b) Academic program reviews.
- c) Lectures by individuals.
- d) Professional services to include Legal services, including attorney, paralegal, expert witness, appraisal, or mediator services, monitoring, evaluative and consulting.
- e) Health services involving examination, diagnosis, treatment, prevention, medical consultation, or administration.
- f) Services provided to persons with mental or physical disabilities by not-for-profit corporations which have obtained exemptions under the provisions of s. 501(c)(3) of the United States Internal Revenue Code or when such services are governed by the provisions of 2 CFR 200. However, in acquiring such services, the agency shall consider the ability of the contractor, past performance, willingness to meet time requirements, and price.
- g) Medicaid services delivered to an eligible Medicaid recipient by a health care provider who has not previously applied for and received a Medicaid provider number from the Agency for Health Care Administration. However, this exception shall be valid for a period not to exceed 90 days after the date of delivery to the Medicaid recipient and shall not be renewed by the agency.
- h) Family placement services.
- i) Prevention services related to mental health, including drug abuse prevention programs, child abuse prevention programs, and shelters for runaways, operated by not-for-profit corporations. However, in acquiring such services, the agency shall consider the ability of the contractor, past performance, willingness to meet time requirements, and price.
- j) Training and education services provided to injured employees pursuant to Florida s. 440.49(1).
- k) Services or commodities provided by governmental agencies.
- l) Continuing education events or programs that are offered to the general public and

for which fees have been collected that pay all expenses associated with the event or program are exempt from competitive sealed bidding.

- m) If less than two responsive bids or proposals for commodity or contractual services purchases are received, FCWD may negotiate on the best terms and conditions. FCWD shall document the reasons that such action is in its best interest in lieu of re-soliciting competitive sealed bids or proposals.

4. Selection of Service Providers

FCWD will take necessary affirmative steps to assure that minority firms, women's business enterprises and labor surplus area firms are used when possible; including dividing total requirements of the procurement action, when economically feasible, into smaller tasks or quantities to permit maximum participation and establishing delivery schedules, where the requirements permit, which encourage participation by small and minority business and women's business enterprises.

The primary consideration in the selection of service providers shall be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and characteristics of customers.

Consideration shall be given to proposals submitted by public educational agencies and community based and minority organizations; however, this consideration shall in no way prevent the FCWD from choosing alternative organizations to provide services.

Requirements and other factors used in the proposal evaluation process for submitting a bid will be outlined in each Request for Proposal/Invitation to Negotiate or sealed bid. Factors used in the proposal evaluation process will include, but not be limited to:

- a) Demonstrated ability, including consideration as to whether the organization has adequate financial resources or the ability to obtain them.
- b) A satisfactory record of integrity, business ethics and fiscal accountability.
- c) Necessary organizational experience, accounting and operational controls.
- d) Programmatic design.
- e) Reasonableness of cost.

Ability to Perform. A determination will be made by staff and the Board of whether a potential service provider has the means and resources to operate the proposed program.

Record of Past Performance. Requests for Proposals/Invitations to Negotiate include a questionnaire, which must be included with each proposal, on the agency background and administrative ability. In the evaluation of proposals, points are awarded based on previous experience and success in operating the same or similar employment and training activities.

Technical and Financial Resources. The FCWD staff will analyze service provider technical and financial resources. A copy of the proposer's most recent audit is required

for those proposing organizations that have not contracted with the FCWD or demonstrated satisfactory performance within the past two years.

Controls for Avoiding Duplication of Services. FCWD reviews all proposals in order to reduce duplication of facilities or services available in the area.

5. Reasonableness of Cost

In Region 8, the reasonableness of cost for goods and services is determined by different criteria such as:

- a) Comparison of competitive price quotations.
- b) Comparison of prior quotations and contracts with current quotations for the same or similar training.
- c) Analysis of services or products offered.
- d) Comparison of prices on published price lists with published market prices of commodities, together with discount schedules.
- e) Comparison of proposed prices with independent estimates of cost developed within Region 8 (cost price analysis).

As part of the proposal review, FCWD staff will evaluate the reasonableness of cost/price for the program. This analysis is done using a cost and price analysis worksheet that analyzes each cost based on units, amounts, rates, or other. Items impacting program cost may include such factors as complexity of the service to be performed, the risk borne by the service provider, the target population to be served and length of training.

A cost or price analysis will be performed with every service provider procurement action in excess of the Simplified Acquisition Threshold, to include modifications, as described above.

6. Procurement Files

All documentation detailing the historical process of a specific procurement action will be maintained in a procurement file and maintained for a minimum of three years after the end of the contract.

Procurement records and files for purchases in excess of the small purchase threshold shall include the following at a minimum: (a) Basis for contractor selection; (b) Justification for lack of competition when competitive bids or offers are not obtained; and (c) Basis for award cost or price.

A procurement file for Request for Proposals (RFP) / Invitations to Negotiate (ITN) and Request for Quotes (RFQ & sealed bids) will be maintained in the fiscal office. FCWD will utilize the Grievance Policies as detailed in Section V of the Administrative Plan for all procurement protest procedures.

7. Contract Management

The contract manager will provide ongoing oversight, technical assistance, and quality assurance. Each contractual agreement requires the contractor to submit monthly reports and monthly requests for payment, with supporting documentation. The contract manager will review these reports, to determine if the contractor is performing in accordance with the contractual agreement, and to identify corrective measures to be taken, if required.

Contract Program Status Report. Contract program status reports are to be produced monthly and will provide a narrative/summary describing key contract activities and expenditures during the reporting period. The contract manager will compare program performance against contract goals. The contract manager will also initiate any required technical assistance training.

Monthly Request for Payment. Each monthly request for payment will include a summary of line item costs expended during the reporting period. The report will include general ledger detail, and applicable supporting documentation to justify expenditures, (such as copies of payroll registers reflecting allocation of staff time, salary, and benefit payments). The report may also include copies of paid invoices/receipts for all equipment, supply, and service purchases; and other justifications supporting cost allocations within the line item budget. Each contractor is required to maintain all supporting documentation on file for easy access by the contract manager, monitor, or other authorized parties.

8. Contract Files

A separate contract file will be maintained for each individually awarded contract, and will contain documentation of all actions relating to the administration of the contract. Contract files will be maintained for a minimum of three years after the close out of the contract. Each contract file will contain, at a minimum, the following documentation:

- a) Original signed and executed copy of the contractual agreement to include statement of work and all attachments.
- b) Original signed and executed copy of all approved contract modifications, if applicable.
- c) Original signed and executed copy of all approved change orders, if applicable.
- d) Copy of initial proposal submitted by the awarded contractor.
- e) Copies of monthly requests for payments, program status reports, and records of staff review/actions.
- f) Appropriate records of written communications between contractor and staff during the life of the contract.
- g) Contract closeout report, upon completion of the contract.

A contract modification, authorized by the President, will be required when adjustments to contract such as: statement of work, contract amount, term or total performance are made.

9. Contract Closeout Report

Each service provider agreement requires contractors to provide FCWD with a contract closeout report and program income report, if applicable, within 45 days after expiration of contract. The close-out report will summarize all contract expenditures during the contract, as well as provide an inventory of all property purchased under the contract which is valued at \$5,000.00 or more. The contract manager will review the report before final payment is issued to contractor.

