



CareerSource
NORTHEAST FLORIDA



2016-2020

CareerSource Northeast Florida

COMPREHENSIVE 4-YEAR PLAN

Local Workforce Development Area 08

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INTRODUCTION

INTRODUCTION

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

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

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

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

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

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

ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE

1. Chief Elected Official - First Coast Workforce Consortium

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

BAKER The Honorable Mark Hartley - (marcus.hartley@bakerk12.org)
Baker County Commissioner
55 North 3rd Street
Macclenny, FL 32063
904.259.3613

DUVAL The Honorable Anna Lopez Brosche - (abrosche@coj.net),
City of Jacksonville
117 West Duval Street, Suite 425
Jacksonville, FL 32202
904.630.1393

CLAY The Honorable Wendell D. Davis - wendell.davis@claycountygov.com,
Clay County Commissioner
477 Houston Street
Green Cove Springs, FL 32043
904.899.6812

NASSAU The Honorable George Spicer – gspicer@nassaucountyfl.com
Nassau County Commissioner
P.O. 456
Fernandina Beach, FL 32034
904.568.3409

PUTNAM The Honorable Chip Laibl - chip.laibl@putnam-fl.com
Putnam County Commissioner
514 St. Johns Ave.
Palatka, FL 32177

386.972.1324

ST. JOHNS The Honorable Bill McClure - bccd3@sicfl.us
St. John's County Board of County Commissioners
P.O. Drawer 349
St. Augustine, FL 32085-0349
904.209.0300

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

Since its foundation in 1996, the First Coast Workforce Development Consortium has been instrumental in providing vision and leadership in the delivery of workforce development services to the citizens of Northeast Florida. Through their involvement and direction, staff has developed this plan which articulates their vision for a dynamic offering and delivery of workforce development services through the year 2020. The consortium members were provided the final plan draft on 04/01/2017 for review. Comments were received, the plan was modified to conform and the final document was approved by the consortium on 04/28/2017.

2. First Coast Workforce Development

Board Chair Mr. Ron Avery
President/CEO
The Ronco Group
3400 Agricultural Center Drive
St. Augustine, FL 32092
904.827.9795
ravery@icon-industrial.com

Under the direction of the CareerSource Northeast Florida Board, staff held extensive focus and planning meetings with job seekers, employers, partners and stakeholders as part of the development for our plans issued in 2002, 2005, 2009, 2011 and 2012. The result of that intensive process ensured a blueprint for workforce development on Florida's First Coast which synthesized divergent views and needs into a common vision, and in turn was supported by tangible goals and measurable outcomes. The 4 Year Plan we now offer is built on the vision articulated in these important documents. Our approach simultaneously refines and forwards successful local initiatives while aligning our vision with the essential imperatives identified in the strategic and State Unified plans developed by CareerSource Florida.

At every step our board has provided direction and oversight as staff worked to write our plan. This plan was offered for formal review on 04/01/2017. Comments were received through 04/20/2017, and appropriate changes made. The plan was approved and adopted by the board on 04/28/2017.

3. Local Grant Sub recipient

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

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

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

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

4. The CareerSource Northeast Florida One-Stop System

CareerSource Northeast Florida (CSNEFL) was formed in 1996 through a consolidation of the Northeast Florida and Jacksonville Private Industry Councils (PICs). CSNEFL administers and monitors training and service contracts with a variety of publicly-funded and private organizations. The CSNEFL career system provides direct service to job seekers at the full service One Stop site located in the Gateway Mall: CareerSource NEFL Career Center, 5000 Norwood Avenue, Suite 2, Jacksonville, FL 32208. We certify that this comprehensive center meets the certification requirements as they are currently defined. Further, we will comply with any updated guidance concerning comprehensive one-stop certification as it is issued by CareerSource Florida. In addition, CSNEFL provides services at 7 Access Centers. Also, we are present in 21 satellite and 134 mobile sites throughout the region. Our full service one-stop and 7 Access Centers are open Monday – Friday 8 AM to 5 PM. Hours of operation of our satellite and mobile site vary according to need and are posted at the sites and at <http://www.careersourcenortheastflorida.com/CalendarOfEvents.aspx>.

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

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

Existing and Emerging In-Demand Industry Sectors and Occupations

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

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

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

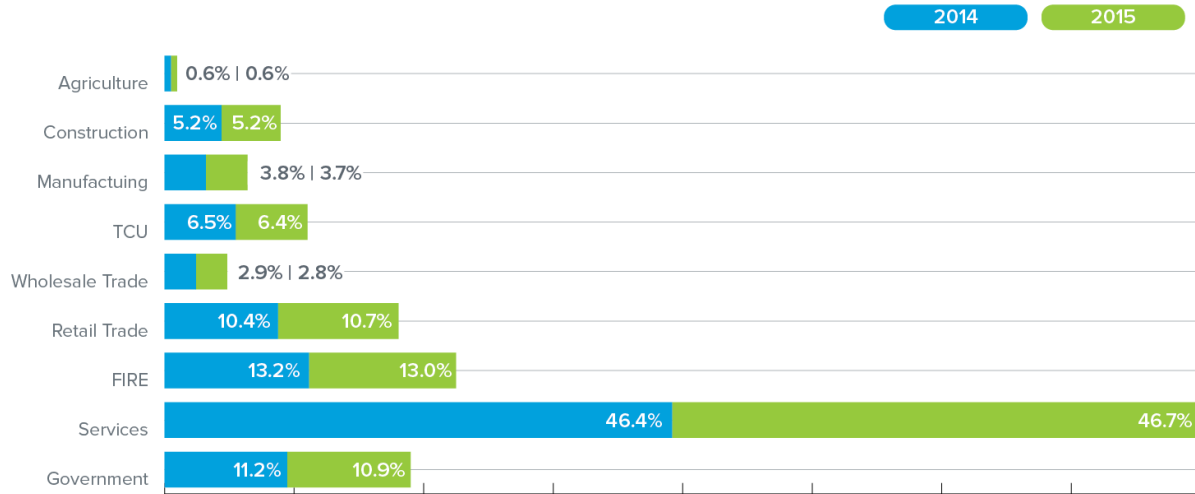
1.a. Sector Employment

The data we use to examine the Region's sector employment covers *all* people employed in a particular sector, regardless if they are covered by unemployment insurance or not. A few of the sectors' share of total employment in the Region changed considerably.

Despite the absolute growth in employment over the last 20 years, relative share of employment by sector remains somewhat constant.

