



## Local Workforce Development Area 06

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**Date Submitted: February 25, 2020**  
**Plan Contact: Diane Head, Executive Director**

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## INTRODUCTION

These guidelines provide direction for local plans submitted [under Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB) to develop and deliver to the state a comprehensive four-year plan. These plans must be submitted in partnership with the chief elected official. Regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state ([20 CFR, Unified and Combined Plans Under Title I of the Workforce Innovation and Opportunity Act, §676.135](#)).

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

Local workforce development boards provide leadership and should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Each plan addresses how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education.

Each plan is based on current and projected needs of the workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including those with disabilities. Local plans identify the education and skill needs of the workforce and the employment needs of the local area. Plans include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, and performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision. LWDBs provide a comprehensive view of the system wide needs of the local workforce development area.

Local plans address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. Services described in local plans should lead to greater efficiencies, reduce duplication, and maximize financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence.

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

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

## KEY DATES

<b>Key Dates Sent to Local Boards</b> .....	<b>October 11, 2019</b>
<b>Local Plan Guidelines Issued</b> .....	<b>November 1, 2019</b>
<b>Labor Market Analysis Sent to Local Boards</b> .....	<b>December 6, 2019</b>
<b>Local Plans Due</b> .....	<b>March 16, 2020</b>
<b>WIOA Statewide Unified Plan Due</b> .....	<b>March 30, 2020</b>
<b>WIOA Statewide Unified Plan Approved</b> .....	<b>May 1, 2020</b>
<b>Local Plans Approved</b> .....	<b>June 4, 2020</b>
<b>WIOA Program Year 2020 Begins</b> .....	<b>July 1, 2020</b>

## PUBLIC COMMENT PROCESS

Prior to the date on which the local board submits a local plan, the local board shall:

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1)).
- (2)** Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).
- (3)** Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan (WIOA §108(d)(2)).
- (4)** Describe efforts to coordinate with other workforce partners to obtain input into the development of the plan.
- (5)** Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

## PLAN SUBMISSION TO CAREERSOURCE FLORIDA

### ONLINE FORM

CareerSource Florida, Inc. established an online form for WIOA local plan submissions, required attachments and contact information for primary and secondary points of contact for each local workforce development board. **Please note the local plan and all attachments must be submitted in a searchable PDF format.**<sup>1</sup>

The web address for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>

**It is recommended that those submitting local plans carefully review these instructions and those posted online prior to submitting plans.**

**All local plans must be submitted no later than 5:00 p.m. (EST) on Monday, March 16, 2020.**

**Prior to plan submission, please ensure:**

- **The local board reviewed the plan;**
- **The board chair and the chief elected official signed the appropriate documents;**
- **The name and number of the local board and are on the plan cover page;**
- **The plan submitted or point of contact is on the cover page;**
- **The structure and numbering follows the plan instructions format;**
- **A table of contents with page numbers is included and each page of the plan is numbered;**
- **Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater;**
- **Responses to all questions are informative and concise; and,**

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<sup>1</sup> A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader “search” functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

- The name of the local area, the page number and plan submission date are listed in the footer of the document.

## ATTACHMENTS

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

- A. Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);
- B. Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);
- C. Executed Interlocal Agreements (in cases where there is more than one unit of general local government);**
- D. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, One-Stop Operator or direct provider of career services or training services entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any procedures on how roles are delineated to verify the firewalls are effective.**
- E. The current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan;**
- F. Any comments submitted during the public comment period that represent disagreement with the local plan** (Public Law 113-128, Section 108(d).
- G. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the executed agreement that defines how parties carry out roles and responsibilities of the chief elected official;**
- H. A copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board;**
- I. A copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations;**

**NOTE: THERE IS NO REQUIREMENT TO SUBMIT HARD COPIES OF LOCAL PLANS OR ATTACHMENTS.**

If you have any questions, please contact CareerSource Florida at:  
[FloridaWIOA@careersourceflorida.com](mailto:FloridaWIOA@careersourceflorida.com)

Once plans are received, the plan's official review by CareerSource Florida and the Department of Economic Opportunity (DEO) begins. All plans are reviewed for completeness and adherence to plan formatting requirements.

If there are questions or concerns local boards are notified. **The content of plans is reviewed by both DEO and CareerSource Florida staff with recommendations provided to the CareerSource Florida Board of Directors at its meeting scheduled for June 4, 2020.**

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

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

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

Florida's strategic vision for WIOA implementation is realized by accomplishing these three goals:

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

## ORGANIZATIONAL STRUCTURE

### (1) Chief Elected Official(s)

A. Identify the chief elected official(s) by name, title, mailing address, phone number and email address.

COUNTY	NAME, TITLE	PHONE	CELL	EMAIL	USPS	CITY	ZIP
Hamilton	Beth Burnam, Member	386-938-5574	386-855-1221	<a href="mailto:Burnam_b@yahoo.com">Burnam_b@yahoo.com</a>	1743 NW CR 141	Jennings	32053
Jefferson	Stephen Fulford, Member	850-342-0287	850-509-7049	<a href="mailto:sfulford@jeffersoncountyfl.gov">sfulford@jeffersoncountyfl.gov</a> v <a href="mailto:Sgfulford@gmail.com">Sgfulford@gmail.com</a>	1 Courthouse Cr.	Monticello	32344
Lafayette	Lisa Walker, Member	386-294-1600	386-590-7751	<a href="mailto:lwalker@lcamayo.org">lwalker@lcamayo.org</a>  <a href="mailto:L.walkerdistrict3@windstream.net">L.walkerdistrict3@windstream.net</a>	P.O. Box 88	Mayo	32066
Madison	Ronnie Moore, Chairman	850-948-2043	850-464-1605	<a href="mailto:rlm7379@hotmail.com">rlm7379@hotmail.com</a>	6573 NW Lovett Rd.	Greenville	32331
Suwannee	Clyde Fleming, Member	386-362-7873	386-208-2058	<a href="mailto:commissioner2@suwgov.org">commissioner2@suwgov.org</a> g <a href="mailto:Flemingclyde@gmail.com">Flemingclyde@gmail.com</a>	206 Lewis Blvd.	Live Oak	32064
Taylor	Malcolm Page, Member	850-584-9489	850-508-1511	<a href="mailto:malcolmp@gtcom.net">malcolmp@gtcom.net</a>	P.O. Box 620	Perry	32348

B. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the



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

A copy of the Agreement for the North Florida Workforce Consortium is included as Attachment C.

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

A copy of the Agreement for the North Florida Workforce Consortium is included as Attachment C.

- D. Attach a copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations. At a minimum the by-laws must include:

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

Membership Nominations and Appointments: Membership nominations of private sector representatives shall be the responsibility of Economic Development Organizations or Chambers of Commerce within the region (or county commissioner if neither entity exists). Appointments shall be the responsibility of the authorized local elected officials of the Consortium in accordance with the provisions of the Interlocal Agreement creating the Consortium and the Board. All appointments shall be subject to final certification by the Governor. Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment as long as that entity still exists. Terms shall be for three years, with consideration for staggered terms to provide for continuity of leadership. Terms shall begin on July 1 and may be filled mid-year as needed for vacancies, although seats are occupied until filled.

- ii. The term limitations and how term appointments are staggered to ensure only a portion of memberships expire in each year;

Newly-appointed Board members will serve a three (3) year term to begin the year of appointment. If replacing a mid-term seat, the new member will adopt the term of the seat vacated. Board members may serve no more than two (2) consecutive terms of office. As needed, administrative adjustments may be made to ensure continuity.

- iii. The process to notify the chief elected official of a board member vacancy ensuring a prompt nominee;

The CEO will be notified by the Executive Director when vacancies occur.

- iv. The proxy and alternative designee process used when a board member is unable to attend a meeting and assigns a designee per requirements at §679.110(d)(4) of the proposed WIOA regulations;

Proxies and designees are not allowed under the bylaws.

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

CSNF allows teleconferencing and other existing technology for Board and related meetings.

- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,

Board members are assigned to committees and workgroups of the Board to learn about the activities and capacities of the Board prior to serving on the Executive Committee. Some appointees come onto the Board with extensive knowledge and background of the system. All new appointees are provided with an in-depth orientation, monthly newsletters, and annual training/retreat to stay up to date and remain a leader in the field.

- vii. Any other conditions governing appointments or membership on the local board.

A board member may be removed from the Board if 50% of the meetings are missed due to unexcused absences or member refusal to comply with financial disclosure requirements.

A copy of the By-Laws is included as Attachment I.

- E. Describe how the chief elected official is involved in the development, review and approval of the local plan.

The Consortium met and reviewed the final draft, provided their input, and subsequently approved the final Plan modification.

## **(2) Local Workforce Development Board (LWDB)**

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

Mr. Michael D. Williams, Public Affairs  
Nutrien  
15843 S. E. 78th St.  
White Springs, FL 32096  
386-397-8101  
[Michael.williams@nutrien.com](mailto:Michael.williams@nutrien.com)

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

Mr. Danny Collins, Government and Community Relations  
Manager  
Duke Energy  
420 Quail Trail  
Monticello, FL 32344  
850-521-1425  
[daniel.collins@duke-energy.com](mailto:daniel.collins@duke-energy.com)

- C. Describe how the LWDB was involved in the development, review, and approval of the local plan.

Following staff input and drafting of the local plan, the board members reviewed and provided their input for final drafting of the local plan. It was subsequently approved in an official meeting of the Board. Subsequently, it was reviewed and approved by the Commissioner Consortium.

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

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

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

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

CareerSource North Florida is the administrative entity, staffs the local programs, and ensures the responsibilities of the Board are carried-out.

- C. Identify if a single entity is selected to operate in more than one of the following roles: local fiscal agent, local board staff, One-Stop Operator

or direct provider of career services or training services, and describe how the entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy [2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy](#).

CareerSource North Florida has been authorized by action of CareerSource Florida to be the direct provider of services, and no agreement with an outside entity is needed. The Executive Director ensures appropriate firewalls exist throughout policy and internal controls. The Board’s bylaws and administrative plan address conflict of interest. Board members and vendors are advised of the process for protecting them against conflict of interest.

The organizational structure is:

- Top Level: Commissioner Consortium/Board of Directors
- Second Level: Executive Director
- Third Level: Deputy and Operations Director
- Fourth Level: One-Stop Operator/Staff/Direct Service Provider (if applicable)

This structure protects the Board from conflicts of interest in day-to-day service delivery and operation of the One-Stop. It also provides a structured communication line for them and any provider that works in the LWDA.

The One-Stop Operator and/or Service Provider procurement process is managed by the Board of Directors, however “third level” staff provide direct oversight of the contract and submit reports to the Executive Committee and Board of Directors.

#### **(4) One-Stop System**

- A. Describe the local one-stop system (including the number, type and location of the comprehensive center(s)<sup>2</sup>, and other service delivery points).

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<sup>2</sup>A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 ([TEGL 16-16](#)) and Training and Employment Guidance Letter No. 16-16, Change 1 ([TEGL 16-16, Change 1](#)). **Additionally, Memorandums of Understanding (MOU) and Infrastructure Funding Agreements (IFA) must be executed for all partners connected to the comprehensive centers.**

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

- The Madison Location is the only Comprehensive Center. It is located at 705 E. Base Street, Madison, FL 32340.
- The Live Oak Location is a satellite office.

Two mobile service labs: stationed at partner locations in Hamilton and Taylor Counties on set schedules.

Staff is also out-stationed at training providers and partner locations throughout the service area, including River Oak Technical College (Live Oak), Big Bend Technical College (Perry), Jefferson County Public Library (Monticello), and Suwannee River Economic Council (Mayo).

Virtual Career Center is housed on the website, [www.careersourcenorthflorida.com](http://www.careersourcenorthflorida.com).

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

- Career Centers are open to customers as follows:
  - Madison Career Center - Monday through Thursday 7:30am to 5:30pm and Friday 8:00am to 12:00pm.
  - Live Oak Career Center – Monday through Thursday 8:00am to 5:00pm and Friday 8:00am to 12:00pm.
- Mobile and Partner Locations – Tuesday, Wednesday, and Thursday 9:00am to 4:00pm.
- The Satellite, Mobile, and Partner locations are closed for lunch due to limited staffing patterns.

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

CareerSource North Florida's One-Stop Operator is Educational Management and Services, LLC.

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

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

E. Identify and describe what career services are provided by the selected One-Stop Operator and what career services, if any, are contracted out to service providers.

Based on the definition of One-Stop Operator the local Board of Directors approved, the One-Stop Operator does not provide Career Services. Currently, LWDB 6 does not have a service provider. CSNF staff provides all career service in the area.

- F. Pursuant to the [CareerSource Florida Administrative Policy 093 - One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meet the certification requirements.

CSNF attests to having one Comprehensive One-Stop Career Center located at 705 East Base Street, Madison, Florida 32340. The Comprehensive One-Stop meets the certification requirements as verified by DEO monitoring report and One-Stop Operator review.

## ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

- A. Information on existing and emerging in-demand industry sectors and occupations; and

An explanation of the following information may be accessed, in addition to the complete data sets used, at <http://www.floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections>.

Existing industries – Total employment across all industries in 2017 for LWDA 6 in Florida was 29,801 and is currently up to 34,314 (a 15% increase). At the 2-digit NAICS level, the top 10 existing industries based on employment in order:

- Government
- Manufacturing
- Retail Trade
- Health Care and Social Assistance
- Accommodation and Food Services
- Agriculture, Forestry, Fishing and Hunting
- Construction
- Administrative and Support and Waste Management and Remediation Services
- Transportation and Warehousing
- Wholesale Trade
- Professional, Scientific and Technical Services

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

Correctional officers and jailers occupation has the highest number of jobs for a single 6-digit SOC code of any in LWDA 6, with 1,800 and a median hourly wage of \$17.03/hour. However, it is projected (and has already begun) for this occupation to begin declining in the area based on 2027 projections.

The other existing occupations with the highest employment rates (top 5) at the 6-digit level are related to retail and hospitality. Additionally, newest to the top occupations for the Area is Heavy and Tractor-Trailer Truck Drivers with 804 jobs in 2019 and an average wage of \$16.00/hour.

Emerging Industries – Industries with the highest positive percent change based on the 2019-2027 projections are Nonmetallic Mineral Product Manufacturing; Educational Services; Fabricated Metal Product Manufacturing; and Amusement, Gambling and Recreation Industries—all above 11% growth speculated. Also listed below are the industries predicted to yield the most new jobs in the same time span.

FASTEST-GROWING INDUSTRIES						
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES						
Rank	NAICS Code	NAICS Title	Employment			
			2019	2027	Growth	Percent Growth
1	327	Nonmetallic Mineral Product Manufacturing	108	128	20	18.5
2	611	Educational Services	211	245	34	16.1
3	332	Fabricated Metal Product Manufacturing	584	653	69	11.8
4	713	Amusement, Gambling, and Recreation Industries	138	154	16	11.6
5	624	Social Assistance	753	831	78	10.4
6	444	Building Material and Garden Equipment and Supplies Dealers	557	608	51	9.2
7	484	Truck Transportation	491	526	35	7.1
8	622	Hospitals	525	562	37	7.1
9	813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	584	625	41	7.0
10	541	Professional, Scientific, and Technical Services	501	536	35	7.0

INDUSTRIES GAINING THE MOST NEW JOBS						
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES						
Rank	NAICS Code	NAICS Title	Employment			
			2019	2027	Growth	Percent Growth
1	722	Food Services and Drinking Places	1,870	1,958	88	4.7
2	623	Nursing and Residential Care Facilities	1,653	1,733	80	4.8
3	930	Local Government	4,260	4,338	78	1.8
4	624	Social Assistance	753	831	78	10.4
5	332	Fabricated Metal Product Manufacturing	584	653	69	11.8
6	444	Building Material and Garden Equipment and Supplies Dealers	557	608	51	9.2
7	813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	584	625	41	7.0
8	622	Hospitals	525	562	37	7.1
9	238	Specialty Trade Contractors	541	576	35	6.5
10	541	Professional, Scientific, and Technical Services	501	536	35	7.0

Emerging Occupations – Of the top 20 emerging occupations in the LWDA, 18 require post-secondary training. On the same list, 4 are healthcare-related, 6 are manufacturing, trade, or construction-related, and 10 are financial and other

personal service-related. Healthcare and Financial occupational titles typically have higher salaries than other emerging occupations listed.