Section IX. - Sarbanes-Oxley Act of 2002

FCWD strives to ensure it and its service providers afford good stewardship over the program funds awarded to the organization. We encourage customers and service provider staff to bring to the attention of any appropriate FCWD authority or the USDOL Office of Inspector General, Office of Investigations any actions that they feel is a situation on fraud or abuse by service provider contractors. FCWD will notify the Department of Economic Opportunity (DEO) along with the USDOL Office of Inspector General, Office of Investigations of any allegation of fraud or abuse.

The FCWD and its contractors are prohibited from punishing or taking any retaliatory actions against any employee who reports suspected cases of fraud or abuse.

FCWD and its contractors are also prohibited under threat of criminal prosecution from altering, covering up, falsifying, or destroying any document that may be relevant to an official investigation.

ATTACHMENT III – YOUTH SERVICE PROVIDERS

Attachment III (Continued) - Youth Providers with Disability Focus

Agency for Persons with Disabilities (APD)

Angelwood Supported Employment

The ARC of St Johns

ARK Nassau

Baker County School District Transition Group

Black Creek Supports and Services

CARD (Center for Autism and Related Disorders) University of Florida College of Medicine, Jacksonville

Center Academy Independent Private School for Special Education

CHADD of Duval County

Challenge Enterprises

Child Guidance Center, Inc.

City Of Jacksonville Disabled Services Division

Clarke Schools for Hearing and Speech

Clay Behavioral Services

Clay County School District Transition

Crown Florida Diagnostic and Learning Resource System

Daniel Memorial/Daniel Foundation

Disability Rights Florida

Down Syndrome Association of Jacksonville

Duval County School District Transition Group

Empowerment Programs (EPI)

FAAST (Florida Alliance for Assistive Services and Technology)

Family Support Services (Fostercare)

Family Life Care

FL Department of Education, Division of Blind Services

FL Dept. of Education, Bureau of Exceptional Education and Student Services (BEES)

Florida Association for the Deaf / Blind & Multi-Handicapped

Florida Mentor Network - Jacksonville Office

Florida School for the Deaf and Blind (FSDB)

Florida Spinal Cord Injury Resource Center

Fostercare

Florida State College Jacksonville Mentoring Program
Florida State College Jacksonville Services for Students with Disabilities
FSCJ V.E.R.T.I.C.A.L (Vocational and Employment Readiness Training in Comprehensive Adult Learning)
Full Service Schools of Jacksonville
Gateway Community Services
Goodwill Industries of NE Florida
Goodwill Industries of NE Florida: Job Junction
High School/High Tech (ABLE Trust)
Hope Haven Children's Clinic and Family Center
Independent Living Resource Center of NE FL
Jacksonville Area Legal Aid
Jacksonville School for Autism
Jacksonville Speech & Hearing Center
Jacksonville Transit Authority
Job Corps
Job Opportunities Consortium (JOC)
JP Expression Ministries
Lindamood-Bell Learning Processes — Jacksonville
May Institute Center for Autism Spectrum Disorders Orange Park Florida
Mental Health Resource Center (MHRC)
Nassau County Transition
New Heights
North Central Center for Independent Living
North Florida Community Action Agency
North Florida of Special Education
North Florida School Of Special Education
Northeast Florida Community Achievement Network (NEFCAN)
Northeast Florida Community Action Agency
Opportunities Unlimited, Inc.
Opportunity Services
PCA Plus
Pine Castle

Project 10

Putnam County School District Transition

Quality Life Centers

RAMP (Ready to Achieve Mentoring Program)

Regional Travel Training

River Point Behavioral Health

River Region Human Services

St. Johns River State College (SJRCC) Services for Students with Disabilities

SEDNET (Multiagency Network for Students with Emotional/Behavioral Disabilities)

St. Johns County Transition

State Plan Services Private Schools for Developmental Disability

Stewart Miller Institute for Excellence, Inc.

Sulzbacher Center (Behavior Health)

Sunshine Bus Company

Supporting Individuals with Disabilities, Inc.

Temple Sisterhood Braille Group

The ARC North Florida

The ARC of Bradford County

The ARC of Jacksonville

The ARC of Putnam County

The Good Shepherd Support Services

The Ride Solution

Transition Academy

University of North Florida Disability Resource Center

Work Incentives Planning and Assistance (WIPA)

ATTACHMENT III – YOUTH SERVICE PROVIDERS

Attachment III - Youth Service Providers

ORGANIZATION	#OF EMPLOYEES	COUNTIES	BUDGET	COST PER YOUTH	POPULATION TARGETED	# OF YOUTH SERVED	SERVICES	OUTCOMES
Northeast Florida Community Action Agency	26-50	<ul style="list-style-type: none"> Baker Clay Duval St. Johns Putnam Nassau Flagler 	\$100,000-\$250,000	\$1500	Poverty Zone in School (ages 14-16)	240	<ul style="list-style-type: none"> Tutoring Study Skills Training Paid/Unpaid Exp. Placement in work Leadership activities Support Services 	Raising literacy/Numeracy to 10 th grade level
Take Stock in Children	1-10	*Duval (nationwide program)	\$850,000	\$9000	In school Youth (7 th – 12 th grade)	500	Adult Mentoring	High School/ College Degree Attainment
Nassau County Adult Education	11-25	Nassau	Skipped	unknown	<ul style="list-style-type: none"> Basic Skills Deficient Youth Dropouts Foster Care Youth Juvenile Offenders Pregnant or Parenting Youth Runaway or homeless youth Youth in a poverty zone 	100	<ul style="list-style-type: none"> Instruction GED/HS Diploma concurrent w/ workforce preparation activities 	GED/HS Degree Attainment
Teen Parent Services Center	11-25	Duval	\$500,000	Varies	<ul style="list-style-type: none"> Foster Care Youth Pregnant or Parenting Youth Youth in a poverty zone 	300	<ul style="list-style-type: none"> Support Services 	GED/HS Degree Attainment
Fresh Ministries	11-25	Duval	\$250,000-\$500,000	\$2000	<ul style="list-style-type: none"> Foster Care Youth Juvenile Offenders Pregnant or Parenting Youth Youth in a poverty zone 	131	<ul style="list-style-type: none"> Tutoring Training Instruction Paid/Unpaid Exp. Placement in work Leadership activities Support Services Adult Mentoring 	Success is measured by grade promotion, employment and training surveys