FIRST COAST EMPLOYMENT TRENDS

2014-2015

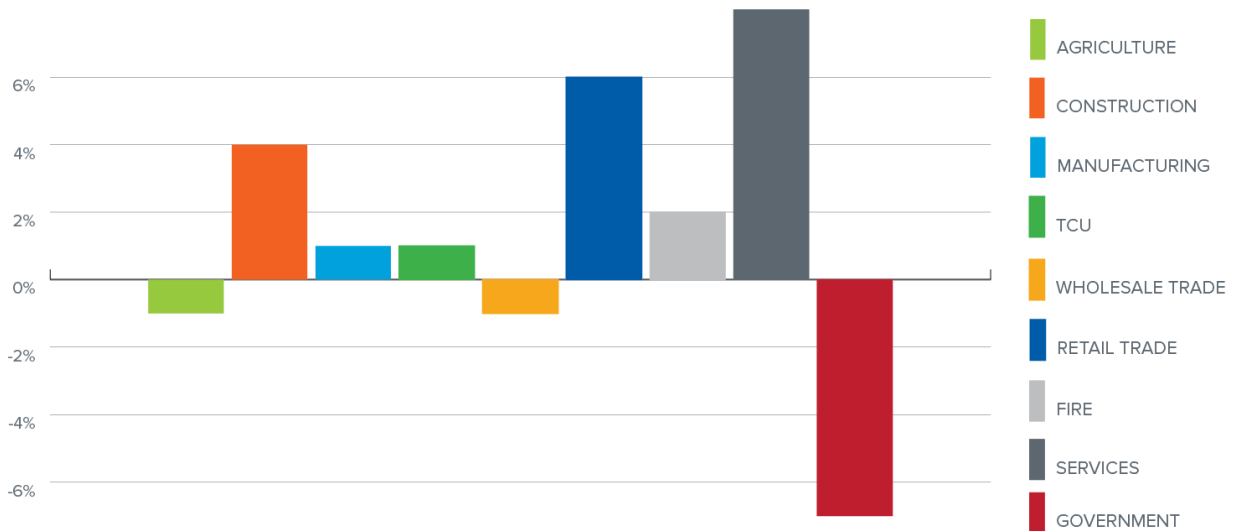


SOURCE: EMSI

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

CHANGE IN FIRST COAST SECTOR EMPLOYMENT

2014-2015

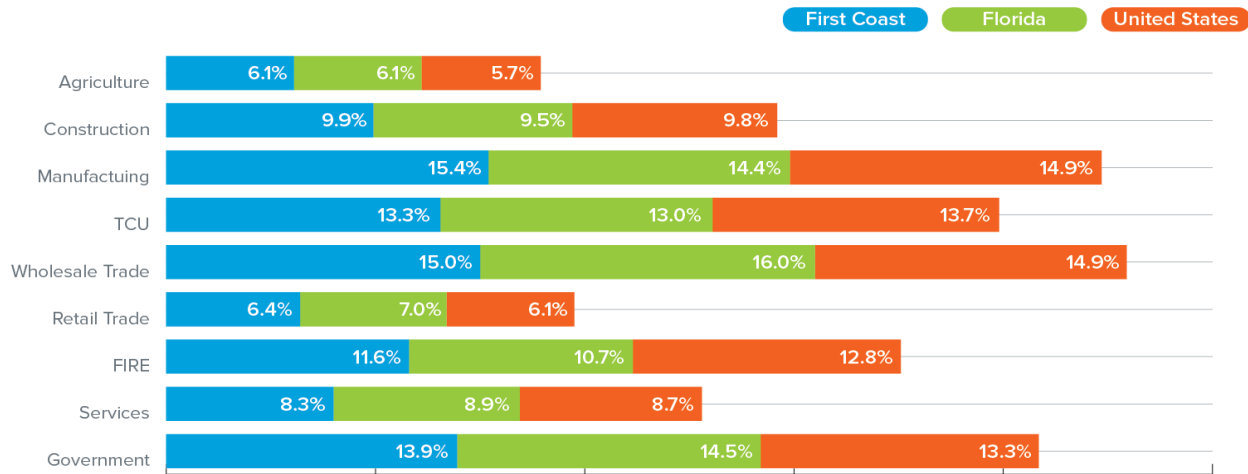


SOURCE: EMSI

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

When last reported in 2012, only the manufacturing, wholesale trade, retail trade, and FIRE sectors experienced growth in the number of jobs. Today, we see growth in the construction, manufacturing, TCU, Retail trade, FIRE and services sectors.

SECTOR EMPLOYMENT COMPARISON 2015



SOURCE: EMSI

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

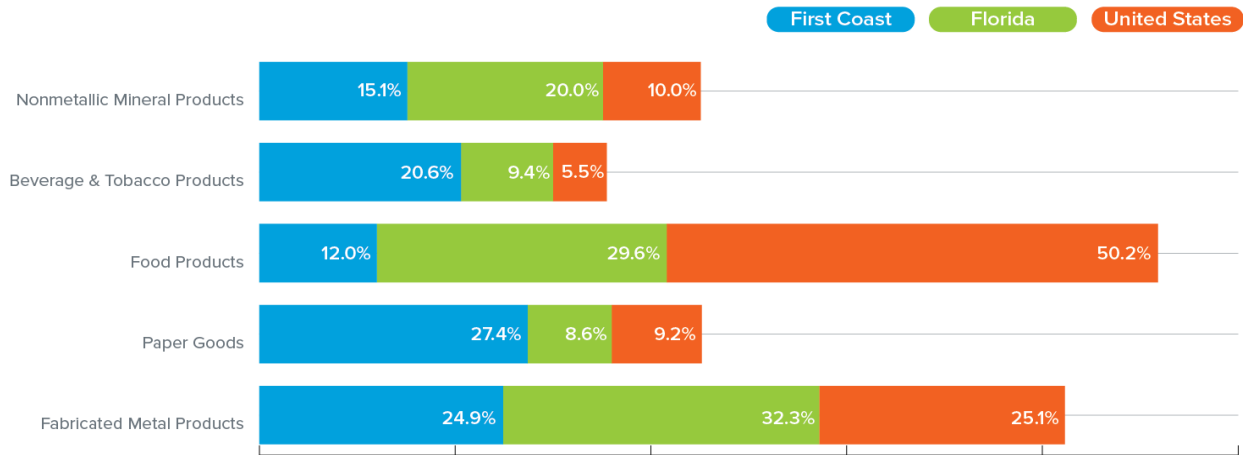
As evidenced in the graph above the total composition of the Region’s employment sectors vary somewhat from both the state and national sectors.

Looking at only the Regional and national employment structures, the largest difference is in the FIRE and Manufacturing sectors. Approximately 5.2% of First Coast jobs in 2012 were in the Manufacturing sector while 9.8% of jobs throughout the nation were in Manufacturing. Now our region reports 15.4% of our jobs are in the Manufacturing sector while the national average is 14.9%. Florida lags a full percentage point behind our region in the number of manufacturing jobs at 14.4%. The Region has a relatively large percentage of jobs in FIRE. In the region, 11.6% of total employment was in FIRE, compared to 10.7% in the State and 12.8% in the nation.

1.b. Manufacturing Employment

Manufacturing employment is often touted as a key sector to target in many economic and workforce development strategies. Historically, some of these jobs have provided relatively high-paying jobs for lesser-educated individuals. This is less true now, as the remaining and newly created manufacturing jobs require much higher skill levels. The chart on the following page uses the 2015 Economic Modeling Specialists Inc. (EMSI) to compare the five largest manufacturing components in the Region to their state and national shares. As seen in the previous chart, manufacturing is a growing percentage of the Region’s total employment. In particular, Beverage and Tobacco Products and Paper Goods are two components of manufacturing in which the First Coast in 2012 had a larger portion of its manufacturing employment in comparison to Florida and the United States; this remains true in 2015.

MAJOR COMPONENTS OF MANUFACTURING SECTOR 2015

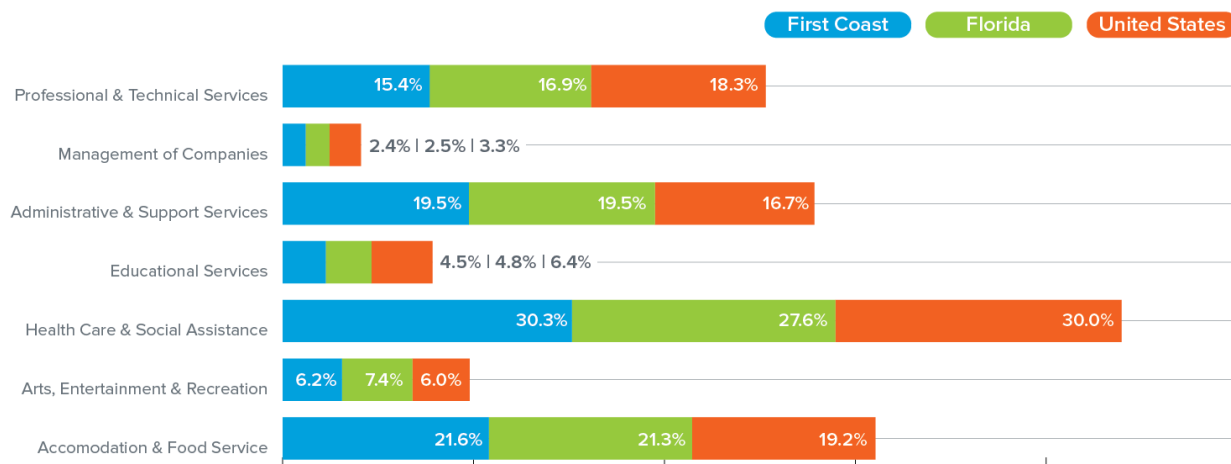


SOURCE: EMSI

1.c. Service Sector Employment

Because the Service sector is such a dominant and growing part of the Region's total employment, it is also necessary to examine this sector in further detail. Again using EMSI, the chart below shows the seven largest components of the Service sector. The one marked difference we see is in Professional and Technical Services. Regionally, this accounts for 15.4% of the jobs as versus the state at 16.9% and 18.3% nationally. Another difference we noted is in Administrative and Support Services which accounts for 19.5% of our jobs as versus 16.7% nationwide.