FASTEST-GROWING OCCUPATIONS										
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES										
Rank	SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth			FL†	BLS‡
1	29-1171	Nurse Practitioners	29	34	5	17.2	17	46.87	M+	M
2	51-4121	Welders, Cutters, Solderers, and Brazers	152	177	25	16.4	163	17.07	PS	HS
3	31-9092	Medical Assistants	62	71	9	14.5	65	13.41	PS	PS
4	43-3021	Billing and Posting Clerks	51	58	7	13.7	50	15.92	HS	HS
5	11-3031	Financial Managers	44	50	6	13.6	34	52.73	B	B
6	31-1011	Home Health Aides	23	26	3	13.0	25	-	PS	HS
7	51-4041	Machinists	62	70	8	12.9	60	16.39	PS	HS
8	21-2011	Clergy	52	58	6	11.5	53	15.81	B	B
9	47-3011	Helpers-Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	36	40	4	11.1	46	9.49	NR	NR
10	25-4021	Librarians	28	31	3	10.7	25	22.39	M+	M

OCCUPATIONS GAINING THE MOST NEW JOBS										
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES										
Rank	SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth			FL†	BLS‡
1	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,141	1,228	87	7.6	1,804	9.44	NR	NR
2	41-2031	Retail Salespersons	728	776	48	6.6	906	11.37	HS	NR
3	31-1014	Nursing Assistants	610	649	39	6.4	600	12.60	PS	PS
4	51-4121	Welders, Cutters, Solderers, and Brazers	152	177	25	16.4	163	17.07	PS	HS
5	29-1141	Registered Nurses	279	301	22	7.9	138	31.18	A	B
6	53-3032	Heavy and Tractor-Trailer Truck Drivers	804	826	22	2.7	708	16.00	PS	PS
7	39-9021	Personal Care Aides	212	232	20	9.4	269	10.68	PS	HS
8	33-3051	Police and Sheriff's Patrol Officers	339	359	20	5.9	196	18.16	PS	HS
9	43-5081	Stock Clerks and Order Fillers	361	378	17	4.7	389	11.50	HS	HS
10	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	502	518	16	3.2	539	10.67	NR	NR

**B. The employment needs of employers in those industry sectors and occupations (WIOA §108(b)(1)(A)).**

Employers in these industries and of these occupations need employment services of the public workforce system (based on repeated feedback directly and through third party surveyors):

Foundational Skills—Employers across all industries are in a state of panic regarding the lack of basic employability skills. On day one, new hires should be tooled with the fundamental skills of employment: getting along with co-workers, communication, customer service, work ethic, and initiative. Employers feel it is disruptive to their production to have to address these issues when they arise. CSNF works intensively with targeted populations to build the foundational skills employers expect.

Flexible Training Programs—Employers need a network of skills training, secondary or post-secondary, which are employer advised and engaged to incorporate the changing needs of employers. This includes customized training and alternate location or time considerations. CSNF coordinates and regularly communicates with local training providers to consider requests and build solutions to the benefit of industry partners. More so in recent years, employers are considering the role apprenticeships may play in creating the talent they desire.

Ample Talent Pipeline—In this rural area, it is challenging to match skills with needs. Second to that, is attracting the volume of tooled candidates into vacant



positions. Networking within the workforce system to grow the recruiting radius, using predictive reports to anticipate needs, and working with transportation entities to remove barriers are some of the strategies CSNF implements at the administrative level to address this.

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

Employers typically look for no less than a High School Diploma for entry-level workers. This is in-line with the educational attainment rates in the area. Most in-demand industries and occupations require some post-secondary training, particularly in the Healthcare and Manufacturing industries of the area. Across all industries is the need for foundational skills which post-secondary providers incorporate well into their curriculum.

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

NOTE: Multiple sources of data have been used for the analysis below, therefore there are differences in timeframes (quarterly v. monthly, quarterly v. annually, or point in time v. over a broad time period) and cannot always be compared but should not be viewed as error. Source notes are provided.

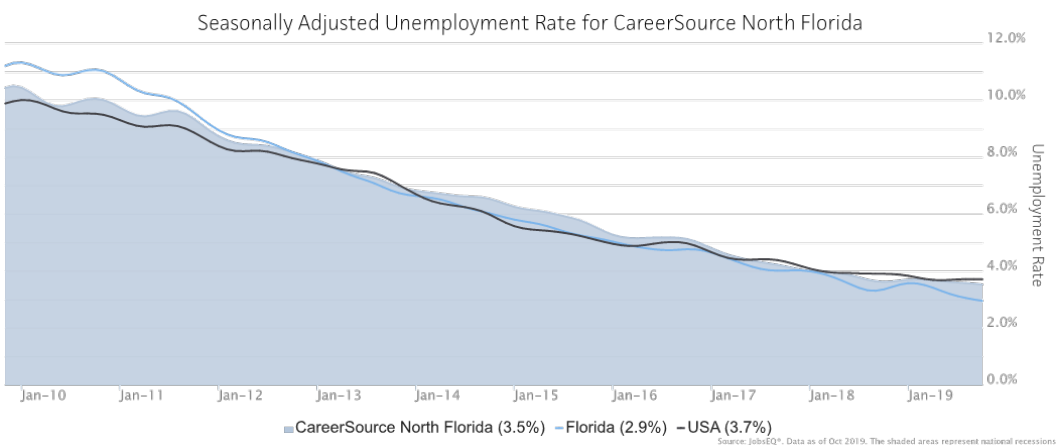
- The CareerSource North Florida region does not contain any MSAs. The counties in this region are Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties.

Source: <http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-data-releases> (November 2019)

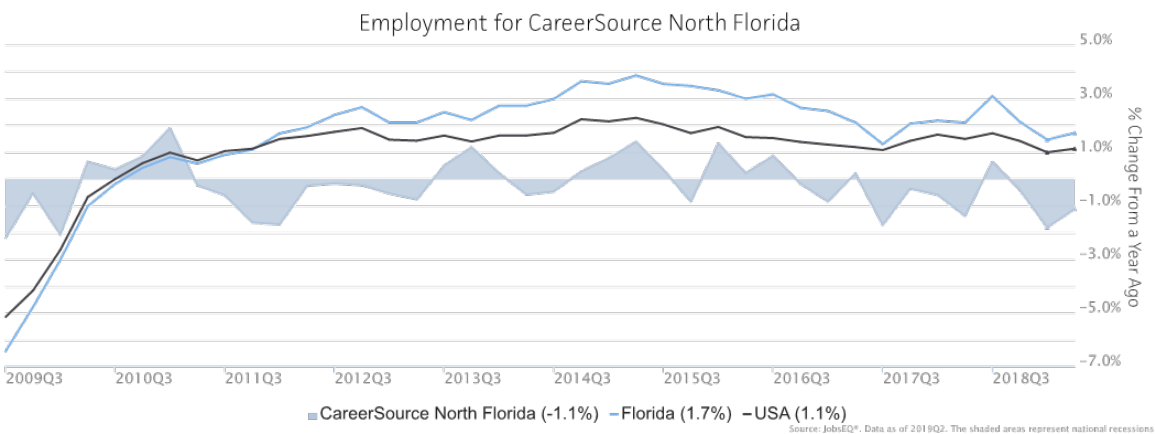
- The LWDA's unemployment rate has declined by .5 percentage points over the year (November 2018 to December 2019). The labor force (November 2019 labor force = 47,265) has increased by 222 over the year (November 2018 labor force = 47,043). Finally, the number of employed persons (November 2019 employed persons = 45,837) has increased by 426 over the year (November 2018 employed persons = 45,411).

Source: <http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-data-releases> (November 2019)

- The graphs below visually illustrate the movements over the decade.



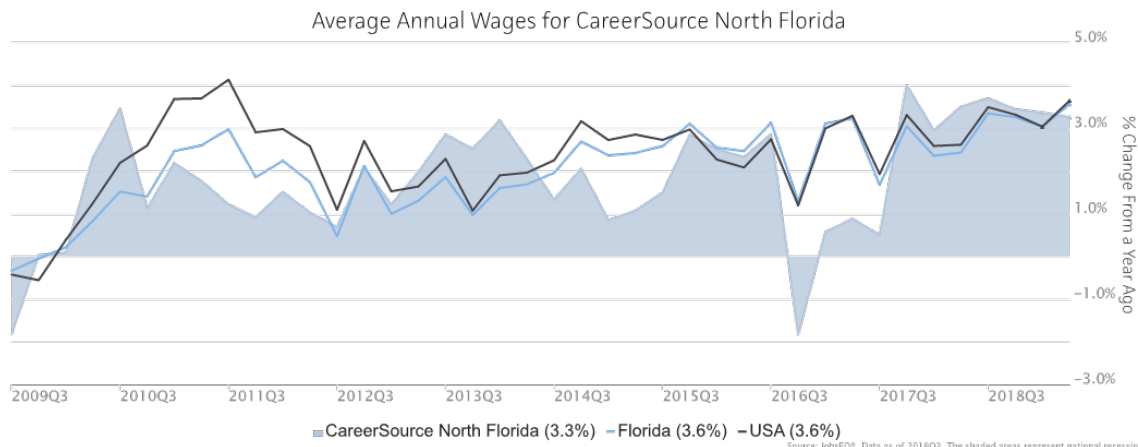
Source: JobsEQ. Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through October 2019.



Source: JobsEQ. Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q4 with preliminary estimates updated to 2019Q2.

- Throughout the Area, wages have increased over the latest year data is available, however wages in some cases have grown more rapidly than the state and national average over the past year.

Source: <http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-data-releases> (November 2019)



Source: JobsEQ. Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q4 with preliminary estimates updated to 2019Q2.

- Educational Attainment for the LWDA show a higher than average rate of persons with no high school diploma while at the same time showing higher rate than state and national averages of persons with a high school diploma (which equates to fewer Degree-holders in the region).

	Percent			Value		
	CareerSource North Florida	Florida	USA	CareerSource North Florida	Florida	USA
<b>Educational Attainment, Age 25-64</b>						
No High School Diploma	20.8%	11.1%	11.4%	13,377	1,165,143	19,230,541
High School Graduate	39.0%	28.2%	26.0%	25,053	2,948,292	43,784,920
Some College, No Degree	19.5%	20.7%	21.2%	12,536	2,167,047	35,803,629
Associate's Degree	7.9%	11.0%	9.0%	5,056	1,147,526	15,199,517
Bachelor's Degree	8.4%	19.3%	20.5%	5,381	2,018,322	34,602,913
Postgraduate Degree	4.3%	9.8%	11.8%	2,792	1,022,847	19,917,735

Source: JobsEQ. American Community Survey 2013-2017

- The Labor Force Participation Rate, for the LWDA, according to the American Community Survey (calculated regionally by JobsEQ), is 44.5%. Labor Force Participation Rate represents the proportion of all persons 16 years old and over who are in the labor force. American Community Survey data shows at 34.1% Labor Force Participation Rate for working age persons with a Disability.

Further, in a recent study undertaken and published by North Florida Economic Development Partnership (NFEDP), when the participation rate was broken down by gender and other factors, more disparities are noticed. In all but one instance in the CSNF 6-county area, women are shown to participate in the labor force at a higher rate than their male counterparts. This is a vast departure from what is seen in Florida and the nation; however, it mirrors data in other rural areas of the state.

- The LWDA takes other demographic characteristic into consideration when strategizing services. The rate of Disconnected Youth, (16-19 years old, not in school, not a high school graduate, and/or either not employed or not participating in the labor force), is 4.5% according to the American Community Survey, above Florida’s statewide rate and almost 2% higher than the national rate.

Other tables below show the number of persons under 65 receiving federal disability benefits and the percent of persons in each county above the age of 65 years old.

Labor Force Participation Rates: 2012-2016 American Community Survey Five-Year Estimates <sup>1</sup>					
County	Participation Rate in those 16 & over	Participation Rate in those ages 20-64	Participation Rate in Men	Participation Rate in Women	Participation Rate for those with a Bachelor’s Degree or Higher
<b>USA</b>	<b>63.5%</b>	<b>77%</b>	<b>82%</b>	<b>72.2%</b>	<b>86.1%</b>
<b>Florida</b>	<b>58.8%</b>	<b>77.5%</b>	<b>79.9%</b>	<b>71.3%</b>	<b>83.7%</b>
<b>NFEDP</b>	<b>46.8%<sup>2</sup></b>	-	-	-	-
Baker	52%	62.6%	59.9%	65.8%	82.7%
Bradford	46.3%	58.2%	51.1%	68.3%	80.6%
Columbia	52.1%	65.3%	63.5%	67.5%	81.5%
Dixie	39.3%	49.8%	45.8%	55.1%	63.6%
Gilchrist	49.3%	65.8%	64.7%	67.1%	79.7%
Hamilton	37.3%	43.5%	34.1%	59.9%	73.1%
Jefferson	43.9%	54.7%	41.1%	72.1%	80%
Lafayette	41.5%	48.2%	45.4%	53.4%	65%
Levy	49%	65.9%	70.1%	62.1%	82.5%
Madison	45.2%	56%	53%	59.7%	71.7%
Putnam	48.3%	64.3%	69%	59.8%	77.3%
Suwannee	50.6%	64.4%	71.3%	57.2%	73%
Taylor	41.1%	50.3%	42.4%	62.7%	81.5%
Union	4.9%	40.8%	29.4%	67.7%	67.7%

Number of Beneficiaries by County on Social Security Disability		
County	Disabled Workers	Percent of Population on SSD 16 & Over
Hamilton	555	4.6%
Jefferson	525	4.3%
Lafayette	200	2.8%
Madison	780	5.1%
Suwannee	1,960	5.5%
Taylor	905	4.8%

Source: Social Security Administration. (2017).

Percent of Population 65 & Older US: 14.9%; Florida: 19.4%	
County	Percent
Hamilton	16.2%
Jefferson	21.2%
Lafayette	13.9%
Madison	19.1%
Suwannee	19.9%
Taylor	18.5%

Source: JobsEQ. (2018 Q4).

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

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

Job Seekers. One-on-one work is done with the career seekers accessing in-person services at CSNF. Each person requesting service is registered in Employ Florida to the degree commiserate with the level of service(s) being requested. This includes a full registration and may include assessments and resumes, which give staff information it needs to best assist the individual. It also provides reflection and self-assessment for the job seeker. Staff is able, with this information, to make quality referrals (to jobs, to partners, and to industry-assigned staff), make recommendations, provide data and information, lead career exploration, distribute training provider information, and help build a comprehensive career plan with the job seeker. Additionally, CSNF is able to use the data to strategize services to businesses.

Job seekers receive referrals to partner councils and agencies, training, assessments, workshops, planning, and counseling in addition to labor exchange services in order to address barriers and meet the goals outlined in their career plans. Job seekers accessing labor exchange services exclusively, can benefit from job matching, job referral services, and in limited cases job development.

In order to receive more intensive Wagner-Peyser services, job seekers are assessed and assigned to one of three industry groupings. They may, at that point, choose to work one-on-one with industry-specialized staff who can assist them in career planning in a more industry-concentrated way. Job seekers receive career guidance specific to their industry of choice and their employment plans will reflect industry-specific ladders.

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

Business Development staff also have industries of specialty and provide a conduit for information to come into and out of CSNF offices. This information better equips Career Development staff in advising job seekers and also arms Business Development staff knowledge of skills and other real time labor market information that may be relayed to employers.

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

Partners. Other agencies actively partner with CSNF to enable the LWDA mission and One-Stop design to be fully carried out. These agencies provide wrap around services to career seekers and resources to employers so both are able to be more productive. In some cases, these agencies also provide business services which CSNF is actively facilitating contact and assisting in follow-up when requested.

Capacity. CSNF local area consists of 4,344 square miles. With a limited footprint, it is not possible to provide all services to all job seekers and employers. A modular staffing plan allows out-posting at mobile units and partner sites. Services may be accessed over the phone, via Employ Florida website, or via Virtual Career Center for those who are unable to come in but services through these means are limited. Businesses are served by staff out in the field however businesses may see gaps in contact if they are not actively engaged with their representative.

Training Providers. CSNF staff serve in a consulting capacity for providers of post-secondary training in the region via advisory councils and information exchange. Additionally, CSNF engages with the Consortium of school districts providing industry training to secondary students. CSNF shares data, opportunities, and other analysis of the local labor market to inform the providers of gaps in training and other opportunities to serve the business customers of the region.

Economic Development. Having Board seats on some of the Economic Development Organizations in the region, including the larger, regional EDO, CSNF is uniquely-situated to be the subject matter expert on workforce with these organizations. CSNF is highly regarded as responsible, receptive, and responsive to the needs for workforce data and expertise within the EDO's. This positions CSNF to work with ED projects, site selectors, and practitioners to develop strategies to attract and staff new and expanding companies.

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

Services provided to Adult and Dislocated Workers are in-depth and tailored to fit each individual determined eligible and suitable for service. LWDB 6 follows a proven continuum approach to Adult and Dislocated Worker. This model has been determined to be a best practice by CSNF.

Career Services through WIOA begin and end with assessment. Through analyzing the result of the assessments with the adult or dislocated worker, the Career Development Specialist is able to know the current status of the job seeker. These assessments may be formal skills tests or informal conversations and interviews regarding the individual's past experiences (this is a case-by-case determination based on labor market attachment, documented certifications, and desired outcomes). Together, staff and job seeker plan services to address the individual's needs. Services include rendering additional assessments if there are gaps in information, providing information to assist the job seeker in the decision-making process including Targeted/Demand Occupations, procuring support services to overcome moderate barriers, and training on employability skills including resume and interview assistance. If Occupational Skills Training becomes a goal in the plan, the job seeker is made aware of funding availability, training provider requirements, and may then request assistance through an ITA.

Dislocated Workers are provided service through WIOA, typically in conjunction with RESEA services. This is not an exclusive entry point into WIOA, however the RESEA mechanism provides an avenue for staff to assess the job seeker and with them, create a plan of service.

Participant files are closed when it has been assessed they have completed fulfillment of their plan or it is assessed they are no longer in need of services. Follow-up touchpoints happen at the 30-, 60-, and 90-day markers, and further if the job seeker does not refuse additional services.

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

Staff provide systematic case management and work-based learning programs that include all the required elements of WIOA. Some of those elements are provided by Staff and others are provided through our established partnerships in the community.

With these services, Youth are empowered and enabled to complete education goals and to obtain employment either in a full-time or part-time status.