ORGANIZATION	#OF EMPLOYEES	COUNTIES	BUDGET	COST PER YOUTH	POPULATION TARGETED	# OF YOUTH SERVED	SERVICES	OUTCOMES
Florida Support Services of North Florida	100+	Duval, Nassau	\$500,000+	\$5000	<ul style="list-style-type: none"> • Basic Skills Deficient • Dropouts • Foster Care Youth • Juvenile Offenders • Out of School • Pregnant or Parenting Youth • Runaway or homeless • Youth in a poverty zone 	550	<ul style="list-style-type: none"> • Adult Mentoring • GED/HS Diploma • Instruction • Leadership activities • Paid/Unpaid Exp. • Placement in work • Study Skills • Support Services • Training • Tutoring 	<p>Entry into employment or military service</p> <p>GED or high school degree attainment</p>
The Bridge of Northeast Florida	100+	Duval	\$500,000+	\$1412	<ul style="list-style-type: none"> • Basic Skills Deficient • Foster Care Youth • Juvenile Offenders • Pregnant or Parenting Youth • Runaway or homeless • Youth in a poverty zone 	4016	<ul style="list-style-type: none"> • Alternative secondary school services • English Lang. Skills • Evidence-based dropout prevention • Leadership activities • Paid/Unpaid exp. • Placement in Work • Study Skills • Support Services • Training • Tutoring 	<p>Raising literacy/Numeracy to 10th grade level</p> <p>GED/HS Degree Attainment</p> <p>Entry into employment or military service</p>
Jacksonville Urban League	1-10	Clay, Duval	\$100,000-\$250,000	\$379	<ul style="list-style-type: none"> • Basic Skills Deficient • Dropouts • Foster Care Youth • Juvenile Offenders • Out of School Youth • Pregnant or Parenting Youth • Youth in a poverty zone 	3000	<ul style="list-style-type: none"> • Evidence-based dropout prevention • GED/HS Diploma • Instruction • Leadership activities • Occupational Skills • Paid/Unpaid Exp. • Study Skills • Support Services • Training • Tutoring 	<p>Raising literacy/Numeracy to 10th grade level</p> <p>GED/HS Degree Attainment</p> <p>Entry into employment or military service</p>

ORGANIZATION	#OF EMPLOYEES	COUNTIES	BUDGET	COST PER YOUTH	POPULATION TARGETED	# OF YOUTH SERVED	SERVICES	OUTCOMES
United Way of Northeast Florida - Youth Program	50-100	Baker, Clay, *Duval, Nassau, St. Johns	\$100,000-\$250,000	\$1505	Students ages 16-19	104	<ul style="list-style-type: none"> • Paid six-week internships • JTA Star Cards for students need transportation to internship sites 	Youth develop critical skills necessary for 21st century jobs.
United Way of Northeast Florida - RealSense	50-100	Baker, Clay, Duval, Nassau, St. Johns	Less than \$100,000	N/A	RealSense target audience is individuals and families who are eligible for the Earned Income Tax Credit (EITC)	18,000 Adults 18+	<ul style="list-style-type: none"> • Free tax preparation • Free financial counseling/coaching • Free financial education 	N/A
Youth Build	1-10	Duval	\$100,000-\$250,000	\$833	<ul style="list-style-type: none"> • Basic Skills Deficient • Dropouts • Homeless • Juvenile Offenders • Out of School Youth • Youth in a poverty zone 	30	<ul style="list-style-type: none"> • Tutoring • Study Skills • English Lang. Skills • Training • Instruction • Paid/Unpaid Exp. • Occupational Skills • GED/HS Diploma • Leadership activities • Support Services 	<p>Raising literacy/Numeracy to 10th grade level</p> <p>GED/HS Degree Attainment</p>

ATTACHMENT IV – LWDA 08 APPROVED TRAINING VENDORS

Attachment IV - LWDA 8 Approved Training Vendors with programs of study identified and authorized under the Carl D. Perkins Career and Technical Education Act that supports the strategy identified in the Florida Unified Plan

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Affordable Training	7867 Lakeland Street	Jacksonville	Florida	32221	904-378-0102	Faye Evan	Owner
Program - Certified Nursing Assistant							
American Red Cross Jacksonville Training Center	751 Riverside Avenue	Jacksonville	Florida	32204	727-898-3111 x 7562	Sheila South	Florida Program Manager
Program - Certified Nursing Assistant							
Baker County School District (Adult ED)	392 S. Blvd. East	Macclenny	Florida	32063	904-259-0408	Ann Watts	Director, Career & Adult Ed
Program - Certified Nursing Assistant							
Bradford-Union Area Voc Tech Center	609 N. Orange Street	Starke	Florida	32091	904-966-6760	David Harris	Director
Programs - Accounting, Administrative Office Specialist, Automotive Service Technology,							
CDL Truck Driving, Computer System & Information Technology, Licensed							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Practical Nurse, Welding Technologies, Nursing Assistant							
<i>CDA Technical Institute</i>	91 Trout River Drive	Jacksonville	Florida	32208	904-766-7736	Marcillena Lomax	Campus Director
<i>Programs</i> - Maritime Welding							
<i>Concorde Institute</i>	7259 Salisbury Road	Jacksonville	Florida	32256	904-725-0525	Melissa Ryan	Campus President
<i>Programs</i> - Dental Assistant, Medical Assistant, Medical Office Administration,							
Nursing, Physical Therapist Assistant, Practical Nursing							
Respiratory Therapy, Nursing Assistant, Surgical Technician							
<i>LeaderQuest</i>	8663 Baypines Rd., Bldg., 4 Ste. 104	Jacksonville	Florida	32256	904-399-3555	Robert Estes	Campus Director