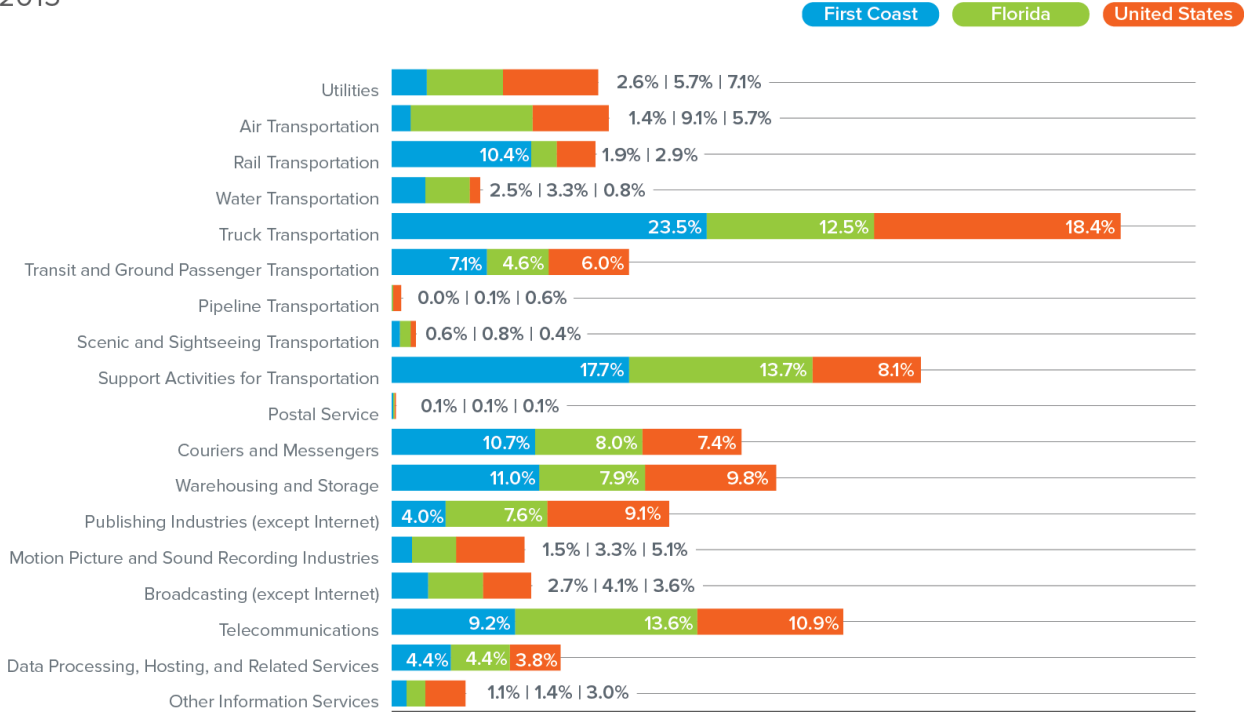
MAJOR COMPONENTS OF SERVICE SECTOR 2015



SOURCE: EMSI

A growing sector on Florida's First Coast is Transportation and Logistics. As our regional port increases activities we project that Rail Transportation, Support Activities for Transportation and Truck Transportation will show marked increases.

**MAJOR COMPONENTS OF FIRST COAST TRANSPORTATION,
COMMUNICATION & UTILITIES SECTOR**
2015

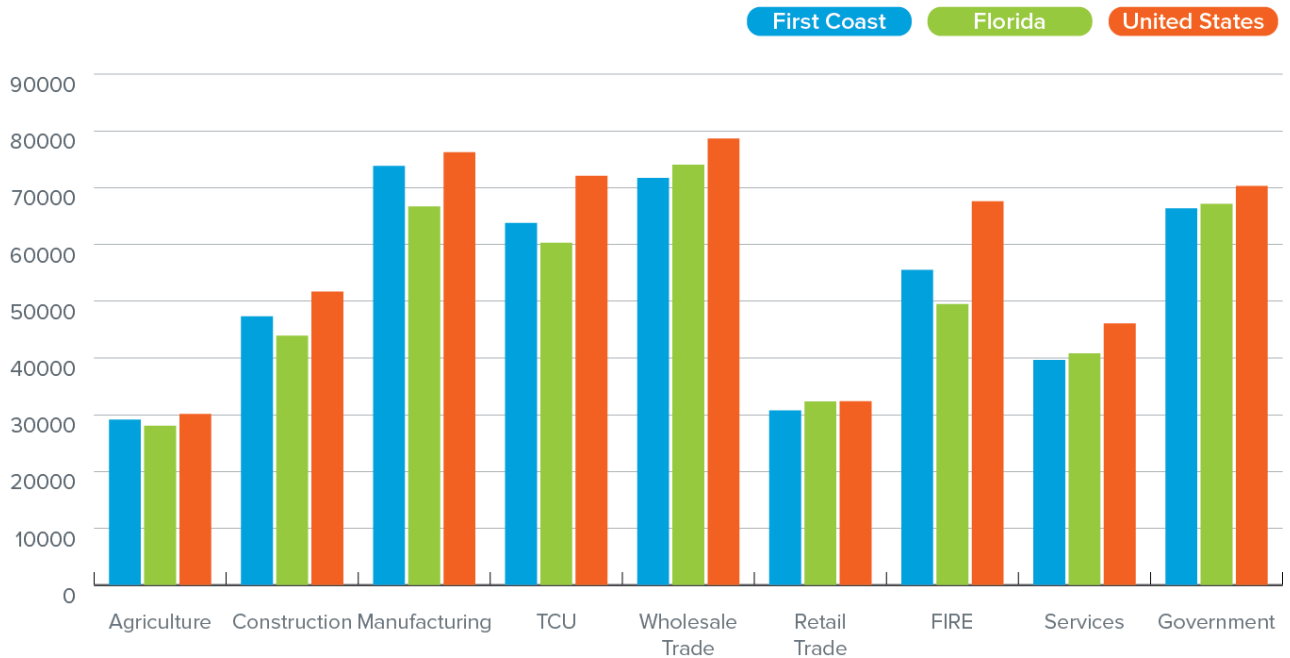


SOURCE: EMSI

1.d. Sector Earnings and Wages

Certain business sectors invariably offer higher wages than others. If a region is gaining jobs in only low-paying sectors, then the economic vitality in the area may suffer. In this section, we look at both wages and earnings. The data used when discussing *wages* covers only those employees covered by unemployment insurance whereas the data used when discussing *earnings* covers all employees. The average wage and earnings in each business sector are other important aspects of the labor market’s business sectors. The chart below shows the average annual wage by sector for the First Coast, Florida and the United States. In 2000 we reported that with the exception of Agriculture, the average annual wage in every business sector was less on the First Coast than the United States. In 2012 this trend continued except for Government, Health Care and Social Assistance. Today the highest disparity in wages is found in Finance, Insurance and Real Estate (FIRE), Transportation, Communications and Utilities (TCU). In FIRE, the Region’s average annual wage is \$55,507 compared to the United States’ average of \$67,595 – a difference of \$12,088. The gap is growing, it is important to note that when last reported in 2012 the difference was \$6,682.

AVERAGE ANNUAL WAGES BY SECTOR 2015



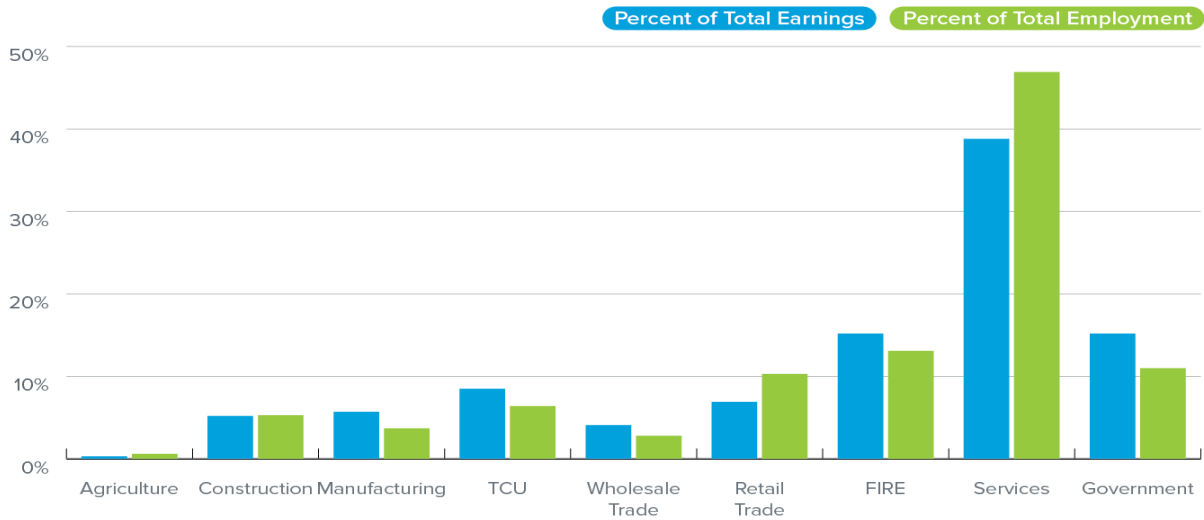
SOURCE: EMSI

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

In the burgeoning Service sector, the Region’s average wage is lower than the state and national average, \$39,629 versus \$40,793 and \$46,084 respectively. The average Service wage remains the third lowest of all the business sectors as past studies have shown.

Another way to comprehend the impact that each sector’s earnings have on the Regional economy is to compare earnings and employment to produce a ratio as demonstrated in the following chart. If the percentage of total earnings for a business sector is higher than the percentage of employment it provides for the area, that would be considered a “positive” ratio and reflect a business sector that generates wealth for the region. In 1999, five business sectors in the Region had positive ratios. In 2007 there were seven business sectors that had positive ratios today there are five.