Services are exclusive to out-of-school youth, with a focus on GED® attainment and entry into post-secondary training. Leadership development, financial literacy, and Work Experience are also significant portions of the programmatic design.

Partners are essential to the delivery of services to Youth. Disabled Youth are typically co-managed with Vocational Rehabilitation or other community partner. Co-managing provides essential services that are coordinated and not duplicated. Services may range from foundational skills training to short-term work-based training. Post-secondary schools provide industry recognized training and certifications. Other community-based organizations contribute to preparing youth for the workforce. However, youth services are not always accessible due to transportation and other barriers. While not specific to the youth population, these barriers are compounded by other barriers youth in rural areas face.

## WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

### **Vision.**

North Florida will be home to a skilled workforce and vibrant economy.

### **Goals.**

- Meaningfully engage business and industry to gain a complete understanding of the skills and competencies demanded by regional employers.
- Dedicate resources and capacity to job seekers' skill development based on industry demand.
- Provide holistic services to job seekers through a collaborative CSNF talent development system.
- Encourage and support the development of an entrepreneurship atmosphere to increase access and success of future job creators.

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

CSNF works closely with its partners on a local level. The contracted One-Stop Operator provides oversight and monitoring of the coordination of services among the one-stop partners. In 2020, CSNF will begin semi-annual meetings with decision-makers from partner agencies. These meetings will be collaborative in nature to ensure continuous dialogue among the partners. Additionally, CSNF will host annual orientations for the staff of partner agencies so as there is turnover, CSNF can train those agency personnel on CSNF processes and policies so that efficiencies and non-duplication of services can benefit mutual customers.



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

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

Continuous quality improvement and monitoring will cover both programs and fiscal activities. The Board promotes open and transparent operations, and makes its monitoring and finance reporting available to the public through open meetings and publishing reports on the website of the Board.

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

CSNF works with partners such as Vocational Rehabilitation and Blind Services to find placement opportunities that support the abilities our mutual customers possess. By sharing employment-related information and cross-training staff, CSNF is better able to support the needs of not just those job seekers referred from our partner agencies but any job seeker with a disability requesting assistance.

The LWDA has career centers assessed by partner agencies regularly and legislated accommodations reviewed quarterly by the One-Stop Operator. Career centers have available special needs equipment for hearing- and vision-impaired individuals. In addition, assessments are provided to identify other disabilities that may not be otherwise detected. Disabled individuals, by their own requests, are afforded the same access to programs and services as non-disabled peers inasmuch as their capabilities match career opportunities. Non-English speaking job seekers are afforded interpretation and translation assistance via technology as needed.

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

In October 2019, Board members and partners attended a facilitated retreat, the purpose of which was to develop the Mission, Vision, and Goals to provide guidance in future policy development and decision making. A final slate was presented to the Executive Committee and then the full Board in their fall meetings and was approved. The Board will continue to work with these as the baseline of their actions and discussions, beginning in 2020.

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

The goals identified in (1.) above and prioritized by the Board support a comprehensive system of workforce services that will answer to the needs of employers in the area and are aligned with the goals of CareerSource Florida. Partnerships are at the heart of LWDA 6 and have sustained the goals and initiatives. With the continuous conversations with business, economic development, legislative and education partners, CSNF will continue to receive the feedback needed to make adjustments to its plan as business needs evolve and change. By connecting these dots and advocating on behalf of all customer groups, CSNF will achieve significant levels of performance as expected by the Board of Directors.

- Meaningfully engage business and industry to gain a complete understanding of the skills and competencies demanded by regional employers—By way of this goal, not only will CSNF engage and be held accountable to the employer community, but it will ensure future productivity and growth for the businesses in the Area. This will also lead to continued placements and retention of job seekers by employers becoming more productive and expanding opportunities for workers.
- Dedicate resources and capacity to job seekers’ skill development based on industry demand—By doing so, CSNF angles to increase credential—an ultimately skills—attainment rates in the Area. As a result, placement, wages, and retention measures will be met.
- Provide holistic services to job seekers through a collaborative CSNF talent development system-- With a shared focus on the outcomes of placements, wages, and retention, all stakeholders can work in conjunction with one another to streamline processes and integrate service delivery when possible so as to not duplicate services. Additionally, CSNF can implement innovative and customized services to reach maximum outcomes.
- Encourage and support the development of an entrepreneurship atmosphere to increase access and success of future job creators—By way of this goal, CSNF can drive innovation in placements, wages, and retention with job seeker populations that may not fit (or desire) the traditional labor market. This avenue can provide positive outcomes that may not otherwise occur.

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

<b>Program</b>	<b>Measures</b>	<b>Negotiated Performance Goals 2018-19 (Final)</b>
<b>Adult</b>	Employed 2nd Qtr After Exit	85.00%
	Employed 4th Qtr After Exit	83.00%
	Median Wage 2nd Qtr After Exit	\$7,500.00
	Credential Attainment Rate	70.00%
<b>DW</b>	Employed 2nd Qtr After Exit	83.00%
	Employed 4th Qtr After Exit	79.00%

	Median Wage 2nd Qtr After Exit	\$6,850.00
	Credential Attainment Rate	68.00%
Youth	Employed 2nd Qtr After Exit	75.00%
	Employed 4th Qtr After Exit	69.00%
	Credential Attainment Rate	75.20%
WP	Employed 2nd Qtr After Exit	62.00%
	Employed 4th Qtr After Exit	64.00%
	Median Wage 2nd Qtr After Exit	\$4,850.00

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

While CSNF does not engage a service provider, leadership staff set performance expectations each year and monitors progress towards those thresholds. One-Stop Operator performance is based on quarterly deliverables with ties to CSNF's goals. Agency monitoring of fiscal administration and an independent audit are both conducted annually to determine compliance and provide technical assistance as needed. CSNF monitors performance and outcomes via Monthly Program Reports from DEO, Quarterly Common Measures Reports, and the Continuous Improvement Performance (CIP) Initiative. Quality of services is monitored in accordance with the CSNF Quality Plan that includes a four-tiered approach to program monitoring that includes: self-monitoring, program manager monitoring, third-party external monitoring, and quality assurance review and trending of monitoring results at the program and staff level. The results are used to develop training, set staff error rate goals and ensure continuous improvement. Surveys responses from job seekers and employers are also used as a tool for monitoring effectiveness of CSNF staff.

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

PROGRAM	DEFINITION	SOURCE	POLICY STATEMENT
Welfare Transition Self-Sufficiency Rate	200% OF Federal Poverty Level		
Unemployed Worker Self-Sufficiency Rate	Adjusted Lower Living Standard Income Level	LLSIL	To be considered self-sufficient, individuals should be placed into a position at this wage rate. This is also the WIOA self-sufficiency rate.
Underemployed (underutilized) Employed Worker Self-Sufficiency Rate	Less than the State's average wage. This may be an average based on 40 hours a week. (Example: Job seeker earns	Frieda	To be eligible for training services as an individual (ITA) through WIOA, an employed worker requesting career and training services must earn less than this amount. Under-employed individuals do not need an employer statement to support training.

	\$14/hour, but only works 10 hours a week.)		
Employed Worker Self-Sufficiency Rate	250% of the Area's Average Hourly Wage (annualized)	Frieda	All Adult employed workers must earn less than this amount to be considered for training. This may be through individual (ITA) request or employer request (CEWT or OJT). Both situations need employer support statement.
Dislocated Worker Employed Worker Self-Sufficiency Rate	Less than 90% of Wage at Dislocation	WIOA File	All Dislocated Workers who are working "income maintenance" jobs (a job with lower rate of pay than the job or dislocation) should not exceed earnings of this percent of their dislocation wage in order to be considered for training. Example: if a person earned \$50,000 at dislocation, and are now making \$42,000, they may be considered to not be self-sufficient because their current wage is not at least 90% of their wage at dislocation.

## COORDINATION OF SERVICES

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

CSNF has co-located partners in the Comprehensive One-Stop Career Center and CSNF has restructured its facility to enable partners to be available for collaborative efforts when assisting job seekers. There is a referral process in place so partners can send referrals to CSNF or receive referrals from CSNF to assist job seekers when needs are discovered or requests for more help is made known. All partners are aware we serve common customers, and the communication lines remain open among them all. The primary focus of communication is coordination of services to ensure holistic, yet non-duplicative services. CSNF obtains a Release of Information from program participants and referred customers so we can better serve shared customers without duplication by way of open communication. Case managers and teachers from partner agencies interact on a regular basis regarding mutual customers which helps reduce duplication of services. Adult Education/Literacy and Vocational Rehabilitation are also represented on the local Board of Directors.

TANF services are administered by CSNF which not only include work activity oversight, but also preventative services to at-risk youth, as there are typically gaps in workforce-related services to that population through WIOA.

WIOA-funded Adult Education is offered in each county of the region. Classes are held twice a day, three times a week at the Comprehensive One-Stop, however CSNF services (Wagner-Peyser, WIOA) are offered to Adult Education students in each county. VR, C-SEP, and other partners participate regularly in the Comprehensive One-Stop.

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

Local area staff and Board members participate in economic development work, providing workforce data, serving as team members when prospective companies are working through the processes of due diligence as they consider moving to our area. CSNF knows it is important to be at the table for discussions of ways to make jobs projects work and always seeks out ways to make new jobs happen. EDO's also participate in discussions around training needs and sector strategies. Economic Development is also represented on the Board of Directors.

For those who need training on business start-up, plans, and financing for their businesses, they work with our Business Development Unit, training providers, and other partners. Sometimes, these partners are located outside the LWDA.

In addition, CSNF staff is engaged in IEDC training with plans to earn the CEcD certification over the next year. This will further integrate CSNF with its Economic Development partners through tout the region and state.

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

CSNF works collaboratively with local training providers, including the school districts, to assure communication with all partners regarding training resources and needs. Post-secondary education partners are part of business services and economic development groups, and regularly seek input when they consider starting new training programs. CSNF provides workforce projection data, feedback from employers, and any other information helpful to meet mutual goals. Additionally, when obtained, partner schools share input they have collected from employers with CSNF.

Through WIOA (Adult, Dislocated, and Youth), CSNF is able to provide funding for eligible students to complete occupational skills programs with post-secondary providers. CSNF also supports students with wrap around services and referrals. Career Development Specialists also provide foundational skills training for all students.

CSNF works closely with local training providers, including the school districts through the North Florida Career Pathways Consortium, to assure communication with all partners (front-line and administrative staff) regarding training resources and needs. This communication ensures there is no duplication of services.

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

CSNF and its staff maintain open communications with transportation providers as well as providers and vendors for support services needed for successful completion of goals. Staff also sit on the Transportation Disadvantage Coordination Board. The first option for transportation needs is the public transit service provided by Big Bend Transit, Suwannee Valley Transit, or Suwannee River Economic Council under the Transportation Disadvantaged Program or other programs those providers have available, depending on the eligibility of the customer. These agencies work with the CSNF Program and Business Development staff to develop solutions, including ride-share options, depending on the needs of the job seeker and employers. CSNF also provides transportation related services reimbursing program participants for part of their transportation costs to complete activities required to fully-participate in programs.

Other forms of Support Services provided may include uniforms or other work appropriate attire, tools, testing and licensing fees, and background check costs. Support Services requests are considered on a case by case basis and must relate directly to the employment goals set by the job seeker within their Individual Employment Plan (IEP). To the extent possible, CSNF coordinates support services with partners, as often partners can serve co-managed job seekers with the same or more extensive services.

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

The Local Area has an agreement with the state agency to provide oversight and supervision of WP services in the local One-Stop system. This agreement provides that services are coordinated without duplication. All services are provided by LWDA staff in cooperation with State Merit staff posted in the One-Stop Career Centers. The Wagner-Peyser program is monitored regularly along with all other programs operated in the local area. Career Center staff (State and LWDA) work hand-in-hand with all programs offered at CSNF and in conjunction with partners to develop individual employment strategies for job seekers in order to avoid duplication among programs and providers.

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

It is the continuing practice of the local board to participate within the career pathways consortium made-up of representatives of adult education and literacy services in

addition to CTE coordinators in all six counties of the area. The local board receives copies of all Adult Education grant applications from the six-county service area and reviews them to ensure compliance with this WIOA plan. The work of the local board with individual Adult Education programs ranges from referring high school dropouts to the programs and providing case management to providing workshops for Adult Education students and hosting on-going programs. Additionally, an Adult Education representative has a seat on the CSNF Board of Directors.

CSNF wants to ensure Adult Education is offered in every available capacity, with credible and capable administrators and instructors, in safe environments in which adults can learn. This includes those most underrepresented populations in the workforce, including those with disabilities, over 55, and with background concerns. Also, CSNF encourages Spanish-speaking customers to take advantage of English and literacy classes where they may be available.

In addition, the local board has a presence on the School Advisory Committees for all three post-secondary training institutions and provides input for planning of program offerings which often includes discussions of coordinating with Adult Education programs.

- (7) Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help individuals become self-sufficient.

CSNF works through many of its programs and funding streams to address the goal of reducing welfare dependency.

TANF/SNAP. Once a referral is made from DCF, CSNF provides orientation and intake of customers in TANF and SNAP programs. CSNF quickly engages this population to assign them to activities commensurate with the employment plan developed by the participant in conjunction with the career consultant. When not already obtained, CSNF provides a pathway for these participants to immediately enroll in an Adult Education program. If work experience is limited, then after being afforded training in foundational skills, the participant is referred to a worksite to demonstrate those skills. CSNF refers participants to Vocational Rehabilitation, Blind Services, CSBG, early learning coalitions, and other community agencies if the job seeker is found to need of those services. CSNF provides workshops and resources to job seekers on job retention and career planning and works with job seekers to set short and long term goals, to include training for in-demand occupations. TANF also serves in-school, at-risk youth to prevent future dependency by building foundational skills and exposing them to career opportunities in targeted-industry sectors.

Wagner-Peyser. In general, CSNF staff counsel job seekers on career development by using labor market and earnings information. CSNF also works with job seekers on retaining employment (e.g., dispute resolution, communication with co-workers). This strategy imparts the importance of working and the value of continued work in lieu of receiving benefits. Additionally, follow-up with participants in all of our programs is key to reiterating the value of staying on the job and in career development mode.

Youth. CSNF's Foundations programs directly impact welfare dependency, by breaking down barriers for young adults, giving them exposure to the world of work, and providing

them access to post-secondary education. The Foundations program targets out-of-school youth, with a focus on dropout recovery.

WIOA Adult/DW. As CSNF counsels job seekers, staff bring to life career possibilities based on career pathways (e.g., CNA to LPN to RN to BSN). CSNF supports occupations and training programs with proven records of placement and family-sufficient wages to prevent a need for future public assistance. Individuals receiving public assistance are given priority of service in CSNF's Career and Training (WIOA) programs.

Ticket to Work. Through the Social Security Administration, CSNF is an Employment Network (EN) which works with benefit recipients by providing career guidance and encouragement to return to work with safety nets which have been created. As part of this process, staff discusses potential earnings versus the limited benefits they will receive ongoing. Although CSNF does not have a large caseload of this type currently, success has been found in the case management/career counseling strategy that has been used to date.

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

CSNF has entered into Memorandums of Understanding (MOUs) with the Florida Department of Education, Divisions of Vocational Rehabilitation and Blind Services. The MOUs discuss a plan for program coordination in an effort to not duplicate services and better serve the job seekers through a holistic approach. The MOU's contain provisions for cross training staff, shared space, referrals, and coordinated employer outreach.

## DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

The One-Stop service delivery is comprised of the partnerships between CSNF and

- Vocational Rehabilitation,
- Adult Education (in each county),
- C-SEP (provided locally through NCBA),
- Blind Services, and
- Community Service Block Grant (provided locally through SREC and CACAA).



These partners contribute staff, travel, training, technology, and other support as needed to provide a stellar One-Stop for the job seekers in North Florida. CSNF has only one comprehensive center but partners provide service throughout the CSNF-Network footprint.

Partners will be able to review this plan and contribute to subsequent strategic planning at the local and regional levels. Partners will begin meeting semi-annually to work through the plan and ensure all provisions of the MOUs are undertaken.

Infrastructure Funding Agreements have only been executed with those partners who provide services in the county of the only Comprehensive One-Stop (Madison).

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

River Oak Technical College, Big Bend Technical College, North Florida College, Department of Corrections Probation and Parole, ARC of the Big Bend, and Department of Children and Families.

- C. The local workforce development board, with the agreement of the chief elected official, shall develop and enter into a Memorandum of Understanding (MOU) between the local board and the one-stop partners.

CSNF, in coordination with the One-Stop Operator have developed, negotiated, and implemented MOU's between the local board and the One-Stop partners. Copies of the MOU's are included as attachments to this plan.

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

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

The local area provides an ADA-compliant environment, with access to accommodations for both hearing and vision-impaired customers. The buildings are evaluated by the One-Stop Operator and the state agency. All partners must comply with the standards set for the CSNF Comprehensive Career Centers in order to promote their services, events, and use space made available to them by CSNF. Any associate or community site where staffs meet with job seekers must also be in compliance.

Most services can be accessed remotely, via an internet-enabled device or telephone. While the CSNF area does not contain an ILC, staff communicates with the designated ILC's for the area to review benefit information and other safety net programs.