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Program - Computer Desktop Support Specialist (A+/Network+/Security+)							
First Coast Technical College	2980 Collins Avenue	St. Augustine	Florida	32084	904-547-3282	Crystal Force	Principal
Programs - Air Conditioning Refrigeration & Heating, Aircraft Fabrication,							
Automotive Services Technology, Dental Assisting,							
EMT & Paramedic, Medical Assisting, Medium & Heavy Duty Truck & Bus							
Technology (Diesel), Patient Care Technician, Pharmacy Technician, Practical Nursing, Welding Technologies							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Florida Career College, Jacksonville Campus	6600 Youngerman Circle	Jacksonville	Florida	32244	904-418-5200	Ben Sedrine	Executive Director
Programs- Computer & Network Technician, Business Administration, Air Conditioning, Refrigeration and Heating (HVAC), Medical Assistant, Nursing, Patient Care Technician							
Florida Gateway State College	149 SE College Place	Lake City	Florida	32025	386-754-4278	Tracy Hickman	Dean of Occupational Programs
Programs - Business Administration/Management, Computer Science,							
EMT/Paramedics, Engineering Technology,							
HVAC and Commercial Refrigeration (ACRV), Health Information Technology,							
Nursing, Patient Care Technician, Physical Therapist Assistant, Practical Nursing, Welding Technology							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Florida State College at Jacksonville	501 State Street	Jacksonville	Florida	32202	904-632-5049	Dr. Cedrick L. Gibson	Associate VP of Workforce Development
Programs- Accounting, Aircraft Airframes Mechanic, Aircraft Powerplant							
Mechanic, Air Conditioning, Refrigeration and Heating (HVAC), Automotive							
Service Technician, Aviation Maintenance Management, Business Management/							
Administration, Cardiovascular Technology, Carpentry, CDL Truck Driving,							
Computer Information Technology, Computer Programming Specialist, Computer							
Systems Networking, Correctional Officer, Database Development Specialist,							
Dental Assisting, Dental Hygiene, Digital Media Technology, Electricity, Emergency Medical Services, EMT/Paramedics							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Financial Services, Fire Science Technology, Firefighter, Graphics Design, Engineering Technology, Health Information Technology, Information Technology							
Insurance General Line Agent, IT Security, Medical Assisting, Medium & Heavy Duty Truck & Bus Technician, Network Systems							
Technology, Nursing, Occupational Therapy Assistant, Office Administration/							
Management, Ophthalmic Technician, Paralegal, Pharmacy Technician, Physical							
Therapist Assistant, Practical Nursing, Radiography, Respiratory Care, Surgical							
Technology, Web Development Specialist, Patient Care Technician, Nursing Assistant, Building Construction Technology							
Fortis College (North Florida Institute Orange Park)	560 Wells Rd.	Orange Park	Florida	32073	904-269-7086	Wyman Dickey	Campus President
Programs -Dental Assisting, Medical Assistant, Nursing							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Electrical Training Alliances of Jacksonville	4951 Richard Street	Jacksonville	Florida	32207	904-737-7533	Danny Vansickle	Training Director
Program -Electrical Apprenticeship							
Jacksonville University	2800 University Blvd. North	Jacksonville	Florida	32211	904-256-8000	David Healy	VP of Finance & Administration
Program -Nursing							
Jones Technical Institute (J-Tech)	8813Western Way	Jacksonville	Florida	32256	904-328-5600	Deborah Brodbeck	President's Assistant
Program - CDL Truck Driving							
Keiser University (Everglades)	6430 Southpoint Pkwy	Jacksonville	Florida	32216	904-296-3440	Lisamarie Winslow	Campus President
Programs – Information Technology, Medical Assisting, Nursing, Physical Therapist Assistant, Radiological Technology							
Mayo School of Health Sciences	4500 San Pablo Road	Jacksonville	Florida	32224	507-284-9387	David Dahlen	Assistant Director of Financial Aid
Program - Radiography							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
National Training Inc.	188 College Drive	Orange Park	Florida	32065	904-272-4000 x216	Lisa Butler	Controller
Program- CDL Truck Driving, Heavy Equipment Operator							
New Horizons Computer Learning Center of Gainesville	6933 NW 4th Blvd	Gainesville	Florida	32607	352-642-1979	Marsha Armstrong	Student Services Manager
Programs - CISCO, Citrix Administrator, CompTIA (A+/Network+/Security+), Consumer							
Support Technician, Database Administrator, Desktop Infrastructure, Enterprise							
Support Technician, Information Security, Lync Server Administrator, Microsoft							
Certified Office Specialist, Microsoft Certified Technology Specialist, Microsoft							
Certified IT Professional, Microsoft Exchange Administrator, Microsoft SharePoint							
Administrator, Microsoft SQL Server Administrator, Networking Fundamentals							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Server Administrator for Windows, VMware, Web Developer, Windows Developer, Window Server 2008							
<i>New Horizons Computer Learning Center of North Florida</i>	7020 AC Skinner Parkway	Jacksonville	Florida	32256	904-564-9500	Dan Vohs	President
<i>Programs-</i> CISCO, Citrix Administrator, CompTIA (A+/Network+/Security+), Consumer							
Support Technician, Database Administrator, Desktop Infrastructure, Enterprise							
Support Technician, Information Security, Lync Server Administrator, Microsoft							
Certified Office Specialist, Microsoft Certified Technology Specialist, Microsoft							
Certified IT Professional, Microsoft Exchange Administrator, Microsoft SharePoint							
Administrator, Microsoft SQL Server Administrator, Networking , Fundamentals,							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Server Administrator for Windows, VMware, Web Developer, Windows Developer, Window Server 2008							
Roadmaster Drivers School of Jacksonville, Inc.	11300 4 th Street North	St. Petersburg	Florida	33716	727-342-6420 x238	Rose Lynn Green	Compliance Director
Program - CDL Commercial Truck Driving							
Southeastern Welding	6973 Highway Avenue	Jacksonville	Florida	32254	904-781-8701	Katina Burks	Office Administrator
Program -Welding							
St. Johns River State College	5001 St. Johns Avenue	Palatka	Florida	32172	386-312-4061	Anna Lebesch	VP for Workforce Development
Programs -Accounting, Business Administration, Computer Information Technology,							
Computer Network Engineering Technology, Computer Programming Specialist,							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
Emergency Medical Services - EMT/Paramedics, Fire Science Technology, Graphic							
Design, Health Information Technology, Health Services Management, Help Desk							
Support Technician, Information Technology Support Specialist,							
Legal Office Specialist, Network Infrastructure (CISCO), Network Security,							
Network Enterprise, Administration, Nursing, Nursing Assistant,							
Office Administration/ Management (Legal, Medical, Office), Radiologic Technology							
Respiratory Care, Web Development Specialist							
Jersey College	8131 Baymeadows Circle W	Jacksonville	Florida	32256	904-733-3588	Maryann Moore	President
Programs- Nursing, Licensed Practical Nursing							

Training Provider	Address	City	State	Zip Code	Phone #	Contact Person	Title
<i>Tulsa Welding School</i>	3500 Southside Blvd.	Jacksonville	Florida	32216	904-646-9353 x222	Brandon Milligan	Regional Campus President
<i>Programs</i> - Electro- Mechanical Technologies (HVAC), Professional Welder							
<i>University of North Florida</i>	12000 Alumni Drive	Jacksonville	Florida	32224	904-620-4288	Dr. Edythe M. Abdulla	Continuing Education
<i>Programs</i> -Nursing, Lean Six Sigma Yellow/Green/Black Belt, Project Management							
<i>Virginia College</i>	5940 Beach Boulevard	Jacksonville	Florida	32207	904-520-7400	Don Slayter	Campus President
<i>Programs</i> - Business Administration, Medical Assistant, Medical Office Management, Network Engineering, Pharmacy Technician							

Attachment V - Registered Apprenticeship Programs in LWDA 8

Program	District	Occupation	ATR
North Florida Carpenters JAC FL008510001	Duval	Carpenter Millwright	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Northeast Florida Builders Association GNJ FL008730002	Duval	Carpenter Electrician Heating and Air Conditioning Plumber	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
JEA IJW FL008910005	Duval	Cable Splicer (Network Cable Slicing Technician) Electric Meter Installer I Electrician (Substation) Line Maintainer Maintenance Mechanic	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Clay Electric Cooperative, Inc. INJ FL008092195	Clay	Line Erector (Lineman)	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Northeast Florida Chapter, Masonry Association of Florida GNJ FL001960005	St. Johns	Bricklayer	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Nassau County Board of County Commissioners IJ FL013091932	Nassau	Carpenter Maintenance Electrician (Maintenance Heating and Air Conditioning Installer-Servicer)	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
International Union of Elevator	Duval	Elevator Constructor	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
First Coast Culinary Apprenticeship GNJ FL013060002	St. Johns	Cook (Hotel & Restaurant)	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Florida Public Utilities IJ - Northeast Division FL008860004	Nassau	Electric Meter Repairer <u>Line Erector (Lineman)</u>	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
North Central Florida Operating Engineers	Duval	Operating Engineer	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Electrical JATC FL00845001	Duval	Electrician <u>Electrician (Hybrid)</u>	William (Bill) Lauver Region 1
Jacksonville Electrical Teledata JATC FL014010001	Duval	Telecommunications Technician	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Florida Automatic Sprinkler Training, Northeast Florida Chapter GNJ FL013060001	Duval	Pipe Fitter - Sprinkler Fitter	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Sheet Metal Workers JAC FL008460001	Duval	Sheet Metal Worker	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
North Florida Ironworkers JAC FL008890009	Duval	Structural Steel/Ironworker	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Plumbers & Pipefitters JATT FL008480001	Duval	Heating and Air Conditioning Installer - Servicer Pipe Fitter Plumber	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Painters & Allied Trades JAC FL 008680001	Duval	Glazier Painter	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Heat & Frost Insulators & Allied Trades JAC FL008720001	Duval	Insulation Worker	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
MESCO (Marine Engineering Systems Company) USA, Inc. INJ FL013169285	Duval	Commercial Driver	William (Bill) Lauver Region 1

MEMORANDUM OF UNDERSTANDING ONE-STOP CAREER CENTER

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by the AARP FOUNDATION SCSEP (hereafter referred to as the Partner) and CareerSource Northeast Florida (hereafter referred to as "CareerSource NEFL").