FIRST COAST EARNINGS VERSUS EMPLOYMENT 2015

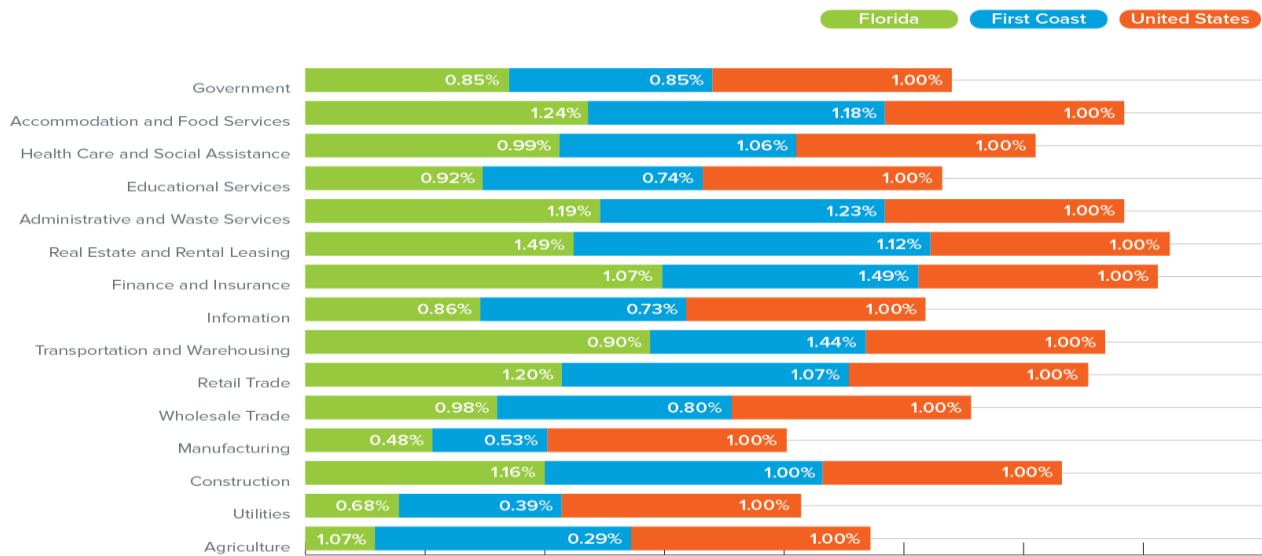


SOURCE: EMSI
NOTE: FIRE = FINANCE, INSURANCE AND REAL ESTATE; TCU = TRANSPORTATION, COMMUNICATIONS AND UTILITIES

1.e. Location Quotients

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

LOCATION QUOTIENTS - FIRST COAST AND FLORIDA 2015



SOURCE: EMSI

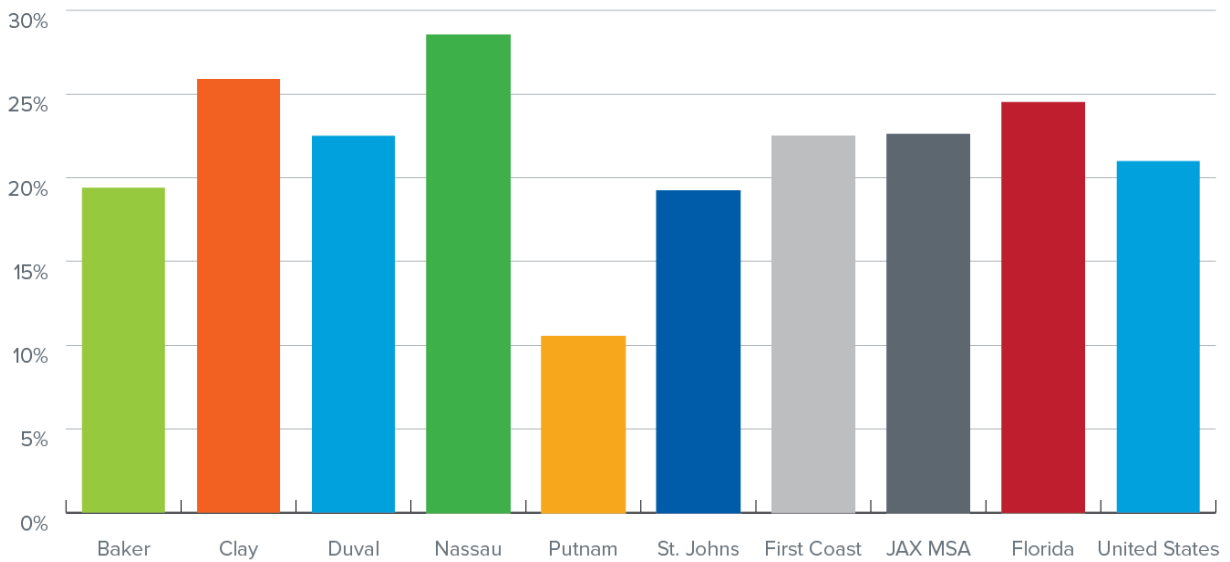
The graph above demonstrates the location quotients for major business sectors in the First

Coast and Florida. As shown, Finance and Insurance and Transportation and Warehousing are well above the national average with both at about 1.5. Utilities, Educational Services, Government, Agriculture, Information, Manufacturing and Wholesale Trade are below the national average.

1.f. Non-Farm Proprietorships

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

**NONFARM PROPRIETORSHIPS AS PERCENTAGE OF TOTAL EMPLOYMENT
2014**



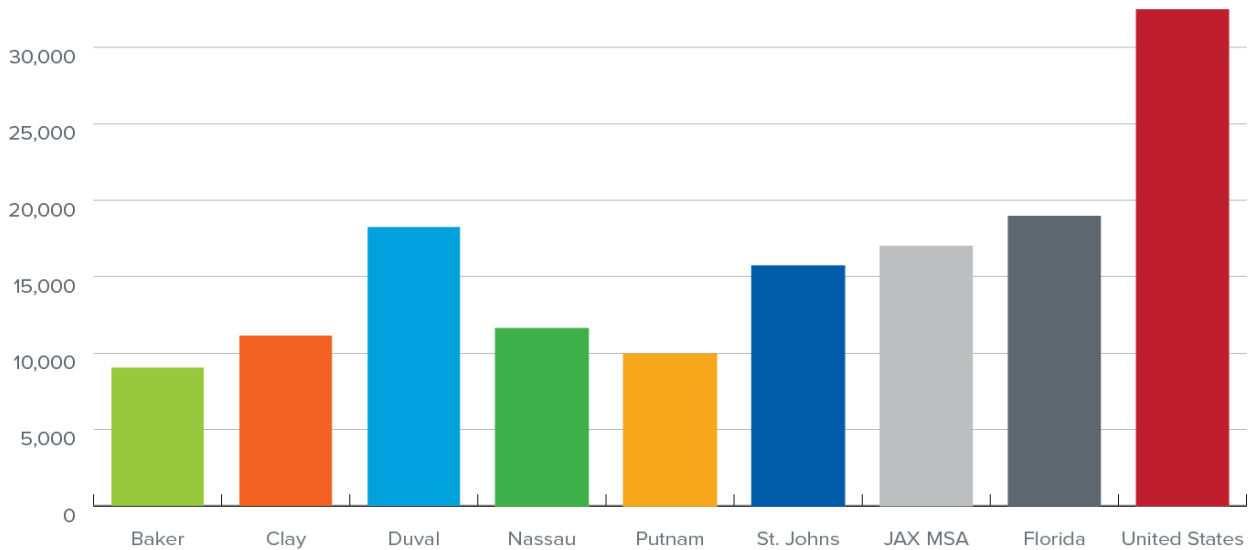
SOURCE: BUREAU OF ECONOMIC ANALYSIS

On an individual basis, Putnam County has the lowest percentage of non-farm proprietorships, with 10.5%. Clay (25.9%) and Nassau (28.5%) counties are above the Regional, State and national averages; consequently, they have the highest levels of entrepreneurial activity in the Region.

While looking at the number of non-farm proprietorships is important in assessing the level of entrepreneurial activity, studying the earnings of these individuals helps measure the success of local entrepreneurs. The chart below shows the average income of non-farm proprietors within

each of the comparison areas. The Regional average in 2014 was \$16,987, below the State average of \$18,958 and \$15,484 less than the national average of \$32,471. County average incomes range from \$9,045 in Baker to \$18,246 in Duval. Every First Coast County fell below Florida's average.