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

**Physical Design:** The local area facilities and equipment are designed for ease of access with offices and career centers on first floors. All entries into buildings are on street level with ramps. Mobile units are equipped with handicap access entries and staff is trained in its use. All CSNF workstations are equipped to assist individuals who are hearing or vision impaired and staff is trained on its use.

**Process Design:** CSNF has a referral process with forms used by partners to give access to their customers for our services. Those referral forms may be paper or electronic form accessed through the CSNF website. Program orientations are also online which provide continual access through an accommodating platform.

At least once a year, CSNF staff is trained or retrained to keep up to date on methods and principles of serving individuals with special needs. In addition, once each quarter, CSNF requires all staff to attend a training workshop on various topics, which may include serving the special needs population.

Access via technology is available 24/7. During normal business hours staff is on-site to assist customers. Web-based services include applications for programs and feedback instruments that customers are able to complete and submit without printing.

Prior to new processes being created or implemented, leadership staff takes into consideration the design element for all customer groups, typically piloting new initiatives to fully-understand total impact and evaluate prior to full implementation. This practice ensures time for feedback and process adjustments.

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

CSNF has a supported network of communication that is live 24/7. This includes access to the Virtual Career Center that is available on the CSNF website. The VCC "walks" a customer (job seeker or employer) through the process of how and more importantly why, to register in Employ Florida. To serve communities in our area where we don't have a full-service office, there is a satellite center in Live Oak, and two (2) mobile career labs on a schedule for other areas. Additionally, partner sites are used at SREC in Mayo and the Jefferson County Library to

provide services in their locations once a week. This practice could expand to other counties/towns as sites are vetted and determined appropriate.

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

All services are integrated through the use of a case management and service tracking system. All customers are provided personal account information, and staff has privileges in these systems on a need-to-know basis. When partners outside the workforce system need information, an agreement for sharing is in place through the use of permissions managed by the customer and/or staff. Staff also co-manage job seekers via Teams, email or face-to-face. Co-management begins with initiating agency assessing and determining the needs of the job seeker. Partner agencies staff are versed in services provided by CSNF and vice-versa, so quality hand-offs are made and the job seekers seamlessly receive services.

- (4) Competitive Selection of One-Stop Operator:** Describe steps taken to ensure a competitive process for selection of the One-Stop Operator(s) (WIOA §121(d)(2)(A)).

The LWDA follows its procurement procedures provided in its Administrative Plan and complies with WIOA requirements in order to secure the most cost-effective fiscal arrangement and the highest performance expectations possible.

CSNF engage the services of an independent firm to facilitate the Board's One-Stop Operator process development. The firm conducts a meeting to help craft the Board's definition for One-Stop Operator services. The RFP is then posted, after which, the responding entities are reviewed and selected by the Board of Directors.

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

Being geographically encased in one of Florida's large Rural Areas of Opportunity (RAO), the LWDA will request continued support in the funding allocations to accomplish its mission. Rural areas have fewer higher educational resources, transportation resources, job opportunities, and higher level of need in the workforce population. For these reasons, the cost of keeping our resources going out to meet the need becomes costlier than in areas where there is a lot of growth going on. CSNF has delivered services through Mobile Career Centers and outreach centers for over a decade and will continue outreach to the area through these means. This mode of service delivery goes beyond the brick and mortar model and requirement. In the way of Quality Control, CSNF has implemented an intense program of monitoring and oversight of reporting for programs under the administration of CSNF. Since implementation, CSNF has experience significantly improved external monitoring. CSNF has also tiered staff and cross-trained them in the various programs so any one staff member can serve any job seeker, regardless of program eligibility. This model provides opportunity for additional resources

and opportunities to serve customers as well as more knowledgeable staff to better serve each job seeker.

## DESCRIPTION OF PROGRAM SERVICES

**(1) System Description:** Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

A hub and spoke model with CSNF at the center, the workforce development system in the Area, serves an entirely rural, though vibrant community. And although at the center, CSNF serves in various facets depending on the situation:

- **Convener.** CSNF brings together willing partners and stakeholders to develop strategies that will lead to innovative initiatives and common-sense solutions.
- **Leader.** CSNF is often seen as the flag-bearer for knowledge, performance, and initiative for the Area. CSNF continues to refine its collective skill set to best serve and benefit North Florida.
- **Implementer.** Regardless of lead, CSNF plays an integral role in providing services and carrying out special initiatives in the region. This ranges from mandated federal grants to other shorter-term services with more targeted outcomes.
- **Participant.** In some instances, CSNF may serve a single function around a broader initiative or project. CSNF may participate as a provider of knowledge, data, or systems to support partners or other system stakeholders.

As identified and detailed at length earlier in “Description of Local One-Stop System,” the One-Stop service delivery is comprised of CSNF and the following partners: Vocational Rehabilitation, Adult Education (in each county), C-SEP (provided locally through NCBA), Blind Services, and Community Service Block Grant (provided locally through SREC and CACAA).

CSNF oversees the implementation of the following workforce development programs (or portions of programs as appropriate): Wagner-Peyser, WIOA (Adult, Dislocated Worker, Youth), TANF, SNAP, RESEA, VETS, and TAA. Within each program, service design is consistent across all programs with assessment of the job seeker, plan development with the job seeker, and implementation of the plan. It is through this process where it is discovered the needs of the job seeker and, further, their need for partner services. Common linkages between CSNF programs and partner programs are listed below, however this is not all inclusive:

- WIOA Youth programming is substantially dependent on providers of Adult Education.
- SNAP job seekers have found additional services from Vocational Rehabilitation helpful in achieving their goals.

- Wagner-Peyser and RESEA services are often supplemented by C-SEP to better assist older workers develop purposefully.
- TANF and SNAP recipients find sustaining services through CSBG providers.
- WIOA coordinates with CSBG providers as well to extend services where WIOA may not.

CSNF works with partner providers of workforce services (VR, DBS, etc.) and support services (CACAA, SREC, etc.) to ensure mutual customers' plans are aligned and shared when possible and payment for services/training/transportation/support are coordinated with staff in these agencies to ensure there is no duplication of services and funding.

Beyond these required partners, CSNF delivers services closely with local training providers Big Bend Technical College, North Florida College, and RiverOak Technical College. These providers are necessary to carrying out industry strategies and each plays a unique, but vital, role in the workforce development process for the region. CSNF engages with these providers on any number of levels:

- **Business and School Advisory Boards:** Meeting schedules depend on the school and program schedule, but includes meeting with other business leaders, training partners, economic development leaders, and legislative representation to discuss, evaluate, and plan for meeting business needs with skilled workers. CSNF is active on these committees at Big Bend Technical College, North Florida College, and RiverOak Technical College.
- **Career Pathways Consortium:** Representation from all six local school districts including postsecondary providers, all recipients of Carl Perkins funding. This consortium reviews and approves articulation agreements between the secondary and post-secondary programs. It also provides a forum for assessing need and promoting solutions for skills development. CSNF receives a copy of all grant submittals in this regard and is available for consultation regarding the development of new programs. CSNF collaborates with these partners to ensure the certifications offered are in-demand by industry partners.

Through these means as well as day-to-day employer interactions by CSNF's Business Development Unit and engagement with Economic Development practitioners, CSNF is able to ascertain industry insights to develop strategies and also balance published labor market predictions to clearly understand the local labor picture and how to refine a more relevant and responsive system.

Through this plan, local occupational lists, and meaningful reports, CSNF leads alignment efforts by communicating needs, priorities, and other relevant information for decision makers to take into account when affecting the labor market. Partners often refer to these when developing or supplementing services for their own customer base.

CAPE, Perkins, and other Occupational Skills Training Programming in CSNF Region:

Secondary:

Agricultural Science  
Animation  
Programming  
Aviation  
Childcare  
Culinary Arts  
Digital Design  
Drafting

Engineering  
Entrepreneurship  
Health Science  
Information Tech  
Nursing Assistant  
Office Specialist  
Power and Energy  
Web Design

Post-Secondary:

Administrative Assistant  
Automation and Production  
Technology  
Automotive Service Technology  
Brick/Block Masonry  
Building Construction Technology  
Certified Dietary Management  
Corrections Officer  
Commercial Driving  
Cosmetology  
Culinary Arts  
Diesel Mechanic  
Digital Media  
Early Childhood/Childcare  
Professional  
Electrician  
Electrical and Instrumentation

Electronic Technology  
Emergency Medical Technician  
Engineering Technology  
Law Enforcement  
Massage Therapy  
Medical Administrative Assistant  
Medical Assisting  
Medical Billing and Coding  
Millwright  
Paramedic  
Patient Care Technician  
Pharmacy Technician  
Practical Nursing  
Plumbing  
Registered Nursing (ASN and BSN)  
Surgical Technician  
Welding

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

CSNF's procurement policy and process is outlined in its Administrative Plan. Services, as necessary, are announced for bid or proposal and evaluated by a team of staff and Board members. Contracts are awarded based on bidder qualifications and value of services provided.

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

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

- Is it the right thing for the individual?

- Will it deliver quality results?
- Is staff adequately trained to guide the process?
- Are there adequate resources to support it all the way through to the end?

Since the inception of WIOA, partners were given a referral form they may send to CSNF but are also well versed in the application process for WIOA services. In some cases, CSNF may provide accommodations or assistance in the application process. CSNF trains partner service agencies on program services and procedures so they can better refer and reinforce next steps. CSNF staffs working in other programs within the One-Stop Career Center are also trained on how to refer someone to WIOA services. Staff from these coordinating agencies and programs, are included in the enrollment and planning stages of a job seekers' tenure in WIOA. This allows for more coordination and more access for all job seekers. Bringing together partner programs/agencies helps get information into the hands of the job seekers who need the services the most, including those with disabilities. Once enrolled in WIOA (Adult, Dislocated, or Youth), the job seeker's plan will include steps to overcome barriers in coordination with the referring agency/program and steps leading to high-skilled or high-wage occupations within career pathways which they may not have had access to otherwise.

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

The table below contains the industries of continuing focus in the local area. North Florida is an industry-diverse part of the state which is reflected in our grouping of targeted sectors:

INDUSTRY	NAICS CODE	PRIORITY*	Fast-Growing Industry	Most New Jobs	FGWA	NFEDP
Manufacturing	31, 32 and 33	1	*	*	*	*
Transportation, Warehousing and Logistics	48 and 49	1	*	*	*	*
Healthcare	62	2	*	*	*	
Agriculture, including Logging and Timber	11	2	*	*		*
Retail and Wholesale Trade	42, 44, and 45	2	*	*		*
Mining, Phosphate and Rock	21	2				*

<b>Public Administration and Public Safety</b>	92, 93	3		*		
<b>Leisure and Hospitality</b>	70, 71 and 72	3	*	*		
<b>Utilities</b>	22	4				

\*Prioritization helps define how the LWDB will invest WIOA funds in training for specific industry jobs. Investment of training funds includes on-the-job and customized training agreements with employers, as well as Individual Training Agreements.

- Due to the continuing exodus of the Boomers in addition to “full-employment” within the labor market, the LWDB must focus on skills training and upgrades to fill vacancies with new talent, or back-fill entry level vacancies due to “churning.” CSNF is working with all of these industries through a continuous process of discussing, examining, and planning how to answer the needs of business in the LWDA. The local strategy includes, but certainly will not be limited to, roundtable meetings, engaging businesses, training, economic development, legislative, and other partners with CareerSource that are led by business needs.
- Priorities will grow and shift over time, even as the sectors will change from time to time. The LWDB, with its partners, will adjust and shift with the needs of business, and continue to be the convener of conversations, planning and actions to meet the talent needs of the area.
- Above, mutual industries of focus for the Florida-Georgia Workforce Alliance as outlined in its Summer 2019 Strategic Action Plan, and the North Florida Economic Development Partnership (NFEDP) as outlined in its Regional Workforce Study & Economic Development Strategic Plan, are notated to indicate industry alignment with partner organizations. See (5)B. below.

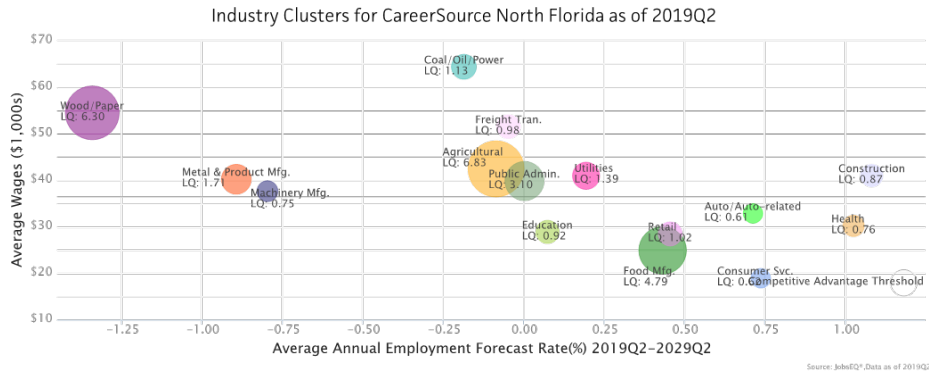
**(5) Industry Partnerships:** Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §134(c)(1)(A)(iv)). The local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

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

CSNF uses current and projected data provided by DEO’s Bureau of Labor Market Statistics’ data (previously reviewed in depth) as well as Chmura Economics’ Jobs EQ to develop Targeted Sectors list.

As shown above, the utilities industry is not aligned with other regional groups, however, by using Jobs EQ (chart below), Utilities appear as a growing industry with above average salaries, and is therefore included as a targeted industry for the Area.





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

As CSNF is nestled within the 6-Area region of the Florida-Georgia Workforce Alliance, and the 14-county region of the North Florida Economic Development Partnership, it is vitally important to incorporate the sectors and strategies of the work groups into CSNF's Vision and goals for the future to the extent possible. This is due to growing commuting radiuses and greater capacity for telecommuting.

In Section (4.) above, it is noted which locally-targeted regions align with FGWA and NFEDP planning.

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

See (1) above. In addition, CSNF incorporates the feedback from and intelligence derived from surveys, conversations, meetings, etc. to refine and modify process to best serve industry.

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

CSNF created and staffed a Sector Strategies Coordinator position. This position is concerned with the assessment and development of strategies to ensure targeted industries are served and to track progress on implementation of strategies. In order to be a resource to partners and staff, this position also serves as the in-house Apprenticeship and LMI SME.

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

Essentially, CSNF has moved from a program-alignment of services to sector-alignment. In this model, within the comprehensive and satellite One-Stop Career Center, services are provided based on knowledge of sectors, not programs. Staffs are trained in each program administered by CSNF but specialize in a particular sector grouping and CareerSource North Florida deliver services based on the sector the job seeker or employer identifies most with.

The developed strategies will be fundamental to service delivery at CSNF. Each staff is assigned to an industry grouping which allows them to have a sector (or multi-sector) specialty. In addition, remote services and events are designed and marketed based on the industry of focus. ITA's, as well as employer training grants, are prioritized based on sector.

CSNF works with employers within the prominent industries to develop recruiting and service delivery models to engage workers who are likely to work in those sectors and those workers those sectors want to recruit into their industry who have to date been under-utilized or marginalized in the industry. CSNF will engage partners in this process.

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

CSNF measures performance based on placements within industries, increased wages in the industries, and retention and career development within the industries. Baseline data has been identified and improvement monitored annually. This data will be used to prioritize existing sectors and reveal emerging sectors.

CSNF is in a continual improvement model of service. CSNF solicits feedback from job seekers and employers, as well as partners and staff, through formal and informal means. Using this information, CSNF's iterative process highlights best practices and gaps to fill. As a small Board with limited staff, CSNF has an advantage in quickly implementing needed change.

In order to sustain the strategies in E above once they become institutionalized, CSNF provides professional development for staff on-going and ensure policies and procedures address internal processes in light of a key sector approach. CSNF continues to cultivate relationships in the industries and formalize the avenues of communication to ensure the latest information is relayed to CSNF about occurrences and needs of the industry.

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

It is the policy and practice of CSNF to restrict expenditure of WIOA Adult and Dislocated Worker funds for training (OST or OJT) that is on the approved Targeted and Demand Occupations Lists. When there is a documented need for training in occupations not listed on the TOL, the Board follows the process for consideration to add them to the TOL/DOL.

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

A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;

Personal contact is made by Business Development Managers (BDM) with employers in all industries and of all sizes located in the area,

however intensive activities are focused in identified sectors. BDM assesses the needs of the organization and develops a plan of service in some combination of Recruitment, Retention, Research, or Retraining services.

- B. Support a local workforce development system that meets the needs of businesses in the local area;

Through the network of partners and stakeholders previously described, honest and straightforward dialogue is on-going to assess and evaluate the needs of business. Business Development staff meets with employers and industry representatives to assess their needs which, in turn, lead to the development of a service strategy. CSNF engages partner agencies to share the assessment findings and plan for service. CSNF also engages training partners to look at training program design and content as well as addressing a need to develop new programs or discontinue others.

An example of this process in action was what resulted in the development and implementation of the CDL and Diesel Mechanic programs within the region, based on the input and feedback from the employer community.

- C. Better coordinate workforce development programs and economic development; and,

CSNF leadership is engaged and involved with economic development projects throughout the area. Economic Developers are engaged in CSNF's sector strategy conversations and provide BR&E information to staff for action. CSNF provides research and training information to EDO's with which to respond to leads. There is an Economic Developer on the CSNF Board and the CSNF Executive Director is active on local and regional development councils.