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 CareerSource 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 Local Workforce Area 08 (LWA 08). 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 LWA 08.

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. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL 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. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL 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 CareerSource NEFL 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.

VII. TERM

This MOU is effective July 1, 2017 through June 30, 2018 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon sixty (60) 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 NEFL, the Partner, and the FCWD 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 NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

SIGNATURES

CareerSource NEFL

Partner
AARP FOUNDATION SCSEP

Bruce Ferguson, Jr.
President

Date

Date

Baker County, Florida

By: [Signature]

Date: March 15, 2016

Attest: Stacie D. Harvey
Clerk

Clay County, Florida

By: [Signature]

Date: April 12, 2016

Attest: S. Kopeloussos
Clerk

City of Jacksonville, Florida

By: [Signature]
Mayor

Date: 8/14/16

Attest: [Signature]

Sam E. Mousa
Chief Administrative Officer
For: Mayor Lenny Curry
Under Authority of:
Executive Order No. 2015-05



FORM APPROVED

[Signature]
ASSISTANT GENERAL COUNSEL

Nassau County, Florida

By: Walter J. Boatright

Date: 5-9-16

Attest: [Signature]
Clerk

MES
05-10-16

Putnam County, Florida

By: Chad Laird

Date: 4/12/16

Attest: [Signature]
for Clerk Tina Smith



St. Johns County, Florida

By: [Signature]

Date: 6/27/16

Attest: [Signature]
Deputy Clerk 6/27/16



LEGALLY SUFFICIENT
[Signature]
Name
Date: 6-23-16

**MEMORANDUM OF UNDERSTANDING
ONE-STOP CAREER CENTER
IA-839**

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by the Florida Department of Education, Division of Blind Services (hereafter referred to as the Partner) and CareerSource Northeast Florida (hereafter referred to as "CareerSource NEFL").

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 CareerSource 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 Local Workforce Area 08 (LWA 08). 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 LWA 08.

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. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL 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. Provide an area for the Partner's meetings and/or co-location as space permits.
 6. Model CareerSource NEFL core values and maintain a professional working environment.
 7. 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL 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 CareerSource NEFL 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.

VII. TERM

This MOU is effective date signed by both Department and Contractor, whichever is later through June 30, 2018. This MOU may be terminated for convenience at any time by either party upon sixty (60) 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 NEFL, the Partner, and the FCWD Consortium and no third party is an intended beneficiary.

X. DISPUTE RESOLUTION

If an issue arises involving this MOU, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource and the Director of the Division of Blind Services, Partner. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource and the Director of the Division of Blind Services, Partner or impose other remedies to resolve the issue.

XI. GOVERNANCE

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

APPROVED BY:

APPROVED BY PARTNER:

CareerSource Northeast Florida

Florida Department of Education

By: _____

By: _____

Name: Bruce Ferguson, Jr.

Name: Pam Stewart

Title: President

Title: Commissioner of Education

Date: _____

Date: _____

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 NEFL, the Partner, and the FCWD Consortium and no third party is an intended beneficiary.

X. DISPUTE RESOLUTION

If an issue arises involving this MOU, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource and the Director of the Division of Blind Services, Partner. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of Career Source and to the Director of the Division of Blind Services, Partner or impose other remedies to resolve the issue.

XI. GOVERNANCE

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

APPROVED BY:

CareerSource Northeast Florida

APPROVED BY PARTNER:

Florida Department of Education

By: *Bruce Ferguson*
Name: Bruce Ferguson, Jr.

By: *Pam Stewart*
Name: Pam Stewart

Title: President

Title: Commissioner of Education

Date: 3/15/18

Date: 4/3/18

MEMORANDUM OF UNDERSTANDING ONE-STOP CAREER CENTER

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 First Coast Workforce Development, Inc. d/b/a CareerSource Northeast Florida (hereafter referred to as "CareerSource NEFL").

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 CareerSource 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 Local Workforce Area 08 (LWA 08). 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 LWA 08.

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. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL 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. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL 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 CareerSource NEFL 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 disbursal to local area workforce boards, as it deems appropriate.

VII. TERM

This MOU is effective July 1, 2017 through June 30, 2020, and may be renewed for an additional three-year term. This MOU may be terminated for convenience at any time by any party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed or amended orally, but only by an instrument in writing signed by all of the parties to this MOU.

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 NEFL, the Partner, and the FCWD 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 NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

SIGNATURES

CareerSource NEFL

Partner
Florida Division of Vocational Rehabilitation

Bruce Ferguson, Jr.
President

Pam Stewart
DOE Commissioner

Date

Date

IX. THIRD PARTY BENEFICIARY

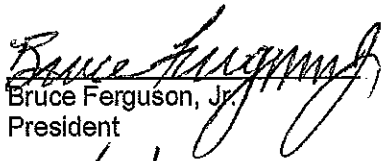
This MOU is for the benefit of CareerSource NEFL, the Partner, and the FCWD Consortium and no third party is an intended beneficiary.

X. GOVERNANCE

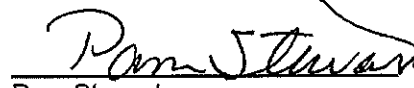
The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

SIGNATURES

CareerSource NEFL


Bruce Ferguson, Jr.
President
7/14/17
Date

**Partner
Florida Division of Vocational Rehabilitation**


Pam Stewart,
DOE Commissioner
7/28/17
Date

MEMORANDUM OF UNDERSTANDING ONE-STOP CAREER CENTER

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by The District Board of Trustees at Florida State College at Jacksonville (hereafter referred to as the Partner) and CareerSource Northeast Florida (hereafter referred to as "CareerSource NEFL").

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 CareerSource 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 Local Workforce Area 08 (LWA 08). 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 LWA 08.

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. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL 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. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL 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 CareerSource NEFL 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

Subject to Chapter 119, Florida Statutes, 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. PUBLIC ACCESS TO RECORDS

Partner, as a political subdivision of the State of Florida, is subject to the provisions of Chapter 119, Florida Statutes regarding public access to records. The parties agree to comply with applicable Florida Statutes as it relates to the maintenance, generation and provision of access to all public records related to this Agreement.

VII. 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.

VIII. TERM

This MOU is effective July 1, 2017 through June 30, 2019. This MOU may be terminated for convenience at any time by either party upon sixty (60) days written notice.

IX. ENTIRE AGREEMENT

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, 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.

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.