AVERAGE INCOME OF NONFARM PROPRIETORSHIPS 2014

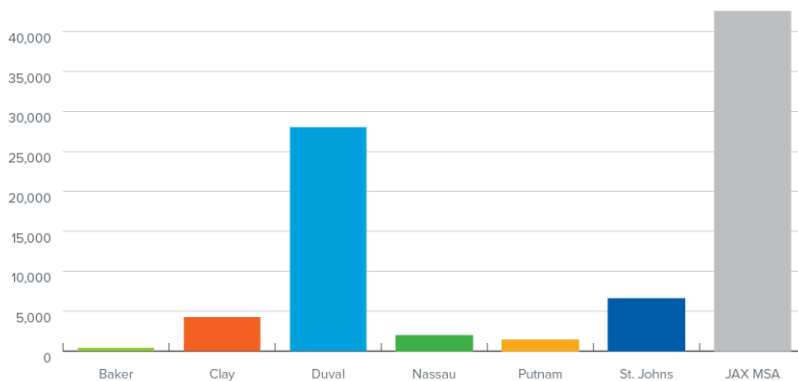


SOURCE: BUREAU OF ECONOMIC ANALYSIS

1.g. Number of Business Establishments

The number, type and size of business establishments in the Region offer some understanding of the competitiveness in the labor market. Essentially, the number of business establishments is the number of places in the private sector where an individual can seek employment. The

NUMBER OF ESTABLISHMENTS IN REGION BY COUNTY
1st Quarter 2015



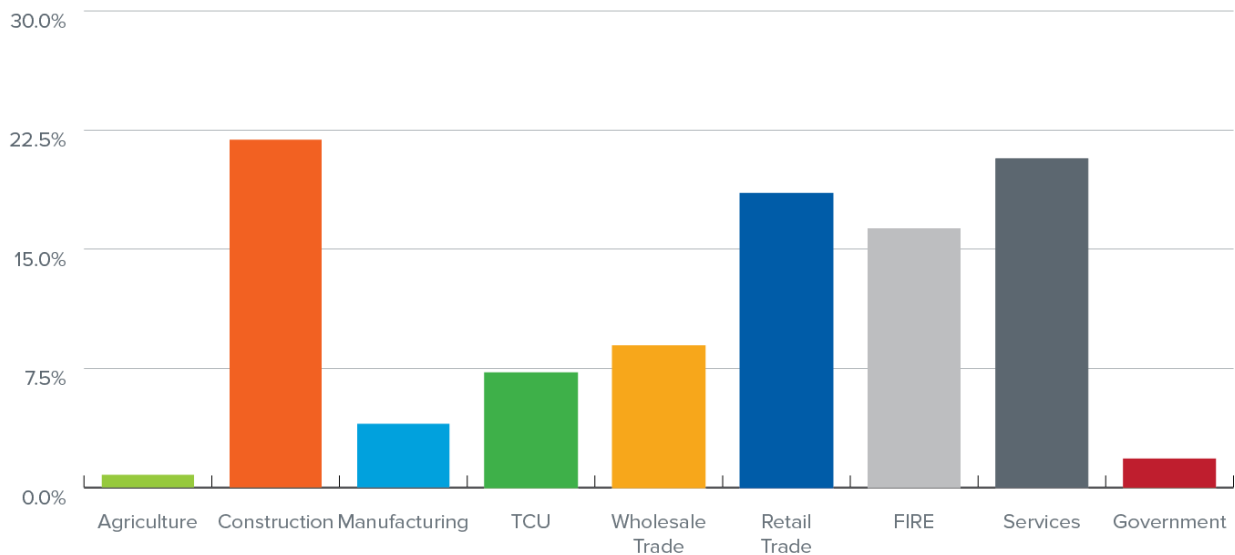
SOURCE: BUREAU OF LABOR STATISTICS

number of places for potential employment that suit an individual's preference will change, depending on the type and size of businesses in which an individual wants to work.

In 2006, there were 53,845 total business establishments in the First Coast. Today, as a result of the economic downturn there are 42,555. The good news is that this is an increase of about 10,000 establishments since the

low point in 2009. It is of no surprise that, as shown on the chart above, Duval County dominates the number of business establishments in the Region at 66%. Duval is the economic engine of the Region and the overwhelming majority of business establishments are located there. St. Johns has 15.4% and Clay has 10%, but Baker only has about 1.0% of the Region’s business establishments.

**PERCENTAGE OF FIRST COAST ESTABLISHMENT BY BUSINESS SECTOR
2015**

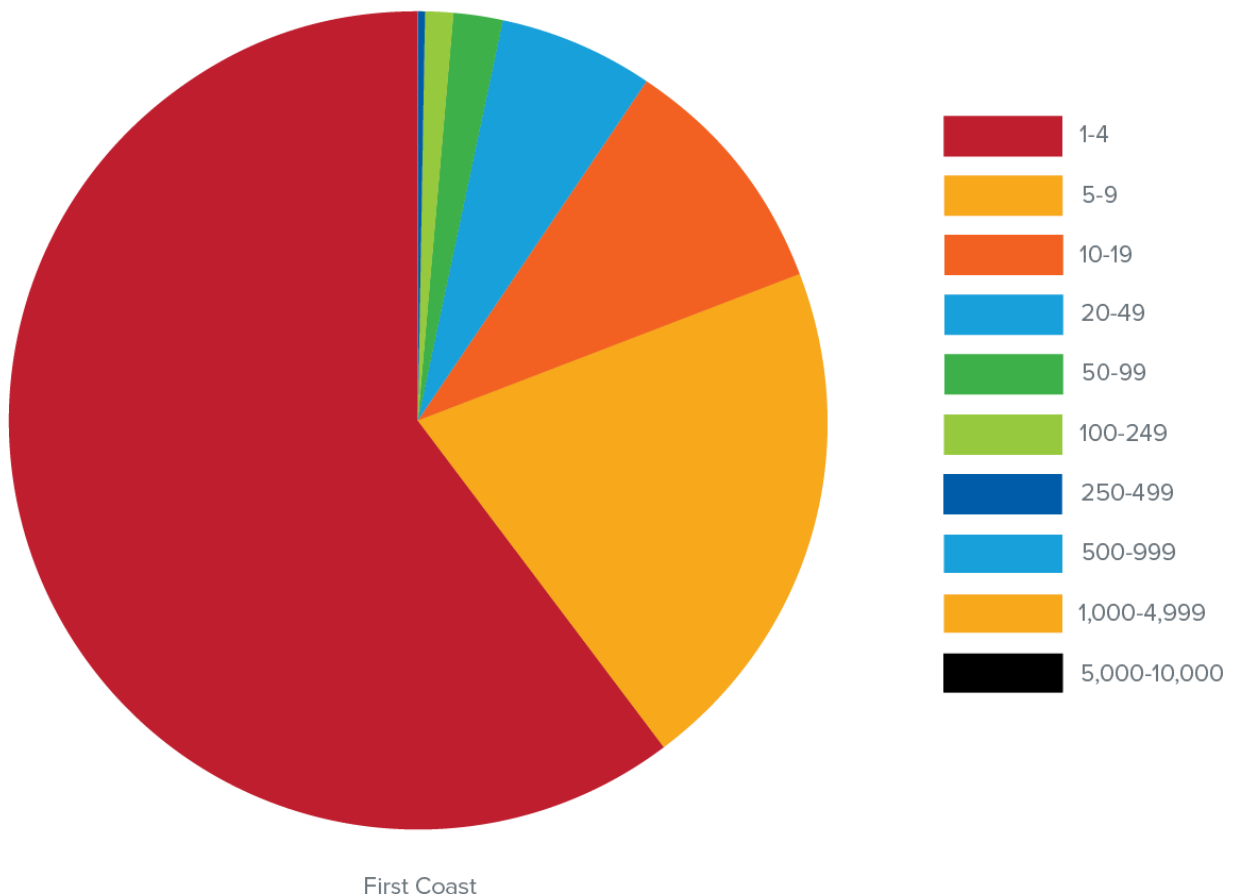


SOURCE: EMSI
NOTE: FIRE = FINANCE, INSURANCE AND REAL ESTATE; TCU = TRANSPORTATION, COMMUNICATIONS AND UTILITIES

Using EMSI data, we note that Construction, Retail Trade and the Services sectors account for about 61% of the Region’s business establishments. As depicted below, the percentage of businesses in these sectors overwhelm the others. The number of business establishments in a sector does not necessarily equate to large numbers of employed people. While Construction represents about 22% of the business establishments it only employs 6.2% of the workforce.

PERCENTAGE OF FIRST COAST ESTABLISHMENTS

By Employee Size - 4th Quarter 2015



Source: FREIDA February 2016

Looking at businesses by employment size illustrates that the large majority of business establishments have few employees. As shown above, more than half, 60.2%, of all establishments have only four or fewer employees and 96.4% of establishments have less than 50 employees. Only 1.6% of establishments in the Region have 100 employees or more.

1.h. Major Employers

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

Jacksonville MSA Top Employers 2015	Sector	Employees
Naval Air Station Jacksonville	Government	25,240
Duval County Public Schools	Government	14,480
Naval Station Mayport	Government	12,670
City of Jacksonville	Government	8,820
Baptist Health	Services	8,270
Bank of America Merrill Lynch	FIRE	6,400
Blue Cross & Blue Shield of Florida	FIRE	6,000
Citi	FIRE	5,000
Mayo Clinic	Services	4,970
United Parcel Service	TCU	4,100
Clay County School Board	Government	4,000
St. Vincent's Medical Center	Services	4,000
U.S. Postal Service	Government	3,790
UF Health Jacksonville Medical Center	Services	3,500
St. John's County School District	Government	3,440
Jacksonville Sheriff's Office	Government	3,300
CSX	TCU	3,300
JP Morgan Chase	FIRE	3,200
Fleet Readiness Center	Government	3,200
Wachovia (A Wells Fargo Company)	FIRE	2,800
**2015 Data – Jacksonville Regional Chamber of Commerce		

1.i. Occupations

The 3 largest occupational groups in LWDA 8 are Retail Salesperson, Customer Service Representative and Combined Food Preparation and Serving Workers. Of the 10 Largest Occupations listed below, 3 are directly tied to our targeted industries (Logistics and Medical), and 2 of the occupations can be classified as High Skill/High Wage (Registered Nurses and Heavy and Tractor-Trailer Operator).