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

The One-Stop delivery system plays a part in moving people from UI to employment. UI helps to fund the public workforce system which is the key to building a talent pipeline for industry, which funds UI programs. CSNF tightens these links by engaging businesses and other stakeholders to ensure policies and programs are delivered locally through the One-Stop system to address their needs.

Partners and programs in the One-Stop system support recipients of UI by referral to overcome barriers that may exist and setting them on a path to reemployment.

Partners and programs support payers of UI by providing support to recipients to assist them in retooling before or after a layoff event, or to prevent a layoff event. Additionally, employers benefit from paying into UI

by using the infrastructure and various funding streams within the network for develop its current and future human resource needs.

The linkage between the local career centers and the unemployment insurance program is further linked due to the lack of other resources for unemployed individuals to find help. CSNF's Career Centers provide infrastructure for recipients to claim their benefits, but additionally RESEA one-on-one sessions provide these job seekers with assessment analysis and information to assist them in quickly returning to their career path. Staff base guidance on the intelligence provided by the CSNF Business Development Unit.

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

CSNF's priority of service policy is broken down into 4 strata:

**1st Priority:** Covered persons (veterans and eligible spouses) who are low income, recipients of public assistance, or who are basic skills deficient.

**2nd Priority:** Non-covered persons who are low income, recipients of public assistance, or who are basic skills deficient.

**3rd Priority:** Veterans and eligible spouses who are not low income, not recipients of public assistance, and not basic skills deficient.

**4th Priority:** Individuals (non-covered persons) who do not meet the above priorities. On an exception basis, WIOA eligible individuals (non-covered persons) who do not meet the WIOA Program eligibility for priorities 1, 2 or 3 may be served under the 4th priority. The request for 4th Priority must be submitted in writing using a form. The WIOA eligible adult must meet one or more of the following categories of an individual with a barrier to employment:

- A. displaced homemakers;
- B. non-self-sufficient individuals;
- C. individuals with disabilities;
- D. older individuals;
- E. lacking training in desired occupation;
- F. ex-offenders;
- G. homeless individuals;
- H. single parents (including single pregnant women); and/or
- I. long-term unemployed individuals.

All persons requesting services are vetted through to ensure the neediest persons are served first. If no one is awaiting services in the next tier up, then service may be provided to a WIOA program applicant in a lower tier. For example, if no one who has been categorized as Level 1 or 2 is awaiting services, staff may enroll a Level 3 participant. Additionally, in the realm of training services, it should be noted that while a higher-level applicant is waiting for time to pass until the beginning of their anticipated need, a lower priority level applicant may be served.

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

The local area has training agreements with accredited post-secondary schools that meet the eligibility criteria and provide training programs in Demand/Targeted occupations with proven placement and wage results. Those agreements provide guidelines for processes and flow of forms and information, including a description of each occupational program CSNF will support with WIOA funds. Agreements are monitored annually to assure relevancy. Contracts are entered into with employers for OJT and CT. CSNF also works with Registered Apprenticeship and Industry Recognized training programs when appropriate.

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

It is the policy of the local Board to have a list of training options for program participants to consider in their decision-making process. Customers are free to select from the list of eligible providers where they will go for training, with full information on their financial commitment and the local Board's commitment. It is made known that the customer may choose any program they wish, regardless of its presence on the local Education Training Providers List (ETPL), however it is the will of the Board to support them financially only in attending training providers meeting specific but reasonable criteria to receive funds from CSNF. When customers apply and are considered for enrollment for WIOA training services, they are presented with a list of approved providers to select from for the programs they are interested in and qualified for.

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

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

In order for an ITA to be requested, the job seeker must be assessed and vetted as an appropriate candidate for training in their desired occupation. Additionally, the job seeker's occupational goal must be included in their Individual Employment Plan. The current cap on ITA and training support is \$6,500 for all programs except RN which carries the cap of \$7,000. That amount includes any support services as well as tuition, books, and fees paid to the school. CSNF does not support any exceptions to the use of ITA funds, other than the restrictions state statute imposes.

Additionally, the Board has set limits as to how much funding may go to approved sector allocations so as to distribute funds in accordance with demand and return on investment. At mid-year, these ratios are reviewed in order to ensure all earmarked funding will be spent and may be redistributed in order to expend completely.

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

CSNF's Board is actively pursuing the integration of entrepreneurship opportunities as a means for preparing job seekers for careers beyond the traditional labor market. CSNF is always aware of those resources in the area through the community college, Chambers, EDO's, and the SBDC. CSNF will work diligently to grow its involvement with training of this type by working in conjunction with the entities mentioned above and reaching out to individual start-up businesses to create training and mentoring opportunities to integrate into the career plans for job seekers. CSNF may provide workshops and/or bring in subject matter experts to grow this sector of the local economy. CSNF will work to promote these avenues of income through career development and planning sessions with job seekers.

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

Currently, the CSNF area has one registered apprenticeship but is actively seeking partnership with local employers and other organizations to establish Registered, as well as Industry-Recognized, Apprenticeships. CSNF has received grant assistance to help do this. CSNF has entered into conversations regarding expanding opportunities with employers, including manufacturers. Training-seekers are referred to the Apprenticeship listing on the DOE website and made aware of this training avenue and its value. As all Registered Apprenticeships are on the ETPL, CSNF may use funding to assist a trainee or business in this endeavor. CSNF will work with partners and employers to develop pre-apprenticeship and registered apprenticeship offerings in the local area.

Also, CSNF is undertaking the sponsorship and registration of its own Apprenticeship for the Career Development tiered positions. As an offshoot of this process, CSNF is gaining vital organizational knowledge but also process knowledge so it is able to advise and consult with other organizations wishing to do the same.

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

CSNF routinely uses OJT and CT options for training employed workers to upskill them as their career develops. This includes typically reimbursing the employer for the extenuating costs associated with training a new employee or reimbursing the employer for a portion of tuition and other fees associated with training through other means. CSNF has seen success using these tools but has also learned from experience in

delivery of these services. CSNF is currently in process revision and will publicly make available the guidelines of each of these training mechanisms.

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

As stated previously, all training agreements are monitored annually, and performance data from the training programs supported with WIOA funds is required. Policy explicitly states performance expectations and what levels must be maintained for the provider and/or program to remain on the approved list. OJT and CT agreements are also monitored to ensure compliance and performance.

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

Program Framework:

*In-School Youth:* Completion of high school or post-secondary program. CSNF does not target in-school youth, but may provide to fill gaps in services not provided elsewhere.

*Out-of-School Youth:* Completion of high school diploma via GED, skills training certification, college, and/or gainful employment

- Traditional “case management” method
- Requires careful documentation and monitoring
- Youth must need primary outcome goal
- May participate in internship (work experience) opportunities, with requirement of on-going educational process
  - Work Readiness Training through on-going workshop schedule covering all six counties.
  - Engage Employer Services Staff in “marketing” work experience component and share contact with employer site staff who serve as work experience mentors.
  - Regular and constant contact with youth while in work experience to provide guidance as needed and assure program compliance.
  - Selection of work experience participants requires advancing educational goals and matching of work site to career goal.
- Services begin with comprehensive assessment of education, work experience, skills and aptitude of youth. This is followed by development of an individual service plan for each youth based on interests and capabilities.
- CSNF takes referrals from the local area Vocational Rehabilitation, Department of Juvenile Justice, community partners as well as other programs serving the youth population. CSNF works with the youth's capabilities using resources to integrate them within the community. During the assessment and interview process of a participant it may discovered the

youth possesses a potential disability. When this occurs, every effort is made to refer the youth to Vocational Rehabilitation or other appropriate agency as these needs are discovered. Both short-term and long-term goals are included in the individual service plan, for which incentives may be awarded.

Program Elements:

<b>ELEMENT</b>	<b>HOW WE WILL PROVIDE</b>
Tutoring	Community referrals to local schools or community-based programs
Alternative School: dropout recovery	A hallmark of CSNF Foundations program, in partnership with all adult education and GED prep programs in all six counties
Work-Based learning: OJT, internships, experience related to career/training goals	Staff will arrange directly, in partnership with regional employers
Occupational skills training	Staff refers to local training providers for specific skills training.
Education concurrent with specific skills training	See above.
Leadership Development	Local vendor provides leadership skills development through workshop and group discussion.
Supportive Services	Provided by WIOA funds for training-related expenses, i.e. uniforms, GED tuition and testing fees, transportation support, etc.
Adult Mentoring	Staff serves as mentors and refers to worksite supervisors as mentors in development of work habits and skills.
Follow-up	Staff conducts quarterly follow-up contacts with youth for a period of 12 months after exit from the program and offers services as needed/required.
Comprehensive Guidance and Counseling	Staff referrals to appropriate community resources such as health department, mental health or substance abuse counseling providers, school counselors, etc.
Financial Literacy Training	Staff provides workshop-based training on financial literacy.
Entrepreneurial Skills Training	Local training providers, chambers of commerce, and other entities can give access to SBDA trainers for anyone we refer to them.
Labor Market	CSNF career centers regularly provide all job seekers



Information	with information on jobs currently available and projected job openings, to guide them to training choices. This is required of all youth enrolled in CSNF program.
Transition to Post-Secondary Training	Staff assists with college and technical training program applications, including FASFA and any other scholarships that might be available to youth. In addition, staff will make all introductions possible and create opportunities for exposure to careers to encourage the transition to post-secondary training.

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

Assessment of needs is the first step in working with any job seeker, and with youth, the TABE (Test of Adult Basic Education) or other CSNF approved product is required to determine functional level unless they already have a high school diploma. Other assessments include Florida Ready to Work in addition to the battery of background questions included in the individual profile within the data management system. Those who are either self-disclosed, obvious at presentation of themselves, or discovered through initial assessments. "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" is defined as a youth who does not meet a 9th grade level in Language and/or Reading on the TABE, regardless of their first/primary language.

- B. **Define “requires additional assistance.”** Describe how the local board defines the term “requires additional assistance” used in determining eligibility for WIOA-funded youth programs (20 CFR §681.300).

Youth “require additional assistance” when, based on multiple assessments, they are a.) at risk of not obtaining/completing their HSD/GED; OR b.) at risk of not completing post-secondary training; AND c.) at risk of not attaching to the labor market in a high-skill or high demand occupation.

The definition specifically includes youth who have no resources or education and has no work experience or is unable to maintain employment due to lack of skills. With lack of resources and education, the definition is easily assumed. However, the need is documented with initial assessments of strengths and weaknesses and formalized through assessment results.

## ATTACHMENTS

- Attachment A: Executed Memorandums of Understanding
- Attachment B: Infrastructure Funding Agreement
- Attachment C: Executed Interlocal Agreement
- Attachment D: One-Stop Operator Contract
- Attachment E: Current Board Member Roster
- Attachment F: Public Comments and Minutes of Meetings for Plan Approval
- Attachment G: By-Laws

**SIGNATURE PAGE**

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

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

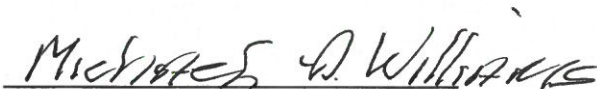
We will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

**Workforce Development Board Chair**

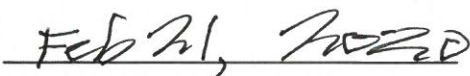
**Chief Elected Official**



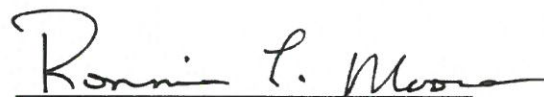
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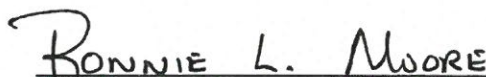
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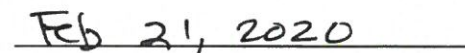
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Date

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

### **I. PARTIES**

This Memorandum of Understanding ("MOU"), is made pursuant to Rehabilitation Act of 1973, 29 U.S.C. §721(a)(11) and the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by the Division of Vocational Rehabilitation (hereafter referred to as the Partner) and The North Florida Workforce Development Board, Inc. d/b/a CareerSource North Florida (hereafter referred to as "CareerSource").

### **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 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 System.

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current 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 Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties.

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

### **III. PROVISION OF SERVICES**

A. The North Florida local area workforce board and the Board of County Commissioners of Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties have designated CareerSource to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource or its designee 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 System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Maintain the statewide "CareerSource" branding of each center.
6. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:30 am until 4:30 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
10. The contact information for CareerSource is as follows:

Diane Head, Executive Director  
705 E. Base Street, Madison, FL 32340  
Telephone Number 850-973-2672  
Fax Number: 850-973-9757  
E-Mail: [diane.head@careersourcenorthflorida.com](mailto:diane.head@careersourcenorthflorida.com)

**B. The Partner will perform the following functions:**

1. Coordinate with CareerSource to provide access to its workforce services and programs through the System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the System.
2. Coordinate with CareerSource 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 System.

3. Coordinate with CareerSource 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 System.
5. Provide CareerSource with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource 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 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 System.

#### **V. CONFIDENTIALITY OF RECORDS**

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

#### **VI. INFRASTRUCTURE COSTS**

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

#### **VII. TERM**

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

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

#### **VIII. MERGER**

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

**IX. THIRD PARTY BENEFICIARY**

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this MOU. None of the Parties intend to directly or substantially benefit a third party by this MOU. The Parties agree that there are no third party beneficiaries to this MOU and that no third party shall be entitled to assert a claim against any of the Parties based upon this MOU.

**X. GOVERNANCE**

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource. Pursuant to the Act CareerSource shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this MOU will be resolved in accordance with CareerSource's Grievance/Complaint and Hearing/Appeal Procedures.

**XI. DISPUTE RESOLUTION**

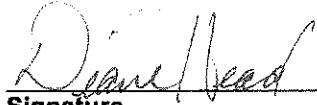
If an issue arises involving this MOU, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, 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 Executive Director 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 Executive Director of CareerSource and to the Director of the Division of Vocational Rehabilitation, Partner or impose other remedies to resolve the issue.

**SIGNATURES**

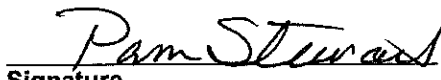
**APPROVED BY:**  
CareerSource North Florida

  
Signature

Diane Head  
Printed Name

4/21/17  
Date

**Department of Education/  
Vocational Rehabilitation**

  
Signature

Pam Stewart  
Printed Name

5/11/17  
Date

**MEMORANDUM OF UNDERSTANDING  
ONE-STOP CAREER CENTER SYSTEM  
BY AND BETWEEN  
NORTH FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.  
d.b.a. CAREERSOURCE NORTH FLORIDA  
AND  
FLORIDA DEPARTMENT OF EDUCATION DIVISION OF BLIND SERVICES**

**I. PARTIES**

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 ("the Act"), and is entered into by the **Florida Department of Education, Division of Blind Services** ("Partner") and **CareerSource North Florida** ("CareerSource").

**II. PURPOSE**

The Act 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 the 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" delivery system.

This MOU is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Hamilton, Jefferson, Lafayette, Madison, Suwannee and Taylor Counties. In addition, this MOU 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 Hamilton, Jefferson, Lafayette, Madison, Suwannee and Taylor Counties.

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

**III. PROVISION OF SERVICES**

A. The CareerSource has been designated by the chief elected official as the administrative entity, grant recipient and fiscal agent.

B. CareerSource agrees to perform the following functions under this MOU:

1. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop delivery 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 Act and related legislation for: the 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 programs; Perkins Act programs; Blind Services and Vocational Rehabilitation.

2. Coordinate with 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 delivery system.
3. 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 infrastructure funding mechanism requirements issued by the State of Florida. Funding will occur at the state level through the Department of Economic Opportunity (DEO) for disbursement to the local area workforce boards.
4. Maintain the statewide "CareerSource" branding of each career center.
5. Maintain and operate at least one comprehensive One-Stop career center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations).
6. Provide an area for the Partner's meetings and/or co-location as space and funding permits.
7. Model CareerSource Florida core values and maintain a professional working environment.
8. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
9. The contact information for CareerSource is as follows:

Diane Head, Executive Director  
705 E. Base Street, Madison, FL 32340  
Telephone Number: 850-973-2672  
Fax Number: 850-973-9757  
E-Mail: [diane.Head@careersourcenorthflorida.com](mailto:diane.Head@careersourcenorthflorida.com)

C. Partner agrees to perform the following functions under this MOU:

1. Coordinate with CareerSource to provide access to its workforce services and programs through the One-Stop delivery 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 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 delivery system.

3. Coordinate with CareerSource 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 § 678.700 through § 678.755 of the WIOA and the funding of shared services and operating costs in accordance of § 678.760 of the Act and any infrastructure funding mechanism requirements issued by the State of Florida. Funding will occur at the state level through the Department of Economic Opportunity (DEO) for disbursement to the local area workforce boards.
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 feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
6. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.
7. The contact information for Partner is as follows:

Robert L. Doyle, III, Director  
Florida Department of Education Division of Blind Services  
325 West Gaines Street, Suite 1114, Tallahassee, Florida 32399  
Telephone Number: 850-245-0331  
Fax Number: 850-245-0363  
E-mail: Robert.Doyle@dbs.fldoe.org

#### **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 will transfer its total statewide infrastructure cost contribution, minus funds already committed through MOUs containing lease agreements, to the Department of Economic Opportunity for disbursement to local area workforce boards, as it deems appropriate.