X. THIRD PARTY BENEFICIARY

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

XI. GOVERNANCE

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

XII. NOTICE

All notices under this Agreement shall be in writing and delivered by personal delivery or United States certified, return receipt requested mail. Such notices shall be delivered to the following:

If to Partner: Jana Kooi
VP, Online & Workforce Education
Florida State College at Jacksonville
9911 Old Baymeadows Road
Jacksonville, Florida 32256

With a copy to: Office of General Counsel
Florida State College at Jacksonville
501 West State Street, Suite 403
Jacksonville, Florida 32202

If to CareerSource NEFL: Bruce Ferguson, Jr.
President
CareerSource Northeast Florida
1845 Town Center Blvd., #250
Fleming Island, Florida 32003

SIGNATURES

CareerSource NEFL

Partner

Bruce Ferguson, Jr.
President

Jana Kooi
Vice President, FSCJ Online & Workforce Education

Date

Date

X. THIRD PARTY BENEFICIARY

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

XI. GOVERNANCE

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

XII. NOTICE

All notices under this Agreement shall be in writing and delivered by personal delivery or United States, certified, return receipt requested, mail. Such notices shall be delivered to the following:

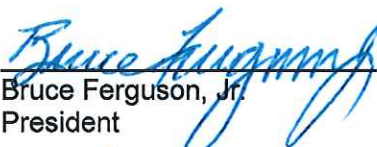

If to Partner: Jana Kooi
VP, Online and Workforce Education
Florida State College at Jacksonville
9911 Old Baymeadows Road
Jacksonville, FL 32256

with a copy to: Office of General Counsel
Florida State College at Jacksonville
501 West State Street, Suite 403
Jacksonville, FL 32202



If to Career Source NEFL: Bruce Ferguson, Jr.
President
Career Source Northeast Florida
1845 Town Center Blvd., #250
Fleming Island, FL 32003

SIGNATURES

CareerSource NEFL


Bruce Ferguson, Jr.
President

Date

Partner


Jana Kooi
Vice President, FSCJ Online & Workforce Education

Date

MEMORANDUM OF UNDERSTANDING ONE-STOP CAREER CENTER

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by the Jacksonville Housing Authority – Resident Services Department (hereafter referred to as the Partner) and CareerSource Northeast Florida (hereafter referred to as "CareerSource NEFL").

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 CareerSource 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 Local Workforce Area 08 (LWA 08). 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 LWA 08.

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. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL 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. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL 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 CareerSource NEFL 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.

VII. TERM

This MOU is effective July 1, 2017 through June 30, 2018 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon sixty (60) 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 NEFL, the Partner, and the FCWD 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 NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

SIGNATURES

CareerSource NEFL

Partner

Bruce Ferguson, Jr.
President

Rhonda Lattimore
Director of Resident Services

Date

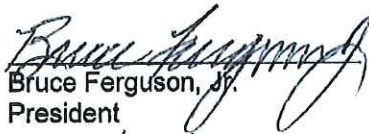
Date

X. GOVERNANCE

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

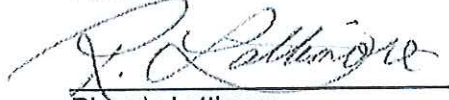
SIGNATURES

CareerSource NEFL


Bruce Ferguson, Jr.
President

6/30/17
Date

Partner



Rhonda Lattimore
Director of Resident Services

6/28/17
Date

MEMORANDUM OF UNDERSTANDING ONE-STOP CAREER CENTER

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by the Northeast Florida Community Action Agency (hereafter referred to as the Partner) and CareerSource Northeast Florida (hereafter referred to as "CareerSource NEFL").

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 CareerSource 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 Local Workforce Area 08 (LWA 08). 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 LWA 08.

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. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL 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. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL 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 CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL 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 CareerSource NEFL 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.

VII. TERM

This MOU is effective July 1, 2017 through June 30, 2018 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon sixty (60) 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 NEFL, the Partner, and the FCWD 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 NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

SIGNATURES

CareerSource NEFL

Partner
Northeast Florida Community Action Agency, Inc.

Bruce Ferguson, Jr.
President

Berneitha K. McNair
Executive Director

Date

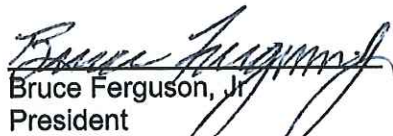
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SIGNATURES

CareerSource NEFL


Bruce Ferguson, Jr.
President

6/30/17
Date

Northeast Florida Community Action Agency, Inc.


Berneitha K. McNair
Executive Director

6-30-17
Date

FIRST COAST WORKFORCE DEVELOPMENT, INC. / CSNEFL

POLICY TITLE: Occupational Skills Training Policy

Date Effective: June 28, 2016

POLICY NUMBER: 2004 - #10

Date Revised: June 28, 2017

Approved by: FCWD Board

Rescinds: February 26, 2014

APPLICATION

All First Coast Workforce Development/CSNEFL Northeast Florida (CSNEFL) Employees, Business Community & Training Providers

PURPOSE

To establish a corporate strategy CSNEFL will employ in creating local or regional policies to build a skilled workforce around the targeted occupational and industry areas. This policy will be used to create and update the:

- A. Regional Targeted Occupations List;
- B. Skills Up-Grade Training System;
- C. Work Experience Employer Based Training
- D. Delivery of Individual Training Scholarship Accounts (ISA);
- E. Delivery of Short-term Pre-vocational Training Programs.

SECTION #1 – REGIONAL TARGETED OCCUPATIONS LIST

OBJECTIVE

CSNEFL is committed to increasing income levels and creating employment opportunities for CSNEFL Northeast Florida Career System customers in Region 8. The occupations which ultimately will be included on the RTOL are foundational to the targeted industries which we, in conjunction with our economic development and business partners have identified through careful and thorough labor market analysis.

Annually a Regional Targeted Occupations List (RTOL) will be established and utilized as the mechanism for prescribing employment training programs that support regional targeted occupations and the resulting employment opportunities in Region 8.

POLICY

It will be the policy of CSNEFL to annually compile a RTOL with occupations designated for the list being the emphasis for training programs funded by CareerSource. The list will contain occupations designated by local labor market information, the state of Florida Occupational Forecasting Committee, economic development, business, industry representatives and the state

Workforce Investment Board as having the potential for high entry wages or projected growth in Region 8. The process for creating and compiling the RTOL will be made available on the CSNEFL website.

To this end CSNEFL will:

1. Use the statewide and regional Demand Occupations Lists as a starting point which will ensure that our local targets align with Florida's targeted and infrastructure industries.
2. Solicit the input of business and industry representatives regarding the need to add occupations to or remove occupations from the RTOL. In addition CSNEFL will provide a web based opportunity for business to provide real-time requests for additions and deletions to the RTOL. Quarterly reminders will be made through our business consultants, chambers of commerce, industry associations and economic development entities.
3. Solicit the input of our training provider community. To ensure that the training programs offered align with the requested occupational training, CSNEFL will use the CIP to SOC crosswalk developed by the Florida Department of Education. (CIP = Classification of Instructional Program; SOC = Standard Occupational Classification). Should we find gaps we will work closely with the Department of Economic Opportunity and the Florida Department of Education for remedy.
4. Use additional resources such as Help Wanted Online Lists (HWOL), Supply/Demand lists, Economic Modeling Specialists Intl. (EMSI), and other available labor market resources.