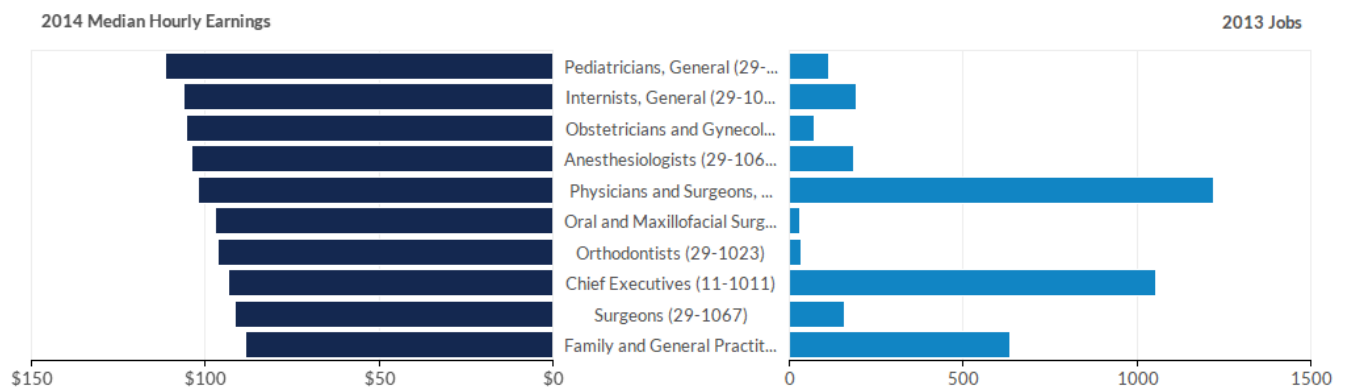
Largest Occupations



Occupation	2013 Jobs	2014 Jobs	Change in Jobs (2013-2014)	% Change	2014 Median Hourly Earnings
Retail Salespersons	21,210	20,780	-430	-2%	\$9.77
Customer Service Representatives	17,731	17,953	222	1%	\$14.23
Combined Food Preparation and Serving Workers, Including Fast Food	17,694	18,731	1,037	6%	\$8.87
Cashiers	16,435	16,922	487	3%	\$9.16
Laborers and Freight, Stock, and Material Movers, Hand	15,386	15,984	598	4%	\$12.26
Registered Nurses	13,660	14,176	516	4%	\$29.44
Waiters and Waitresses	12,796	13,297	502	4%	\$9.04
Office Clerks, General	12,142	12,330	188	2%	\$12.48
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	11,503	11,884	381	3%	\$14.55
Heavy and Tractor-Trailer Truck Drivers	8,960	9,140	180	2%	\$17.95

The chart below represents the Highest Paying Occupations in our LWDA. You will quickly note that all of the listed occupations, with the exception of Chief Executives, are directly tied to the Service Sector and support our Medical Targeted Industry. Of the 10 occupations listed, 9 show positive growth year-over-year.

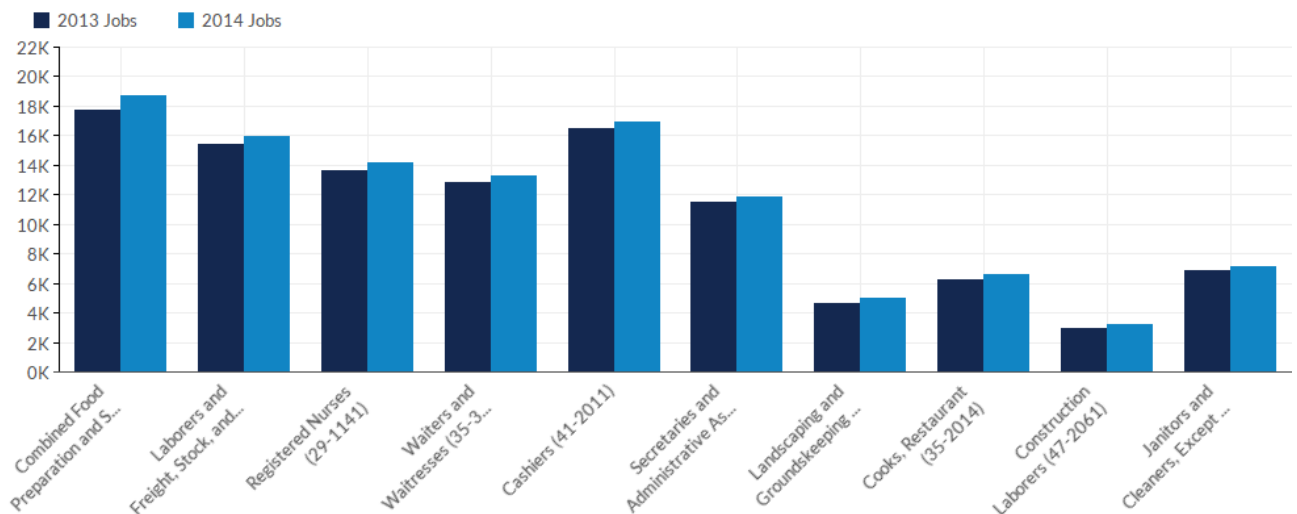
Highest Paying Occupations



Occupation	2013 Jobs	2014 Jobs	Change in Jobs (2013-2014)	% Change	2014 Earnings Per Worker
Pediatricians, General	115	116	1	1%	\$112
Internists, General	194	195	1	1%	\$106
Obstetricians and Gynecologists	73	73	0	0%	\$106
Anesthesiologists	186	190	4	2%	\$104
Physicians and Surgeons, All Other	1,221	1,236	15	1%	\$102
Oral and Maxillofacial Surgeons	30	31	1	3%	\$97
Orthodontists	35	36	1	3%	\$96
Chief Executives	1,054	1,069	15	1%	\$93
Surgeons	160	162	2	1%	\$91
Family and General Practitioners	633	642	9	1%	\$88

The 3 top Fastest Growing Occupations are Combined Food Preparation, Labors and Freight, Stock, and Material Handlers, and Registered Nurses. 2 of the fastest growing occupations are aligned with our targeted industries, Logistics and Medical. Also the growth in the Construction Labor occupation is a strong indicator of the economic recovery in LWDA 8. We note, in other areas of this document, that a lack of workers in the construction sector has hampered economic activity.

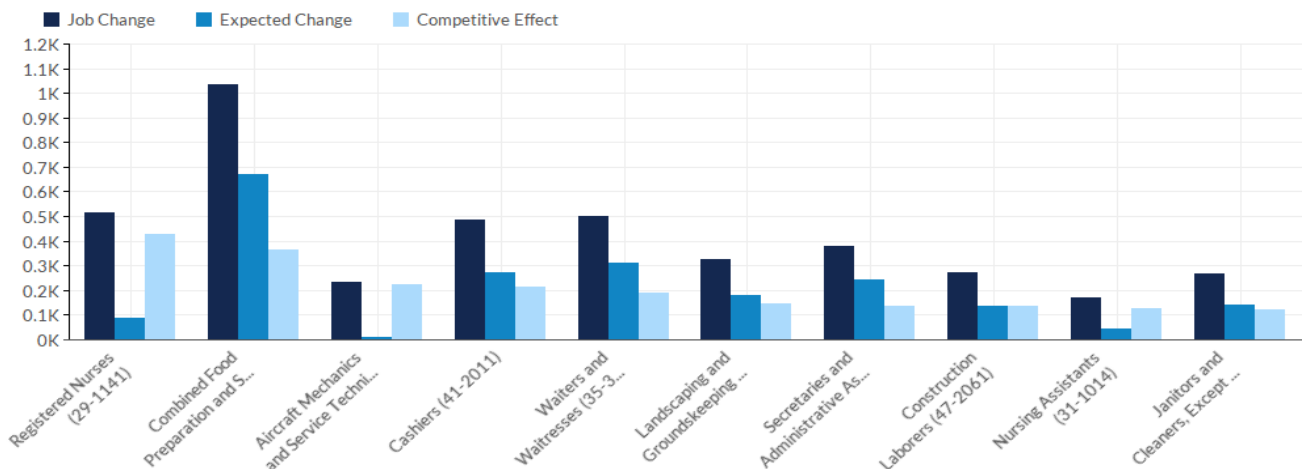
Fastest Growing Occupations



Occupation	2013 Jobs	2014 Jobs	Change in Jobs (2013-2014)	% Change	2014 Median Hourly Earnings
Combined Food Preparation and Serving Workers, Including Fast Food	17,694	18,731	1,037	6%	\$8.87
Laborers and Freight, Stock, and Material Movers, Hand	15,386	15,984	598	4%	\$12.26
Registered Nurses	13,660	14,176	516	4%	\$29.44
Waiters and Waitresses	12,796	13,297	502	4%	\$9.04
Cashiers	16,435	16,922	487	3%	\$9.16
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	11,503	11,884	381	3%	\$14.55
Landscaping and Groundskeeping Workers	4,661	4,986	326	7%	\$11.34
Cooks, Restaurant	6,269	6,593	324	5%	\$11.01
Construction Laborers	2,914	3,188	273	9%	\$11.47
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	6,861	7,127	266	4%	\$10.88

Another area of interest as we evaluated occupations in LWDA 8 is the stability of the workers in a certain occupation, or how often do they change jobs. The competitive factor represented in the chart below when factored for job and expected change may reflect in upward wage pressure as employers attempt to maintain a competent workforce.