#### **VII. TERM**

The Term of this MOU shall commence on July 1, 2016, or the date last executed by both

parties, whichever is later, through June 30, 2017, and will automatically renew annually for successive one-year terms, unless otherwise terminated by either party. The parties agree to review this MOU no less than once every three year period to ensure appropriate funding and delivery of services. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

**VIII. AMENDMENTS AND MODIFICATIONS**

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 sent via certified U. S. Mail.

**IX. 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.

**X. THIRD PARTY BENEFICIARY**

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this MOU. None of the Parties intend to directly or substantially benefit a third party by this MOU. The Parties agree that there are no third party beneficiaries to this MOU and that no third party shall be entitled to assert a claim against any of the Parties based upon this MOU.

**XI. GOVERNANCE**

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource. Pursuant to the Act CareerSource shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this MOU will be resolved in accordance with CareerSource's Grievance/Complaint and Hearing/Appeal Procedures QA-010.

**XII. 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 Executive Director 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 Executive Director of CareerSource and to the Director of the Division of Blind Services, Partner or impose other remedies to resolve the issue.

**XII. SIGNATURES**

**IN WITNESS WHEREOF**, Partner and CareerSource have caused this MOU to be duly executed as of the date set forth below.

**APPROVED BY:**

**CareerSource North Florida**

By: *Diane Head*

Name: Diane Head

Title: Executive Director

Date: 11-29-16

**APPROVED BY PARTNER:**

**Florida Department of Education**

By: *Pam Stewart*

Name: Pam Stewart

Title: Commissioner of Education

Date: 12/20/16

**APPROVED BY PARTNER:**

**Division of Blind Services**

By: *Robert L. Doyle, III*

Name: Robert L. Doyle, III

Title: Director

Date: 12/8/16

FLORIDA DEPARTMENT OF EDUCATION  
CONTRACT NO.: IA-925  
AMENDMENT NO.: 1 / RENEWAL NO.: 2

This AMENDMENT / RENEWAL ("Renewal") to the FLORIDA DEPARTMENT OF EDUCATION CONTRACT Number IA-925 ("Contract") is entered into by and between CareerSource North Florida (CSNF), (the "Contractor") authorized to do business in the State of Florida, with its principal office at 705 E. Base Street, Madison, FL 32340 and the Florida Department of Education, Division of Blind Services ("Department"), an agency of the State of Florida with its principal offices in Tallahassee, Florida. Defined terms used herein shall have the meanings set forth in the Contract.

WHEREAS, on 1/1/2019, the Department entered into the Contract with the Contractor to provide the service; and

WHEREAS, the expiration date of the Contract is 12/31/2019; and

WHEREAS, the Department is exercising its option to renew this Contract pursuant to Section 287.057(13) and 287.058(1)(g) Florida Statutes for a new expiration date of 12/31/2020; and

WHEREAS, the renewal amount of funds for this Contract shall be \$0.00;

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter states, the Department and the Contractor covenant and agree as follows:

1. The recitals are true and correct and are incorporated herein by reference.
2. Paragraph XI of contract IA-925 A-1 is hereby deleted and replaced as follows:

XI. Term:

The Term of this MOU shall commence on the date signed by both the Department and Contractor, whichever is later, through December 31, 2020, and may be renewed annually for successive one-year terms upon written agreement. The Partners agree to review this MOU no less than once each Program Year; or, if substantial changes have occurred, this MOU will be renewed to ensure appropriate funding and delivery of services. This MOU must be renewed not less than once every three years.

The effective date of the Renewal shall be January 1, 2020, or date fully executed whichever is later.

IN WITNESS WHEREOF, the parties hereto have caused this Amendment to be executed by their proper and duly authorized representatives.

<b>APPROVED BY:</b>	<b>APPROVED BY PARTNER:</b>
CareerSource North Florida	Division of Blind Services
By: <u>Diane Head</u>	By: <u>Richard Corcoran</u>
Name: <u>Diane Head</u>	Name: <u>Richard Corcoran</u> <i>J. Alex Kelly</i>
Title: <u>Executive Director</u>	Title: <u>Commissioner of Education</u> <i>Cheryl Starr</i>
Date: <u>12/19/19</u>	Date: <u>12/17/19</u>

**APPROVED BY PARTNER:**

**Division of Blind Services**

**By:** RL Doyle

**Name:** Robert L Doyle, III

**Title:** Director

**Date:** 12/17/19

**One-stop Delivery System Partnership Agreement**  
**between**  
**NORTH FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.**  
**d/b/a CareerSource North Florida**  
**and**  
**Madison County District Schools – Adult and Community Education**

---

**1. Parties to Agreement**

The parties represented in this Partnership Agreement (Agreement) are local workforce board, North Florida Workforce Development Board, Inc., d/b/a CareerSource North Florida (CSNF) and local required one-stop partner, Madison County District Schools – Adult and Community Education (MCSD-AE) which are collectively referred to as the Parties.

**2. Purpose of Agreement**

Pursuant to the Workforce Innovation and Opportunity Act (WIOA) [Public Law 113-128 (29 U.S.C. Sec. 3101, *et. seq.*)], and in accordance with the US Departments of Labor and Education Notifications of Proposed Rulemaking (NPRM) at 20CFR parts 676, 677 and 678 and at 34CFR parts 361 and 463, local workforce boards are required to discuss and negotiate a memorandum of understanding (Agreement) relating to the operation of the one-stop delivery system with required one-stop partners to include how the costs of the services and the operating costs of the system will be funded.

As a result of the above CSNF, through the CareerSource North Florida Career Centers (CSNFCC), and MCSD-AE enter in to this Agreement to coordinate their respective responsibilities for furnishing educational and vocational services to career seekers and adult learners. The coordination of services between each party requires the managed flow of information between each other to ensure that policy, procedure, service delivery and resources are provided in a manner that maximizes the likelihood of positive outcomes for their customers.

**3. Agreement Period**

The Parties hereto agree that each of them may execute this Agreement on different dates, but hereby acknowledge that this MOU shall become effective July 1, 2019 with an expiration date of June 30, 2021. Either party wishing to withdraw from this agreement shall provide a 30-day written notice of termination to the other party.

Notwithstanding the above, this Agreement may be modified at any time by mutual written consent of both Parties.

**4. Provision of Services  
General Responsibilities**

- 4.1. CSNF, through the CareerSource North Florida Career Centers (CSNFCC), and MCSD-AE will each provide to the other, written procedures that outline their respective referral process. The parties each agree to collaborate in the review of these processes and procedures to ensure compliance with all applicable laws and regulations and facilitate a smooth and seamless workflow.
- 4.2. CSNFCC and MCSD-AE will each cross promote their respective programs within their organizations as well as externally in the community using a variety of media outreach.
- 4.3. CSNFCC and MCSD-AE will collaborate with each other on grant funding opportunities and sector strategies as appropriate.
- 4.4. CSNFCC and MCSD-AE will each offer an annual in-service workshop(s) for faculty and staff to educate each other about services available through their respective programs.

**5. Provision of Services  
CareerSource North Florida**

CSNF, through the CareerSource North Florida Career Centers (CSNFCC) will perform the following functions:

- 5.1. Through its Training/Business Roundtable, and the Career Pathways Consortium, assist with planning and facilitation of meetings between the Parties.
- 5.2. Coordinate with MCSD-AE to provide access to workforce services and programs to ensure the needs of career seekers and adult learners are met.
  - 5.2.1. Assist eligible MCSD-AE career seekers and adult learners with Employ Florida Marketplace (EFM) registration.
  - 5.2.2. Adult learners are individuals that are:
    - 5.2.2.1. 16 years of age or older.
    - 5.2.2.2. Are not enrolled or required to be enrolled in secondary school.
  - 5.2.3. Provide career guidance and employment assistance as appropriate for WIOA enrolled learners.
  - 5.2.4. Facilitate essential work skills training for WIOA enrolled learners.
  - 5.2.5. Assist with attainment of industry recognized certifications for WIOA enrolled learners.
  - 5.2.6. All applicable credentialing, screening and test results will be jointly shared between MCSD-AE and CSNF.



5.2.6.1. All adult learners will sign joint release of information consent forms.

5.3. As needed and mutually agreed to, provide non-exclusive office space, meeting area, services and training venues to MCSD-AE staff, as space permits, that include the following:

- Office Space Lease
- Electricity
- Water/Sewer/Trash
- Janitorial Services
- Property and Liability Insurance
- Facility Maintenance
- Reception Staff Services
- IT Technical Support
- Telephone Service
- Telecommunication services
- Computer Equipment Usage
- Copier/Printer/Fax Usage
- Computer Software and Supplies

5.4. To facilitate and maintain collaboration, cooperation and ongoing communication with CSNF and the Career Centers' General Manager, the CSNFCC General Manager and Site Managers, or designee, shall serve as the primary points of contact and have responsibility for oversight of the conduct of all center occupants and their operations. However, MCSD-AE has ultimate responsibility to ensure its employees, and customers conduct themselves in a professional, business-like manner.

5.4.1. MCSD-AE faculty and staff shall adhere to the CSNFCC dress code and require the same of their customers.

5.4.1.1. Customers will also be required to adhere to child-friendly hours.

5.4.2. MCSD-AE staff shall communicate any changes to their regular work schedule with the CSNFCC Site Manager, or designee, in a timely manner, so as to allow for adequate time to plan alternative customer scheduling.

5.4.2.1. MCSD-AE is responsible for notifying scheduled customers of the changes.

**6. Provision of Services  
Madison County District Schools – Adult and Community Education**

MCSD-AE will perform the following functions:

- 6.1. Coordinate with CSNF to provide access to Adult Education services and programs to ensure the needs of career seekers and adult learners are met.
- 6.2. Assist with screening and eligibility determination for workforce services to include, but not limited to, TABE testing as needed or requested for WIOA participants.
  - 6.2.1. All applicable credentialing, screening and test results will be jointly shared between MCSD-AE and CSNF.
    - 6.2.1.1. All adult learners will sign joint release of information consent forms.
- 6.3. Assist CSNFCC staff in obtaining credentials, academic progress, and other documentation of career seekers and adult learners as required.
- 6.4. Assist with the attainment of recognized certifications by conducting the following training programs at CSNF Career Centers, or other acceptable locations, pursuant to a mutually agreed to schedule:
  - 6.4.1. GED preparation and testing
  - 6.4.2. English for Speakers of Other Languages (ESOL)
  - 6.4.3. CTE programs as available and appropriate

## **7. Confidentiality**

CSNFCC and MCSD-AE and their respective employees, volunteers, contractors, subcontractors or partners providing services pursuant to this MOU agree to maintain the confidentiality of any and all information regarding career seekers, adult learners or their immediate families that by law are not subject to public disclosure under Article 1, Section 24 of the Florida Constitution and section 119.07, F.S. pursuant to Florida Statutes: 443.171; 443.1715; 445.010(2); 414.295; and in accordance with 29 CFR Part 71; 20 CFR 617.57 (b); and 45 CFR 205.50.

The Parties shall abide by all present and future state and federal laws and regulations including CareerSource Florida, Department of Economic Opportunity (DEO) and Florida Department of Education (FDE) policies and procedures pertaining to workforce and adult education programs and grants, privacy requirements and data confidentiality; and data security measures imposed by their respective governing agencies. All MCSD-AE employees, volunteers, contractors, subcontractors or partners granted access to CSNFCC electronic data systems pursuant to this Agreement shall sign confidentiality access agreements required by CSNF for systems access privileges.

## **8. Dispute Resolution**

This Agreement is governed and construed according to the laws of the State of Florida, and the parties expressly submit to its jurisdiction and to the jurisdiction

and venue of the Circuit Court of Madison County, Florida. The parties will use best efforts to negotiate to resolve all differences. Each party shall provide written notice to the other party of any dispute regarding this agreement. The receiving party must in turn respond in writing no later than 15 days from the date of receipt. The parties shall first attempt to resolve their dispute informally. If the parties are unable to resolve the dispute in this manner, the matter shall then be forwarded to a mutually agreed to third party for resolution, whose decision shall be final.

**9. Funding of One-stop Center Infrastructure and Services Costs**

As stated above, WIOA and USDOL and DOE NPRM's require the operation of the one-stop delivery system with required one-stop partners to address how the costs of the services and the operating costs of the one-stop delivery system will be funded.

As a result of the above the Parties will establish a separate contract agreement for MCSD's share of infrastructure costs related to provision of AE services.

**10. Notices and Communications**

All notices related to contractual obligations required herein, shall be considered *received* when delivered to:

For CareerSource North Florida:

Diane Head, Executive Director  
CareerSource North Florida  
705 E. Base St.  
Madison, FL 32340  
850.973.1807  
Diane.head@careersourcenorthflorida.com

For Madison County District Schools – Adult and Community Education:

Shirley Joseph, Superintendent of Schools  
Madison County School District  
210 N. Duval St.  
Madison, FL 32340  
850.973.5022  
shirley.joseph@mcsbfl.us

The following individuals have been established by the parties to act as the primary points of contact to provide performance oversight and technical direction:

In the event that either party designates different representatives after execution of this Agreement, notice of the name, title, address, email address, and phone number of the new representative shall be rendered in writing to the other party.

**11. Signature**

The Parties may sign this Agreement in several counterparts, each of which will be deemed an original but all of which together will constitute one instrument.

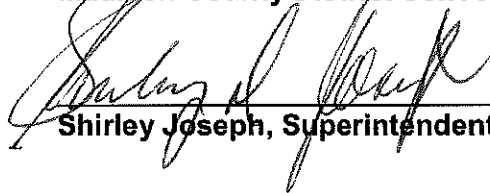
By signing below the following persons attest authority to bind their respective party in a contractual agreement and hereby agree to the terms and conditions set forth in this document. The duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720.

**North Florida Workforce Development Board, Inc.  
d/b/a CareerSource North Florida**

  
\_\_\_\_\_  
**Diane Head, Executive Director**

6/25/19  
**Date**

**Madison County District Schools – Adult and Community Education**

  
\_\_\_\_\_  
**Shirley Joseph, Superintendent**

July 9, 2019  
**Date**

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

### **I. PARTIES**

This Memorandum of Understanding ("MOU"), is entered into by and between the North Florida Workforce Development Board, Inc., d.b.a. CareerSource North Florida (CSNF), as the duly appointed and certified Workforce Development Board for the Workforce Investment and Opportunity Act and the Suwannee River Economic Council (SREC), Inc, as the designated agency to provide referral and emergency services in Hamilton, Lafayette, Madison, Suwannee, and Taylor Counties.

### **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 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 establish an Agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of their governing Acts.

This Agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Hamilton, Lafayette, Madison, Suwannee, and Taylor Counties. In addition, this Agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human, service, job training, support services, and other workforce development services to qualifying individuals in the above named counties.

### **III. PROVISION OF SERVICES**

#### **A. Both parties agree to:**

1. Provide wide range of innovative employment-related services and activities tailored to the specific needs of the community.
2. Use funds in a manner that meets the short-term and long-term economic and employment needs of individuals, families and the community.
3. Make meaning and measurable progress toward creating and sustaining economic growth and employment opportunities.
4. Aid in the identification and enrollment of eligible individuals and families in Federal, State, and local benefit programs.
5. Implement outreach activities that reach targeted population.
6. Use of marketing strategies that educate the public of program objectives.

7. Develop cooperative inter & intra agency strategies to provide comprehensive service package for participating individuals.
8. Work with employers who will support the creation of employment opportunities and sustaining economic growth.
9. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.

B. CareerSource North Florida or its designee will perform the following functions:

- One-Stop Career Centers shall:
  - Recognize the SREC as the designated Community Action Agency for Hamilton, Lafayette, Madison, Suwannee, and Taylor Counties;
  - Promote, encourage, and help to facilitate using the services offered by SREC including the Low-Income Home Energy Assistance Program and the Family Self-Sufficiency Program;
  - Contact SREC with any additional, unique needs for individuals or groups requiring similar needs to determine whether SREC can provide the needed services;
  - Invite a representative of SREC to participate in routine orientation sessions conducted at the One-Stop Career Center; and
  - Display and distribute information and promotional materials in the One-Stop Career Center regarding services provided by SREC.
- 2. Coordinate with the Partner for the funding of the infrastructure costs of the 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 and may include in-kind services or contributions.
- 3. Maintain the statewide "CareerSource" branding of each center.
- 4. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public during posted times.
- 5. Provide an area for the Partner's meetings and/or co-location.
- 6. Model CareerSource core values and maintain a professional working environment.
- 7. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
- 8. The contact information for CareerSource is as follows:  
Diane Head, Executive Director

705 E. Base Street  
Madison, FL 32340  
850-973-1807  
E-Mail: [diane.head@careersourcenorthflorida.com](mailto:diane.head@careersourcenorthflorida.com)

C. SREC will perform the following functions:

1. Coordinate with CareerSource North Florida to provide access to its workforce services and programs through the System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the System.
  - The SREC agrees to offer the following programs in the aforementioned counties to qualifying individuals enrolled in workforce programs:
    - The Low-Income Home Energy Assistance Program and other utility or rental assistance programs that help clients with their heating, cooling, and rental needs;
    - The Family Self-Sufficiency Program that assists participants in overcoming poverty and gaining financial independence through intensive case management, and targeted services such as educational assistance, on-the-job training, job placement, child care assistance, and direct emergency services;
    - The Weatherization Assistance Program which can provide repairs to make renter, owner occupied housing, including mobile homes, safe and energy efficient, thereby reducing towering utility bills and providing adequate heat retention in the cold season and cooling during the summer months; and
    - The USDA Commodities Program that provides for the distribution of USDA food items to income eligible citizens.
2. Coordinate with CareerSource North Florida 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 System.
3. Coordinate with CareerSource North Florida 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 System.
5. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.

6. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.
7. The contact information for Partner is as follows:  
Matt Pearson  
Suwannee River Economic Council, Inc  
Post Office Box 70  
Live Oak, FL 32064  
386-362-4115 x. 223  
[mattp@suwanneec.net](mailto:mattp@suwanneec.net)

#### **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 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, or the date last executed by both parties, whichever is later, 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 thirty (30) days written notice.

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

#### **VIII. MERGER**

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

#### **IX. THIRD PARTY BENEFICIARY**

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or



upon any third person or entity under this MOU. None of the Parties intend to directly or substantially benefit a third party by this MOU. The Parties agree that there are no third party beneficiaries to this MOU and that no third party shall be entitled to assert a claim against any of the Parties based upon this MOU.

**X. GOVERNANCE**

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource. Pursuant to the Act CareerSource North Florida shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this MOU will be resolved in accordance with CareerSource's Grievance/Complaint and Hearing/Appeal Procedures.

**XI. 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 Executive Director 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) to review concerns and determine resolution. DEO may remand the issue back to the Executive Director of CareerSource and to the Director of the Suwannee River Economic Council, or impose other remedies to resolve the issue.

**SIGNATURES**

APPROVED BY:  
CareerSource North Florida

Diane Head  
Signature

Diane Head  
Printed Name

9/26/17  
Date

Suwannee River Economic Development

Matthew Pearson  
Signature

Matthew PEARSON  
Printed Name

9/20/17  
Date

**MEMORANDUM OF UNDERSTANDING BETWEEN  
CAREERSOURCE NORTH FLORIDA AND  
THE NATIONAL CAUCUS ON BLACK AGED, SENIOR COMMUNITY SERVICE  
EMPLOYMENT PROGRAM**

**I. Parties**

This Memorandum of Understanding (MOU) is entered into pursuant to 20 USC 2301 et seq. and PL 113-128 (the Workforce Innovation and Opportunity Act - WIOA) Section I between CareerSource North Florida and The National Caucus on Black Aged, operator of the Senior Community Service Employment Program as authorized under Title V of the Older Americans Act of 1965, hereinafter referred to as "NCBA".

**II. Background**

Pursuant to the above-referenced cites, the NCBA is a required partner of the One Stop system. The vision for the One-Stop Delivery System is to align a wide range of publicly and privately funded education, employment, and job training programs while also providing high-quality customer service to job seekers, workers, and businesses. One-stop centers (currently branded as American Job Centers) continue to be a valued community resource, known both locally and nationally as an important source of assistance for those looking for work or workers, and those looking for opportunities to grow their careers. Individuals who can benefit from NCBA services can be expeditiously identified and served using a shared placement concept through the One-Stop Delivery System.

**III. Purpose**

The purpose of this MOU is to further codify the existing relationship for service provision and the infrastructure funding agreement between CareerSource North Florida and NCBA, provider of SCSEP services in LWDA 04.

**IV. Responsibilities**

**A. CareerSource North Florida:**

1. Will maintain cooperative working relationships, to facilitate joint planning, staff development and training, evaluation of services, and more efficient management of limited financial and human resources.
2. Will provide access to brochures, pamphlets, guides and information regarding services to NCBA.
3. Will provide a single Point of Contact (POC) to assist NCBA with questions and issues that arise in the day-to-day operations. Answers will be provided within 24 hours.
4. Will provide space at the Job Center to NCBA on an as needed basis. Scheduling must be approved in advance with the One-Stop Operator.
5. Will share information that will benefit the participants in finding a job, accessing training support if qualified, and gaining certifications or degrees to improve their employment opportunities.
6. May provide access to staff-level permissions in Employ Florida system in order to serve client job seekers. Upon request, the Board will provide a user id and training for NCBA staff to provide services that require lesser security measures. NCBA staff who are granted access to Employ Florida must undergo a Level Two background check, complete the appropriate security forms and attend security training as required.

**B. The NCBA :**

**MOU- CSGC and NCBA**

1. Will use Job Center Services to place SCSEP clients.
2. Will provide office support via Senior Workers when the need arises.
3. Will accept referrals from system partners of eligible clients.
4. Will participate in center-wide activities as needed.

**V. Cost Sharing/Resource Sharing**

Costs of the infrastructure of the CareerSource North Florida's Comprehensive Job Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements. Infrastructure costs will be addressed in a separate agreement.

**VII. Modification**

The Workforce Board or NCBA may propose to modify this MOU at any time. Any such modification will not be effective until a written amendment to this MOU is executed by both parties. Modifications made solely due to changes in infrastructure costs will not require approval of local elected officials.

**VIII. Dispute Resolution**

Attempts to resolve issues regarding this MOU (including IFA) will be resolved starting at the local level, and will progress to a regional, then state level if resolution is not resolved. The Governor of the state of Florida has final resolution authority.

**IX. MOU Management**

Listed below are the individuals identified as the MOU Managers. These individuals are responsible for enforcing performance of the MOU terms and conditions and shall serve as liaison/contact regarding issues arising out of this MOU.

**CAREERSOURCE NORTH FLORIDA**

Name: Diane Head  
Title: Executive Director  
Address: 705 E. Base Street, Madison, FL 32340  
Phone: (850) 973-1807  
Email: [diane.head@careersourcenorthflorida.com](mailto:diane.head@careersourcenorthflorida.com)

**NATIONAL CAUCUS ON BLACK AGED (NCBA)**

Name: Pauline Mills  
Title: State Program Coordinator  
Address: 6055 Doctor's Park Road, Milton, FL 32570  
Phone: (850) 623-3046  
Email: [pmills@myncba.com](mailto:pmills@myncba.com)

IN WITNESS WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

**CAREERSOURCE NORTH FLORIDA**

**NCBA**

  
\_\_\_\_\_

  
\_\_\_\_\_

Date: 12/01/17

Date: 12/01/17

**ATTACHMENT A**  
**Infrastructure Funding Agreement (IFA)**  
**CSNF Madison One-Stop Operating Budget**

Cost Allocation Methodology: Costs will be allocated by FTE for partners/programs that are physically located in the Job Center.

	FTE Estimate	23.000	5.00	3.50	3.50	3.00	2.50	1.25	1.00	1.25	1.00	1.00	FTE est	0.20	0.50	0.20	1.50	0.20	0.20	2.80
	FTE Percentage	100.0%	0.22	0.15	0.15	0.13	0.11	0.05	0.04	0.05	0.04	0.04	Extra space adjustment	0.20	0.50	0.20	4.50	0.20	0.20	5.80
													FTE %	3.4%	8.6%	3.4%	77.6%	3.4%	3.4%	100.0%
<b>Infrastructure Costs</b>	<b>Annual Budget</b>	<b>WIOA Adult</b>	<b>WIOA Youth</b>	<b>WIOA DisWkr</b>	<b>WT TANF</b>	<b>SNAP</b>	<b>WP</b>	<b>WP Inc</b>	<b>RA/UC</b>	<b>Vets DVOP</b>	<b>RESEA</b>	<b>Remaining for partners</b>	<b>SCSEP NCBA</b>	<b>VR *</b>	<b>Div Blind Svcs *</b>	<b>Adult Ed MadCo</b>	<b>Career Tech * NFCC</b>	<b>CSBG SREC*</b>		
Lease	58,518	12,721	8,905	8,905	1,162	6,361	3,180	2,544	138	2,544	2,544	9,513	328	820	328	7,381	328	328	49,005	
Phones/Internet	23,960	5,209	3,646	3,646	476	2,604	1,302	1,042	57	1,042	1,042	3,895	134	336	134	3,022	134	134	20,065	
Sec/Pest/Jan	10,750	2,337	1,636	1,636	213	1,168	584	467	25	467	467	1,748	60	151	60	1,356	60	60	9,002	
Supplies	8,625	1,875	1,313	1,313	171	938	469	375	20	375	375	1,402	48	121	48	1,088	48	48	7,223	
Utilities	15,122	3,287	2,301	2,301	300	1,644	822	657	36	657	657	2,458	85	212	85	1,907	85	85	12,664	
Insurance Prop	1,875	408	285	285	37	204	102	82	4	82	82	305	11	26	11	236	11	11	1,570	
Copier	1,648	358	251	251	33	179	90	72	4	72	72	268	9	23	9	208	9	9	1,380	
Technology:																				
Prof Svcs IT Contract	50,040	10,878	7,615	7,615	993	5,439	2,720	2,176	118	2,176	2,176	8,135	281	701	281	6,312	281	281	41,905	
Software	1,265	275	193	193	25	138	69	55	3	55	55	206	7	18	7	160	7	7	1,059	
subtotal	171,804	37,349	26,144	26,144	3,410	18,674	9,337	7,470	406	7,470	7,470	27,930	963	2,408	963	21,670	963	963	143,873	

<b>In-Kind Costs</b>	SCSEP NCBA	VR *	Div Blind Svcs *	Adult Ed MadCo	Career Tech * NFCC	CSBG SREC*	Notes
Infrastructure Costs	\$963	\$2,408	\$963	\$21,670	\$963	\$963	
Staff time	\$2,080	\$14,000	\$808	\$42,000	\$720	\$7,000	
Staff travel	\$1,388	\$2,777	\$641			\$1,388	
Supplies/Equipment provided to CSNF			\$10,000	\$12,000			
Training for CSNF staff	\$67	\$67	\$67		\$80	\$67	
Other in-kind					\$2,500		
Total In-Kind	\$4,998	\$19,252	\$12,479	\$75,670	\$8,263	\$9,418	
Difference between required costs and inkind services	-\$3,535	-\$16,844	-\$11,516	-\$54,000	-\$3,300	-\$8,455	All partners surpass infrastructure cost requirements

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

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

**WITNESSETH:**

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

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

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

**WHEREAS**, the WIOA requires the Governor to designate Workforce

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

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

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

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

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

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

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

workforce development plan; and

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

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

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

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

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

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

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

**NOW, THEREFORE,** the parties hereto agree as follows:

1. Establishment of the North Florida Workforce Consortium

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

2. Identification of Parties to this Agreement

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

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

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



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

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

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

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

3. Geographical Area to be Served by this Agreement

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

4. Size of Population to be Served

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

5. Agreement Not Prohibited By Law

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

6. The parties hereto empower the North Florida Workforce Development

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

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

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

(3) to review and approve all workforce development plans

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

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

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

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

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

## 7. Quorum and Voting

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

8. Workforce Area Designation

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

9. No Local Funds Required of Counties

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

10. Legal Requirements

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

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

11. Duration of Agreement

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

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

12. Applicability and Effective Date

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

13. Dispute Resolution Process

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

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

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

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

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

SIGNATURE PAGE

COUNTY OF TAYLOR

BY:  \_\_\_\_\_

DATE: 6/4/15

ATTEST: Ann Marie Murphy

**SIGNATURE PAGE**

**COUNTY OF SUWANNEE**

BY: \_\_\_\_\_

ATTEST: \_\_\_\_\_


DATE: 06-02-15

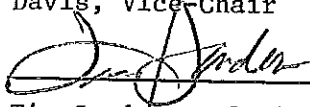




SIGNATURE PAGE

COUNTY OF MADISON

BY:   
Rick Davis, Vice-Chair

ATTEST:   
Tim Sanders, Clerk

DATE: April 22, 2015

**SIGNATURE PAGE**

**COUNTY OF JEFFERSON**

BY: Benjamin D. Bishop

ATTEST: Paul Seal

DATE: July 7, 2015

**SIGNATURE PAGE**

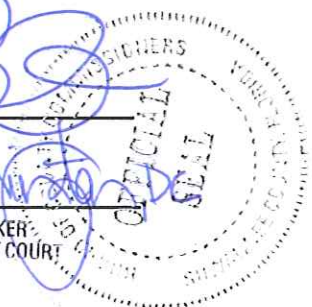
**COUNTY OF SUWANNEE**

DATE: 06-02-15

BY: \_\_\_\_\_

ATTEST: \_\_\_\_\_

BARRY A. BAKER  
CLERK OF CIRCUIT COURT



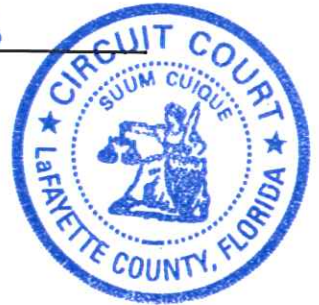
**SIGNATURE PAGE**

**COUNTY OF LAFAYETTE**

BY: *Curtis O. Hamlin*

DATE: *4-27-15*

ATTEST: *[Signature]*



**SIGNATURE PAGE**

**COUNTY OF HAMILTON**

BY:  \_\_\_\_\_

ATTEST:  \_\_\_\_\_

DATE: 5/15/15

**SIGNATURE PAGE**

**CAREERSOURCE NORTH FLORIDA**

BY: Paulene J. Hagan

DATE: 1-21-16

**Agreement Between**  
**The North Florida Workforce Development Board, Inc.**  
**d.b.a. CareerSource North Florida (CSNF)**  
**and**  
**Educational Management and Services (EMS)**

This agreement is entered into between the North Florida Workforce Development Board, Inc., d/b/a CareerSource North Florida and hereinafter referred to as “CSNF” or “Grantee”, and Educational Management and Services, hereinafter referred to as “Contractor”, by which Contractor agrees to fill the role of One-Stop Operator as required under the Workforce Innovation and Opportunity Act (WIOA).

**WHEREAS**, Contractor has entered into an agreement with CSNF to work with CSNF, the Executive Committee and Board of Directors.

**WHEREAS**, Contractor has agreed to function as the One-Stop Operator for CSNF.

**WHEREAS**, the Contractor will execute all applicable functions of a One-Stop Operator as contained in the scope of work.

**NOW, THEREFORE**, in consideration of the mutual covenants and promises contained herein, the parties hereto agree as follows:

**1. TERM:**

The term of this Agreement begins upon the execution of this Agreement by all parties but no earlier than June 19, 2017 and ends June 30, 2018. CSNF reserves the right to engage Contractor in other aspects related to the scope of work contained in this contract, pending negotiations acceptable to both CSNF and Contractor. This contract is renewable for a period of three additional program years with final contract renewal ending June 30, 2021. This contract may be renewed annually at the discretion of CSNF and Educational Management and Services.

**2. SCOPE OF WORK:**

See Attachment A for Scope of Work

**3. BUDGET/INVOICING SCHEDULE:**

See Attachment B for the Budget and Invoicing Table. Payments will be made quarterly to the contractor based on the deliverables per Attachment B. This budget is agreed upon in a “not to exceed” format. The scope of work and overall cost of the contract may be altered only through modification of this agreement as agreed upon by CSNF and Contractor. Contractor agrees to submit detailed billing for each quarter of work conducted.

#### 4. CONTRACT PROVISIONS:

**De-obligation of Funds:** If at any time State or Federal funds in support of this Agreement become unavailable, this Contract shall be terminated immediately upon written notice of such fact by CSNF to the Contractor. In the event of termination, the Contractor shall be entitled to payment for approved incurred costs only to the extent that funds are made available to CSNF to make such payments.

**Access to Records:** The Contractor agrees that the Comptroller General of the United States, the Secretary of Labor, Department of Economic Opportunity, CSNF, or any of their duly authorized representatives shall have access to all records pertaining to the payments made to the Contractor under this Contract including any relevant financial records, supporting documentation, statistical records and all other pertinent records of the Contractor including transactions related to this Contract.

**Retention of Records:** The Contractor further agrees to retain such records for five years following the end of this agreement period. And further agrees that if any litigation, audit or claim remains unresolved at the expiration of the aforementioned period, then the records will be retained until all outstanding issues have been resolved.

**Hold Harmless:** The Contractor shall hold harmless CSNF, its officers, agency employees, and funding sources from any and all liabilities and claims of any kind, including death, sickness, or injury to persons or property from any cause whatsoever arising from or connected with the operations or the services of the Contractor, his agents, representatives or employees. The Contractor assumes responsibility for any adverse liabilities (including back pay judgments) emanating from any complaint or non-compliance or fraud and abuse found against the Contractor.

**Governmental Rules and Regulations:** The Contractor warrants the performance of all obligations specified in this Agreement in accordance with the terms and conditions of any and all Federal and State rules and regulations now existing or hereafter promulgated which are applicable to the performance of this Contract. Official publication of such rules and regulations shall be deemed to be sufficient notice.

**Termination for Convenience:** CSNF or Contractor may terminate this agreement upon thirty (30) days written notice to the other party. In the event of a termination for convenience, CSNF shall be responsible for any outstanding allowable costs incurred up through the date of receipt of the termination notice. The Contractor shall be responsible for their obligations up through the date of receipt of notice of termination.

**Termination for Cause:** CSNF may terminate immediately the whole or any part of this Contract if the Contractor fails to provide proper services as determined by CSNF, or if the participant is failing to make adequate progress in the Contractor's program. If, through any cause, the Contractor fails to fulfill the obligations under this Agreement, or if the Contractor violates any covenants or stipulations of this Agreement, CSNF shall thereupon have the right to terminate this Agreement by



giving written notice to the Contractor of such termination. The Contractor shall be entitled to receive payment only for approved costs incurred prior to the effective date of the termination.