The RTOL will be broken into two (2) separate categories based on average hourly wage earnings upon entering employment. The breakdown is designated as follows:

1. Non-High Skill/High Wage Occupations designated with an entry wage of \$10.56 a mean wage of \$13.00 per hour.
2. High Skill/High Wages. Occupations designated with an entry wage of \$13.00 and a mean wage of \$20.38 per hour.

The resulting RTOL will be published on our website, and be made available to our wide array of partners. In addition, CSNEFL will update and publish changes to the RTOL as they occur. CSNEFL will annually review and update the RTOL and the average hourly earnings categories to ensure employment and wage targets are met.

SECTION #2 – SKILLS UP-GRADE TRAINING SYSTEM

OBJECTIVE

The Skills Up-Grade Training System has been designed to provide new and existing businesses a means of offsetting the cost of employee skills upgrade training. Through this customer driven program CSNEFL works with business to provide training to existing employees. CSNEFL will make every effort to first place a job seeker in gainful employment. CSNEFL has adopted Skills Up-Grade Training as the preferred method of occupational skills instruction. Data has

consistently shown that this strategy has provided the greatest return on investment in terms of cost effectiveness and wage growth. As a post placement strategy CSNEFL will provide Skills Up-Grade Training to employed workers.

POLICY

To the maximum extent possible CSNEFL will provide occupational skills training through the Skills Up-Grade Training system. CSNEFL will award Skills Up-Grade Training contracts based on the following:

- a. The training occupation has been identified on the RTOL;
- b. The applying company will provide no less than 50% of the training costs;
- c. Have been in operation in Florida for at least one year prior to application date;
- d. Have at least one full-time employee;
- e. Demonstrate financial viability;
- f. Be current on all state tax obligations.

Funding priority will be given to:

- a. First time employer with 50 employees or less.
- b. Businesses in qualified targeted industries as determined by Regional Economic Development.
- c. Business located in rural or enterprise zones.
- d. The training will result in wage growth for employees completing training.
- e. Commitment to allow CSNEFL career system to provide job candidates to fill any vacancies realized through the advancement of those trained and not filled internally.

Reimbursable Training Expenses will be limited to:

- a. Instructors'/trainers' salaries
- b. Tuition
- c. Curriculum development
- d. Textbooks/manuals
- e. Materials/supplies

SECTION #3 – WORK EXPERIENCE – EMPLOYER BASED TRAINING

OBJECTIVE

Work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. Internships and other work experience may be paid or unpaid, as appropriate.

POLICY

To the maximum extent possible CSNEFL will provide employers with access to Work Experience training to assist with new hire costs. Upon training completion through Work Experience this activity should produce employees who experience training for technical and occupational specific skills for the participating employer.

Work Experience employer based training will follow the same guidelines as outlined above in Skills Up-Grade Training policy.

Reimbursable Training Expenses will be based upon wages paid to the employee during the work experience period which cannot exceed 12 weeks in length. Further, reimbursement is limited to no more than 40 hours per week. Work Experience payments will be calculated at 50% of hourly wages paid for the agreed training period, excluding benefits and other reimbursements. Total reimbursement will never exceed **\$5000.00** per trainee.

Employer Work Experience costs to meet the 50% rule are limited to:

Employee wages
Instructors'/trainers' salaries
Textbooks/manuals/Materials/supplies

Upon completion of training employer invoices CSNEFL for wages paid during training period, submits periodic evaluations of performance, and a completion certificate at the end of training indicating achievement of technical and occupational specific skills. CSNEFL will reimburse employer at the end of the training period.

SECTION #4 - INDIVIDUAL SCHOLARSHIP ACCOUNT (ISA) SYSTEM

OBJECTIVE

CSNEFL has developed its Individual Scholarship Account (ISA) system to encourage and promote high wages. The RTOL will serve as the catalyst for establishing approved occupational training programs in Region 8. As such, CSNEFL has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark to establish a fair market value for investment in training programs and incentive performance payments to training providers. Further, it is the intent of the CSNEFL to increase the offerings available to CSNEFL customers to maximize customer choice.

POLICY

When appropriate it will be the policy of CSNEFL to deliver vocational skills training to adults, regardless of funding source, through an Individual Scholarship Account (ISA) process. All customers must show evidence of pursuing training funds from all sources for which they may qualify. Should the customer qualify for funding from multi-program sources, priority of use will be:

- a. Pell Grants and other scholarships such as Montgomery GI Bill (*See Pell Grant Policy 2000 - #7*);
- b. CSNEFL partner funding;
- c. Adult Worker funds;
- d. Dislocated Worker funds;
- e. TANF funds.

ISA's are the mechanism under the federal Workforce Investment Act (WIA) and the Florida Workforce Innovation Act for providing eligible customers with a scholarship account to access training programs through approved training providers in a demand occupation. ISAs will not be revised to include new training beyond the course of study approved in the original application process. Should a customer desire additional training they may re-apply for a new scholarship. Prior to consideration for a new scholarship, the customer must complete a waiting period of not less than 6 months that is comprised of unsubsidized gainful employment that was directly related to the first occupational skills training funded through the ISA system.

To be eligible for an ISA, an individual customer must at a minimum:

- a. Be unable to find suitable employment with existing skills and/or academic credentials as evidenced through unsuccessful placement while actively participating in both core and intensive services offered through the CSNEFL Career Service system. Suitable employment is defined as an occupation which pays at least \$25 per hour for Adults and 80% layoff wage replacement for Dislocated Workers.
- b. Not be eligible to receive other training assistance (i.e. Pell grant, scholarships) or, if received, the additional funding is not sufficient to cover training costs;
- c. Through assessment be determined to be appropriate for and able to complete the chosen employment training program;
- d. Select a training program that is linked to a demand RTOL occupation in the local area and make a commitment to seek employment in the field once trained; and
- e. Select a training provider from the CSNEFL approved list;
- f. Give evidence that they have the financial resources to cover all other living expenses and complete the training period without support from CareerSource

Once awarded the customer may access his/her ISA account for a period identified in the scholarship award. This period will be limited to no more than 24 months and is contingent upon

funding availability and satisfactory progress. Satisfactory progress is defined as the completion of all authorized course work and maintaining of a **2.75** or better GPA on a 4.0 scale. The customer must carry a full-time student schedule as is defined by the educational/training institution as is appropriate for the training course of instruction. Any deviation from a full time schedule of training will require prior approval of the CSNEFL Executive Vice President or designee. Extensions to the 24-month cap also requires well-documented justification and the prior approval of the CSNEFL Vice President or designee.

Priority for ISAs will be given to vocational and technical programs lasting not more than 12 consecutive calendar months. Two-year and four-year degree programs not on the RTOL will be considered on a case-by-case basis consistent with local labor market demands, and will necessitate a bona fide offer of employment that includes the starting salary and employer tax ID number. Four-year degree programs will only be considered if a customer has sufficient academic credit to complete the degree in 30 credit hours or less. In no instance will CSNEFL fund more than two years of a customer's post-secondary education. Exceptions to these limitations require well-documented justification and the prior approval of the CSNEFL President or designee.