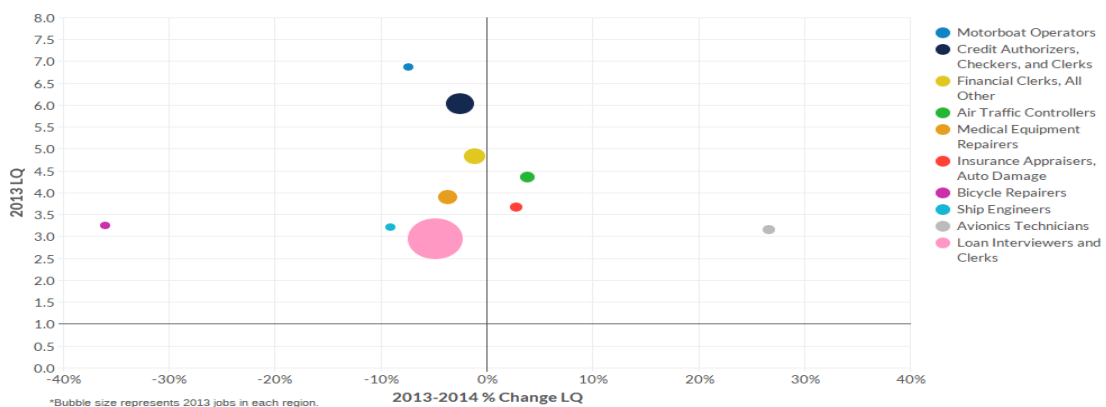
Most Competitive Occupations



Occupation	Job Change	Occ Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect
Registered Nurses	516	-180	269	89	428
Combined Food Preparation and Serving Workers, Including Fast Food	1,037	323	348	671	366
Aircraft Mechanics and Service Technicians	232	-9	17	8	224
Cashiers	487	-52	323	271	216
Waiters and Waitresses	502	61	252	313	189
Landscaping and Groundskeeping Workers	326	87	92	179	147
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	381	17	226	243	138
Construction Laborers	273	81	57	138	135
Nursing Assistants	170	-87	130	43	127
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	266	7	135	142	124

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

Highest Occupation Location Quotient



Occupation	2013 Jobs	2014 Jobs	% Change	2013 LQ	2014 LQ	% Change LQ	2014 Median Hourly Earnings
Motorboat Operators	127	122	-4%	6.87	6.37	-7%	\$11.36
Credit Authorizers, Checkers, and Clerks	1,254	1,208	-4%	6.03	5.88	-3%	\$18.26
Financial Clerks, All Other	813	806	-1%	4.84	4.79	-1%	\$17.90
Air Traffic Controllers	474	493	4%	4.36	4.53	4%	\$59.16
Medical Equipment Repairers	697	692	-1%	3.90	3.76	-4%	\$16.97
Insurance Appraisers, Auto Damage	230	237	3%	3.68	3.78	3%	\$31.25
Bicycle Repairers	144	96	-33%	3.26	2.08	-36%	\$13.43
Ship Engineers	150	140	-7%	3.21	2.92	-9%	\$40.98
Avionics Technicians	240	307	28%	3.17	4.01	27%	\$24.69
Loan Interviewers and Clerks	2,788	2,628	-6%	2.95	2.80	-5%	\$18.71

1.j Opportunities and Challenges in the Labor Market Sector

The total civilian labor force in LWDA 08 for December 2015 was 744,077, of which 710,329 were employed and 33,748 were unemployed. The unemployment rate was 4.5 percent. The average weekly wage for LWDA 08 in 1st Quarter 2015 was \$931. This would be equivalent to \$23.28 per hour or \$47,491 per year, assuming a 40-hour week worked the year around.

The figures below are 1st quarter 2015 period.

Area	Average Weekly Wage
CareerSource Northeast Florida	\$931
Florida	\$885
United States	\$1,048
Source: FREIDA & U.S. Bureau of Labor Statistics	

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

- The Region is comparatively strong in FIRE and TCU with both location quotients at about 1.5. Additionally, these two business sectors offer higher wages than many of the other sectors.
- The construction sector is once again growing in our LWDA, the average wage of construction sector jobs is higher in the LWDA than it is in the State but less than the national average (\$47,313 versus \$43,907 and \$51,683 respectively).
- In 2011, Government, Wholesale Trade, TCU, and Manufacturing had positive earnings to employment ratio. These sectors contribute a larger percentage share of earnings to the economy than their employment share. This remains true in our current review, and both FIRE and Government also show positive earnings.
- Some of our largest and fastest growing occupations are directly tied to our targeted industries, Medical and Logistics. Of the highest paying occupations all, except for one, are in the Service Sector and are directly tied to our Medical Targeted Industry.

Challenges in the Region’s labor market sectors include:

- Average wages in all sectors has fallen below National Averages. This is particularly pronounced in the FIRE sector where there is an annual disparity of \$12,088. It is important to note that when last reported in 2009 the difference was \$11,684. Average wages across all sectors lags national wages from 3% to a high of 18%.
- Self-employed individuals in the Region earn less than those in the State (\$16,987 versus \$18,958) and considerably less than those in the nation (\$32,471).
- Many of our largest occupational groups are not directly related to our targeted industries, and may have limited career pathways to High Skill/High Wage jobs.
- The Registered Nurse Occupation is listed in the top ten Largest Occupations, Fastest Growing Occupations and Most Competitive reviews. Employers will most likely feel upward wage pressure to obtain and retain the needed workforce in this occupational group.
- The Construction Laborer Occupation is once again growing, however a shortage of these workers hampering growth in other areas.

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

The Labor Force- Identification of Employment Needs

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

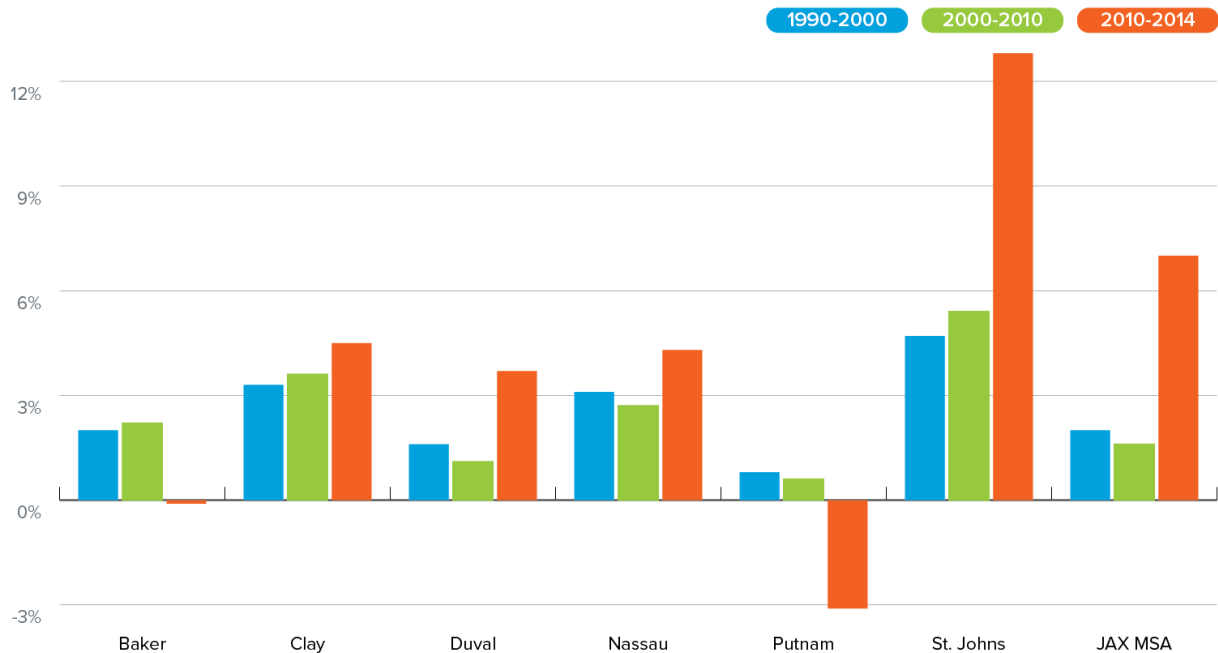
- a. Population
- b. Future Workforce
- c. Age Distribution
- d. Individuals with Barriers to Employment
- e. Educational Attainment
- f. Military Service
- g. Poverty Rates
- h. Opportunities and Challenge