**Termination for Non-Performance:** Failure to comply with any of the terms and conditions of this Contract shall constitute grounds for termination. This Contract may be terminated for non-performance for either the Contractor or CSNF, or following written notice to the other party. Such notice must be posted by the other party, and must be posted by the other party, and must be posted by certified mail/return receipt requested, and must specify and document the reason (s) for termination.

**Americans with Disabilities Act of 1992:** The Contractor shall ensure compliance with the Americans with Disabilities Act of 1992 which prohibits discrimination on the basis of a disability and promotes the integration of reasonable accommodations as a responsibility.

**Provision against Assignment:** The Contractor shall not assign or subcontract any interest in the Agreement without prior written consent of CSNF.

**Non-Discrimination:** The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, age, creed, disability, veteran status, or political affiliation. The Contractor agrees to comply with Public Law 97 300, Title VI and VII of the Civil Rights Act of 1964, as amended; Age Discrimination Act of 1975, as amended; Section 504 of the Rehabilitation Act of 1973 as amended by the Americans with Disabilities Act of 1990, Title IX of the Education Amendments of 1972, as amended; Workforce Investment Act of 1998 (WIA) 29 CFR 37, including the Nontraditional Employment for Women Act of 1991; and the Florida's Human Rights Act of 1977; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 37.

**As specified in the Sarbanes-Oxley Act of 2002 and Section 1553, Federal Acquisition Regulation Case 2009-012, ARRA:** It is illegal for any corporate entity to punish whistleblowers or retaliate against any employee who reports suspected cases of fraud or abuse (SOX, Section 1107, Section 1513 of Title 18, USC). It is a crime to alter, cover up, falsify, or destroy any document that may be relevant to an official investigation (SOX, Section 1102, Section 1512 of Title 18, USC).

**Debarment, Suspension, Ineligibility and Voluntary Exclusion:** Contractor certifies that neither it nor its principals are presently disbarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal department or agency.

**Political, Sectarian and Lobbying Activity Prohibited:** None of the funds, materials, property or services provided directly or indirectly under this agreement shall be used in the performance of this contract for any partisan political activity, or to further the election or defeat of any candidate for public office. None of the funds provided under this agreement shall be used for publicity for lobbying and/or

propaganda purposes designed to support or defeat legislation pending before the Congress of the United States of America or the Legislature of the State of Florida.

**Disputes:** All disputes shall be resolved informally between the Contractor and CSNF. If resolution does not occur to the satisfaction of any party, the first step is to use existing grievance procedures, if any, established by the Contractor (employer) to resolve disputes with Employees. If the Contractor has no internal grievance procedures, or if the dispute remains unresolved, the parties agree to participate in and be bound by the determinations resulting from CSNF grievance and complaint procedures.

**Modifications:** This Agreement may be modified at any time by execution of a written signed modification by both parties.

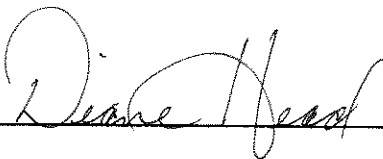
**Monitoring and Audits:** The Contractor agrees that CSNF and/or authorized local, State and Federal representatives have the right to monitor, audit, and review the progress of training and any documents and records pertaining to training for compliance with the terms of this contract.


## SIGNATURE PAGE

The signing parties hereto have caused this Agreement to be executed by their duly authorized representatives. The signing parties agree to comply with all the terms and provisions of this agreement, including any and all attachments. This agreement will remain in effect unless terminated in writing by representatives of CSNF or Educational Management and Services.

Approved for CareerSource North Florida

Approved for Educational  
Management and Services

Signed: 

Signed: 

Name: Diane Head

Name: Dr. Ron Natale

Title: Executive Director

Title: Principal/Owner

Date: 6/28/17

Date: June 28, 2017

Signed: 

Name: S.W. Ellis

Title: Board Chair

Date: 6/28/17

CareerSource North Florida is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by using TTY/TDD equipment via the Florida Relay Service at 711. A proud member of the American Job Center network

## **ATTACHMENT A: SCOPE OF WORK**

As the One-Stop Operator (OSO), Educational Management and Services (EMS) will physically monitor CSNF One-Stops to ensure compliance with state and federal legislation, guidance, and other requirements. This includes, but is not limited to resource room requirements, State and Federal required posting, operating hours, staff development requirements (certifications and CEU's) and activities provided by the Career Center. EMS will also ensure American with Disability Act (ADA) and Equal Employment Opportunity (EEO) compliance by inspecting the One-Stops and activities. Additionally, the EMS will ensure all MOU's involving the One-Stop are upheld and information on all required partners are prominently displayed.

To ensure compliance with WIOA, EMS will also coordinate service delivery with the required One-Stop partners. This may include but is not limited to supplying the One-Stop with information (publications, brochures, web links) from each partner, reporting on coordinated efforts (meetings, mutual customers, shared resources) and coordination of staff training.

EMS will provide a quarterly written report including checklist, monitoring tools, or other documentation agreed upon with the Board and meet with CSNF Leadership Team to make recommendations for improvement.

EMS will:

1. Develop a One-Stop Evaluation Tool.
2. Conduct quarterly reviews of both One-Stop Career Centers in Madison and Live Oak, Florida, and the two Mobile Career Centers to ensure effective delivery of all partner programs.
3. Conduct research and provide Report of Coordination with Required Partners
4. Oversee execution and implementation of developed MOUs with the One-Stop Career Centers, partnering programs, agencies and services.
5. Conduct yearly reviews of both One-Stop Career Centers in Madison and Live Oak as well as the two mobile units to ensure compliance with all ADA regulations.
6. Coordinate with senior management, key partners, and officials to review program delivery efficiencies and make recommendations of best practices and training options for continuous improvement via quarterly strategy meetings.
7. Be willing to coordinate with other workforce development boards and operators for "regional" planning purpose.

**Attachment E: Workforce Development Board Member Roster & Meeting Minutes for Plan Review/Approval**

**Member Roster**

<b>NAME</b>	<b>AFFILIATION/SECTOR</b>
Ms. Jennifer Avery	Business, Healthcare
Mr. Danny Collins (Vice Chair)*	Business, Utilities
Mr. Rick Davis	Post-Secondary Education/Training
Mrs. S.W. Ellis (Past-Chair)*	Business, Small Business
Mr. Alex Fountain	Labor Union – IBEW
Mrs. Allison Gill	Vocational Rehabilitation
Ms. Tracey Givens	Business, Manufacturing
Mrs. Jennifer Hutchins	Business, Healthcare
Mr. Travis Mitchell	Apprenticeship Program
Mr. Monty Morgan	Business, Retail
Mr. Ronnie Moore	Labor Union – Steelworkers
Mrs. Michelle Norris (Treasurer)*	Business, Healthcare
Mr. Crawford Powell	Economic Development
Ms. Jodi Tillman*	Post-Secondary Education/Training
Mr. Mike Williams (Chair)*	Business, Mining/Manufacturing
TBD	Wagner-Peyser Program (State)

*\*Executive Committee*



Meeting of the North Florida Workforce Development Board, Inc.  
**Thursday, February 20, 2020, 4pm**  
705 E. Base Street, Madison, FL 32340  
Dial-in number: 850.973.2672 extension 802 | Conference Code: 2672

### **MINUTES**

Any member having a conflict of interest must abstain from voting, state the reason for the record, and complete a form 8b. Forms are available from staff at every meeting.

**Welcome and Call to Order** – Mike Williams, Board Chair

#### **In Attendance:**

**Mr. Mike Williams, Chair**  
**Ms. Tracy Givens – via phone**  
**Mr. Alex Fountain**  
**Mr. Danny Collins**  
**Mr. Rick Davis**  
**Mrs. Jodi Tillman – via phone**  
**Mr. Crawford Powell – via phone**  
**Mrs. S.W. Ellis – via phone**  
**From DEO**  
**Mr. Daniel Harper**  
**Ms. Maureen Castellano**  
**From CSNF**  
**Mrs. Diane Head, Executive Director**  
**Ms. Jessica Higginbotham, Executive Assistant**

**Public Comments:** All citizens desiring to speak must sign in and will be limited to three minutes per person.

#### **Consent Agenda**

- 1) Approval of Agenda
- 2) Approval of Minutes from 11/07/19 Board Meeting
- 3) Approval of Minutes from 12/16/19 Executive Committee Meeting
- 4) Approval of Minutes from 02/13/20 Executive Committee Meeting
- 5) Approval of Expenditure Report
- 6) Approval of One-Stop Operator Report
- 7) Approval of Generator Purchase
  - a) A motion was made by Mr. Crawford Powell, seconded by Mr. Danny Collins to approve the consent agenda. Hearing no discussion, the motion was approved.

#### **Items for Consideration**

- 1) Annual Performance Review by DEO
  - a) The Annual Performance Presentation was provided by Ms. Castellano and Mr. Harper.

- 2) Consideration of the 4-year WIOA Plan
  - a) Following a brief overview from Mrs. Diane Head regarding the 4-Year WIOA Plan, a motion was made by Mrs. Jodi Tillman, seconded by Mr. Rick Davis to approve the Plan. Hearing no additional discussion, the motion was approved.
- 3) Bylaws Committee Appointment
  - a) Chair, Mr. Mike Williams, respectfully requested volunteers for the formation of a Bylaws Committee. Mrs. Tillman, Mr. Collins, and Mr. Davis volunteered and were officially appointed to function as the Bylaws Committee.

**Informational/Discussion Items**

- 1) Monitoring Update
- 2) FGWA update
- 3) Discussion Items
- 4) [Budget snapshot](#) (choose latest month)
- 5) [Foot traffic and services snapshot](#) (slider at the top for date change)
  - a) Following an overview of each discussion item, a motion was made by Mr. Collins to adjourn the meeting. Mr. Alex Fountain seconded the motion, and the meeting adjourned.

**Adjournment**

**UPCOMING MEETING NOTICES**

We will be sending these dates out to you via calendar invite but wanted you to be aware:

<u>Commissioner Consortium</u>	<u>Executive Committee</u>	<u>Board</u>
February 21, 2020, 9am	August 8, 2019, 9am	August 15, 2019, 4pm
June 19, 2020, 9am	October 31, 2019, 9am	November 7, 2019, 4pm
	February 13, 2020, 9am	February 20, 2020, 4pm
	May 14, 2020, 9am	May 21, 2020, 4pm

Meetings and materials (when available) are listed on our [website](#).

Financial Disclosure forms are due to your local Supervisor of Elections by June 30<sup>th</sup> (for 2019).

**BYLAWS**  
**OF THE**  
**NORTH FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.**  
**(Revised and Approved June 22, 2016)**

**ARTICLE I**

**CREATION AND AUTHORITY**

Section 1.1 In accordance with the provisions of the Workforce Innovation and Opportunities Act of 2014 and the and the Florida Workforce Development Bill (Senate Bill 7040) of 2016, the North Florida Workforce Development Board, Inc. was created in accordance with the Interlocal Agreement creating the North Florida Workforce Development Consortium and the North Florida Workforce Development Board adopted by the Counties of Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor in June, 2016

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

**ARTICLE II**

**DEFINITIONS**

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

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

**ARTICLE III**

**PURPOSES**

Section 3.1 To promote the establishment of programs designed to prepare youth and unskilled adults for entry into the labor force and to support state and federal intent



under the Workforce Innovation and Opportunity Act for Youth and Adults.

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

Section 3.4 To provide policy guidance and oversight for services and other initiatives mandated by state and federal statutes, or determined to be beneficial to the economic health of the local area.

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

#### ARTICLE IV

#### GEOGRAPHIC AREA

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

#### ARTICLE V

#### MEMBERSHIP

Section 5.1 Composition of the Board

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

5.1.2 The Board shall consist of the number of members necessary to meet the federal and state requirements for membership and which is in the best interest of the Board. At no time shall Board membership consist of less than thirteen (13) members. No less than fifty-one (51%) percent of the membership shall be representatives of the private sector. Pursuant to the Workforce Innovation and Opportunity Act of 2014, private sector members must meet two criteria: a) must be an owner, CEO, COO, or have optimum policymaking or hiring authority, and b) must provide employment opportunities in an in-demand industry sector. In addition, local board members should be users of the local workforce system.

Section 5.2 Membership Nominations and Appointments: Membership nominations of private sector representatives shall be the responsibility of Economic Development Organizations or Chambers of Commerce within the region. Appointments shall be the responsibility of the authorized local elected officials of the Consortium in accordance with the provisions of the Interlocal Agreement creating the Consortium and the Board. All appointments shall be subject to final certification by the Governor.

Section 5.3 Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment. Terms shall be for three years, with consideration for staggered terms to provide for continuity of leadership. Terms shall begin on July 1<sup>st</sup> and may be filled mid-year as needed for vacancies. Board members may serve no more than two (2) consecutive terms of office.

Section 5.4 Financial Disclosure and Personal Interests: All members of the Board shall comply with the provisions of Chapter 112, Part III, Florida Statutes, relating to Standards of Conduct for Public Officials and Employees, particularly those portions requiring Disclosure of Private Interests for Public Officials and Employees, and those portions requiring that no official use his/her position to secure special privilege or exemption for himself/herself and others.

#### Section 5.5 Termination

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

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

## ARTICLE VI

### OFFICERS, COMMITTEES AND STAFF

#### Section 6.1 Officers

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

Chairperson of the Board.

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

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

6.1.4 The Secretary/Treasurer, in conjunction with a designated staff member shall keep, or cause to be kept, appropriate Board and committee meeting minutes, and review financial documents to advise board and staff regarding financial issues.

## Section 6.2 Executive Committee

6.2.1 The Executive Committee shall consist of five (5) members, geographically dispersed to represent all counties if possible, The Chairperson, Vice Chairperson, and Secretary/Treasurer shall serve. Other Executive Committee members are considered "at large" members.

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

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

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

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

6.3.1 Officers and Executive Committee Members shall be elected and approved by a majority of the members of the Board. These positions will be for a two (2) year term, and may serve until their successors are elected.

6.3.2 Officers may serve only one (1) term of two (2) years, and Executive Committee Members at Large may not serve more than two (2) terms in any given elected position during the same Board membership term.

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

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

Section 6.5 Standing Committees: There shall be one (1) committee of the Board:

6.5.4 Executive Committee, as outlined in Section 6.2, who shall also serve as the finance and audit committee.

6.5.6 Other ad hoc committees or task groups may be appointed by the Chairperson as needed. Committee members may be selected from non-members of the board according to need, knowledge and expertise.

Section 6.6 Administrative Entity Staff

6.6.1 Executive Director: The Executive Director shall be hired by the Board upon a two-thirds (66%) vote of the members present, and serve at the pleasure of the Board. A two-thirds (66%) vote of the members present shall be required to dismiss the Executive Director.

6.6.2 Administration: All other Board employees shall be determined and managed by the Executive Director, and governed by rules and regulations adopted by the Board and promulgated in the Personnel Policy Manual.

## ARTICLE VII

### RULES OF PROCEDURE

#### MEETINGS, VOTING RIGHTS, AND QUORUM

##### Section 7.1 Meeting Procedures

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

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

7.1.3 Written notice of any Board or committee meeting shall be provided by U.S. Mail, email or facsimile to each member at least five (5) calendar days prior to the meeting. The notice shall specify the time, date, location, teleconference number if applicable, and agenda for the meeting. Emergency meetings shall require a notice of twenty-four (24) hours by phone or email..

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

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

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

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

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

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

## Section 7.2 Voting

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

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

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

7.2.4 Members electing to abstain from any vote shall state the reason for abstaining.

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

7.2.6 Proxy or absentia votes shall not be accepted.

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

Section 7.3 A quorum for any meeting of the Board shall consist of forty percent (40%) of the current voting membership inclusive of the Chairperson. Any vacant position on the Board shall not be included as part of the total number of the current voting membership for the purpose of determining a quorum.

## ARTICLE VIII

### COMPENSATION AND EXPENSES OF MEMBERS

Section 8.1 Members shall receive no compensation for their services, but shall be reimbursed for traveling expenses while engaged in specific authorized activities on behalf of the Board. Such reimbursement shall be made in accordance with the prevailing state policies.

## ARTICLE IX

## RESOLUTION OF DISAGREEMENTS WITH THE NORTH FLORIDA WORKFORCE DEVELOPMENT CONSORTIUM

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

### ARTICLE X

#### LEGAL STATUS

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

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

### ARTICLE XI

#### AMENDMENTS

Section 11.1 These Bylaws may be amended or repealed by an affirmative vote of 66% of the membership present and voting thereon, after notice, which shall specify or summarize the changes proposed to be made. Such notice shall be mailed to Board members prior to the meeting at which such amendment or repeal is acted upon. Maintenance and interpretation of these Bylaws shall be vested in the Board attorney.

### ARTICLE XII

#### ENACTMENT PROVISION

Section 12.1 These Bylaws shall become effective upon approval by the Board. Such approval shall require a 66% affirmative vote of the membership present and voting thereon at a meeting of the Board, after notice of the meeting and purpose thereof has been mailed to the membership.

APPROVED AND ADOPTED by the BOARD on this 22nd day of June, 2016.

Darlene J. Hagan  
Darlene Hagan, Chairperson

6-24-16  
Date

Scott Frederick  
Scott Frederick, Secretary/Treasurer

6-30-16  
Date