All ISAs will be categorized using a fair market value based on potential earnings upon entering employment. Training programs with the potential of higher earnings will have a larger amount of allowable investment than those earning less. The thresholds for allowable investment will be limited in two ways:

- a. The most cost effective price for the chosen occupational training available through the CSNEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost; and,
- b. Potential earnings as articulated in the following four tiers:
 1. Tier 1 will be for Non-STEM occupations listed on the RTOL earning at least \$10.56 per hour starting hourly wage and a mean wage of \$13.00 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$6,000.
 2. Tier 2 will be for STEM occupations listed on the RTOL earning at least \$10.56 per hour starting hourly wage and a mean wage of \$13.00 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$7,000.
 3. Tier 3 will be for Non-STEM occupations listed on the RTOL earning at least \$13.00 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$20.38 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$8,000.
 4. Tier 4 will be for STEM occupations listed on the RTOL earning at least \$13.00 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$20.38 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$9,000.

Training funded under the Trade Adjustment Assistance, Trade Reduction Assistance and Trade and Globalization Adjustment Assistance are exempt from these cost limitations. Other exceptions to these thresholds must be approved in advance by CareerSource. Supportive services are defined in FCWD Policy 2009-01. The customer may wish to choose a vendor whose costs exceed the value of the ISA. In those cases the customer must prove that they have adequate financial resources to fund the difference in cost. CSNEFL will only reimburse the training vendor when they have provided sufficient proof, in the form of written notification from the training vendor, that the customer has paid the differing costs.

SECTION #5 – SHORT-TERM PRE-VOCATIONAL TRAINING

OBJECTIVE

To allow for an alternative list of training program offerings for programs that do not meet the State mandated minimum wage threshold or demand threshold to appear on the Occupational Demand List or the provider is determined not to meet ISA requirements.

POLICY

Short-term pre-vocational training programs will be categorized as programs that do not meet the State mandated minimum wage threshold or demand threshold to appear on the Occupational Demand List or the provider is determined not to meet ISA requirements. All additions to the Short-term Pre-vocational Training List will be at the discretion of CareerSource. Short-term pre-vocational training programs will be procured as needed and these programs will not be eligible for an ISA incentive bonus.

Short-term pre-vocational training programs will be based on customer need. Pre-vocational training programs for the purpose of this policy are defined as training needed by customers in preparations to begin a specific vocational training. Customers will be limited to a course of training that totals no more than 30 contact hours. The maximum investment amount for short-term pre-vocational training is the actual cost of tuition, books and training fees up to \$1500.

Customers bear the responsibility of researching and documenting short-term pre-vocational training providers and programs. Documentation of the validity and performance of the provider will be required. This may include proof of accreditation, information from the companies that have hired provider graduates, and information from individuals who have graduated from the provider's facility/institution. The customer in consultation with a career counselor, and with subsequent approval by the Center Director, will choose training providers based on price, availability and convenience of classes and location.

SECTION #6 – OCCUPATIONAL SKILLS TRAINING PROVIDER SELECTION

OBJECTIVE

CSNEFL is committed to open and competitive procurement of services to the fullest extent possible in providing workforce development in Region 8. Through requests for qualifications, proposals and bids, providers within and outside the community have the opportunity to compete to meet the needs of CSNEFL customers. Decisions on procurement are guided by our commitment to provide quality services and maintain high levels of customer choice and satisfaction. CSNEFL recognizes that customer needs and goals may from time to time necessitate an alternative method of selection.

POLICY

All occupational skills training providers will be procured through a competitive procurement and negotiation process in order to qualify for vouchers under the ISA system or to be considered as a Short-term Pre-vocational Training provider. At a minimum, CSNEFL will use the following considerations in developing a prospective vendor list for the purpose of determining an eligible occupational skills training provider:

- a. Effectiveness of the training provider in delivering comparable or related training based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and service to targeted customers.
- b. Willingness of the training provider to enter into agreements, establish linkages with other appropriate human service agencies, and provide discounted tuition or offer scholarships as evidenced by such activities as the on-site availability of no cost mentoring, tutoring services and placement services, cooperation with CSNEFL staff to access the institution's own grants-in-aid offerings, waiving of costs associated with selected fees, and similar supports.
- c. Willingness of training provider to make arrangements with CSNEFL or its designee on the utilization of other training assistance (i.e., Pell Grants, scholarships, etc.) and reimburse CSNEFL the amount equal to the assistance used for tuition, books, fees, supplies and training material when subsequent awards are used for those purposes.
- d. Availability of occupational skills training programs that provide a level of skills sufficient to meet the demands of the local labor market.
- e. Assurance that funding an occupational skills training program will not duplicate facilities or services available in the area. Exception will be made where it is demonstrated that alternative services or facilities would be more effective or more likely to achieve performance goals.

For a training institution to qualify as an ISA provider, it must be an institution of higher education

as defined in Section 1201(a) of the Higher Education Act of 1965 (20 USC 1141(a)) or a proprietary institution of higher education as defined at Section 481(b) of such Act (20 USC 1088(b)), or an organization eligible to provide educational services and licensed by the State Board of Non-Public Career Education as authorized in sections 246.201-246.31, Florida Statutes. Additionally, the training institution must comply with all ISA requirements contained in the Florida Workforce Innovation Act and subsequent state policy. All other training institutions will be considered short-term pre-vocational training providers.

Occupational skills training providers may submit an application for review at any time during the year. Additionally, CSNEFL will annually call for eligible training providers to submit training programs for consideration. All occupational skills training provider agreements are executed through June 30 each year.

All applications received from vendors who meet the qualifications outlined in the application will be selected for placement on the ISA training providers vendor list.

A site visit may be conducted for those training providers with the highest ratings to determine the adequacy of equipment and facility, level of staff knowledge, and ability to provide the training as described in the application.

Occupational skills training providers who have an executed training agent agreement currently on file are required to annually submit a request for continuation that includes updated tuition and training costs, performance information, and proof of FETPIP reporting requirements. The deadline for submitting these documents to CSNEFL will be in correlation with the annual agreement execution.

The procurement process will be completed when all agreements have been negotiated and executed, or when offers to negotiate have been withdrawn by CareerSource. CSNEFL will monitor each training provider in accordance with the agreement.

CANCELLATION OF INDIVIDUAL TRAINING AGREEMENTS

This statement of policy and some or all categories under it may be cancelled or changed, in whole or in part, by CSNEFL at any time and without notice, effective immediately or at such time as CSNEFL may determine. Exceptions may be made to this policy by CSNEFL when doing so is in the best interest of CSNEFL or its customers. No contractor or service provider of CSNEFL is authorized to offer assistance different from or in addition to the assistance described in this statement of policy, except as such authority may be expressly granted in this statement of policy.

ACTION

All employees and training providers will adhere to the above referenced policies.

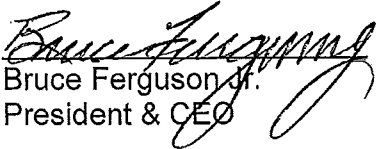
Bruce Ferguson Jr.
President & CEO


Date Signed

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ACTION

All employees and training providers will adhere to the above referenced policies.


Bruce Ferguson Jr.
President & CEO



Date Signed