2.a. Population

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

AVERAGE ANNUAL GROWTH RATE

1990 - 2014



SOURCE: US CENSUS BUREAU STATE & COUNTY QUICKFACTS

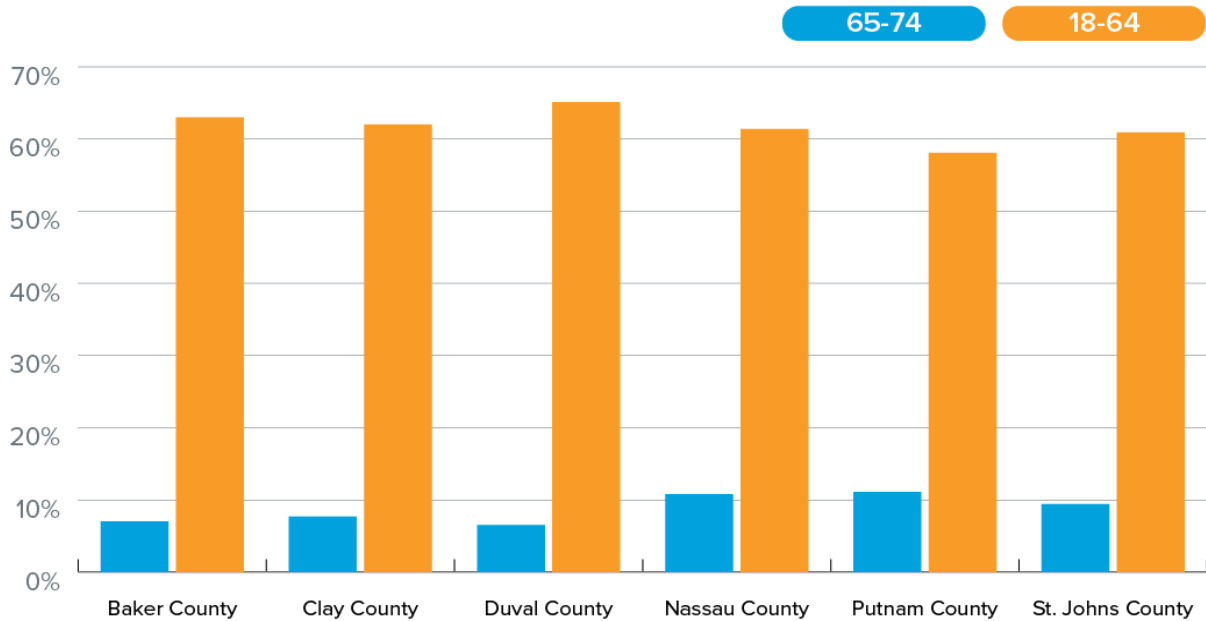
The potential labor force in the First Coast can be determined by looking at the total number of people between the ages of 18 and 64. While this is a useful estimate, it should be noted that people at the lower end of this range may be attending college fulltime and, as life spans continue to increase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

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

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

FIRST COAST WORKING AGE POPULATION

2009-2013 5-Year Estimates



SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2009-2013

2.b. Future Workforce

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

	2000	2008	2018	Change Rate 2000-18
Baker	14,091	17,998	19,237	11.40%
Clay	87,657	131,020	147,802	11.90%
Duval	492,135	582,108	618,607	10.70%
Nassau	35,957	46,619	49,174	5.60%
Putnam	40,110	46,090	48,185	4.60%
St Johns	75,157	125,629	148,963	5.10%

Source: U.S. Census 2000 & Economic Modeling Specialists Inc. 06/2009

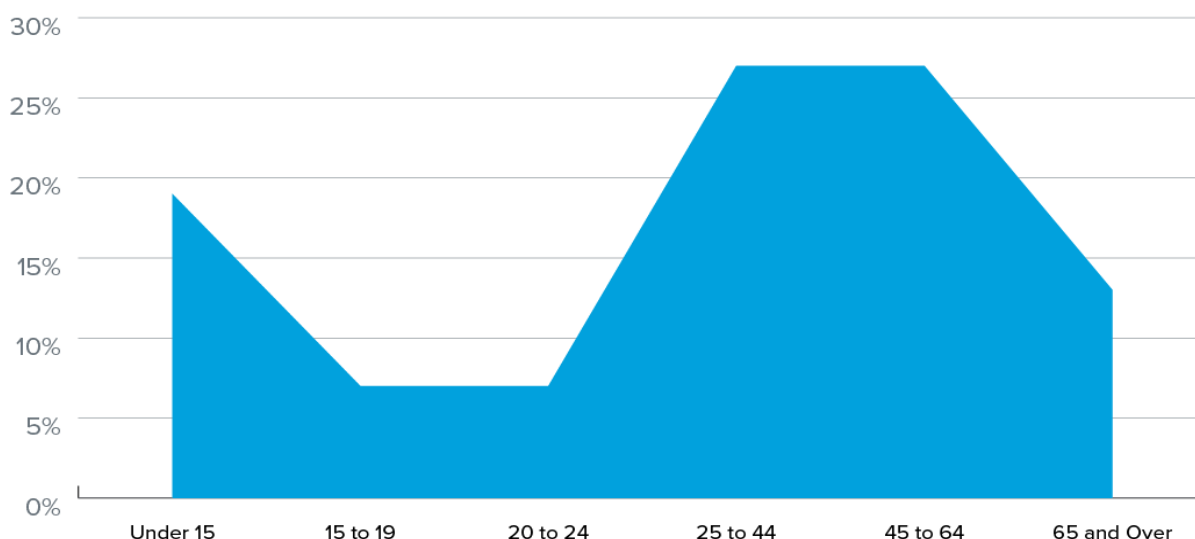
The Region’s workforce has increased 8.8% from 2000 to 2010; a rate lower than Florida’s increase of 17.6% but close to the United States’ rate of 9.7%. In looking at specific counties, there is a wide range increase in the projected 2018 workforce population. Baker’s workforce population will grow by 11.4%, but St. Johns’ workforce is only projected to grow by 5.1% (see Table 1 above). Because this estimate does not predict migration flows in an area, it essentially indicates the relative age of an area’s population. The First Coast’s total population is relatively younger than Florida’s and the United States’ and its future workforce population will therefore increase at a faster rate. Similarly, Baker County’s total population is relatively younger than St. Johns’ population.

2.c. Age Distribution

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

AGE DISTRIBUTION OF PEOPLE IN JACKSONVILLE

Florida MSA (includes Putnam County)



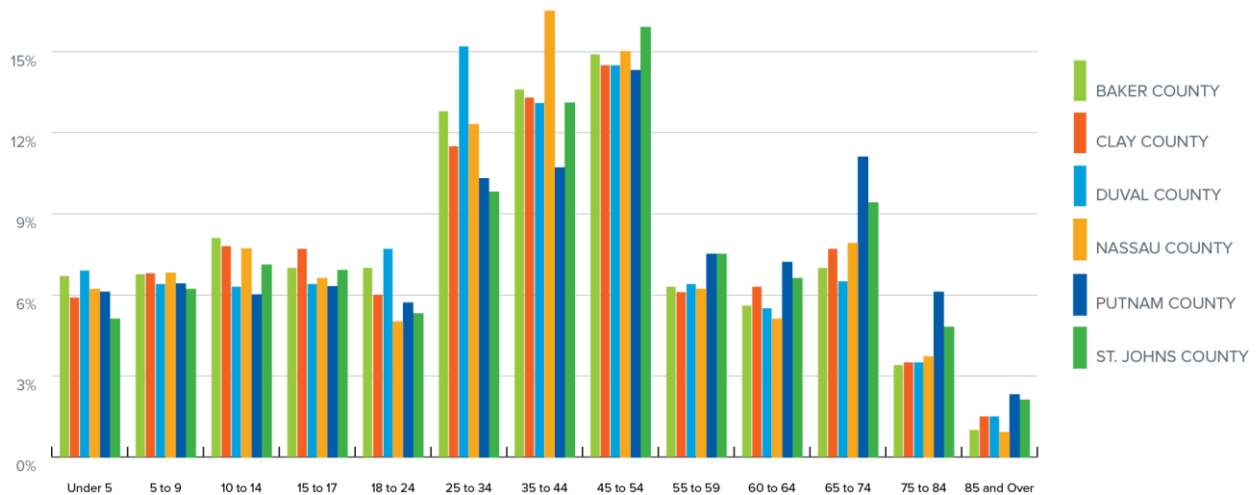
SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2009-2013

Overall, the First Coast Region has a comparably younger population than Florida. When reviewing the current data for age distribution we quickly noted that the Region had a higher percentage of residents aged 19 and younger (26% versus 24%) and a lower percentage of

people 65 and over in comparison to the remainder of Florida (13% versus 17%). This relatively younger population will help provide additional workers for the Region in the future.

However, when looking at the specific counties in the Region, a few additional worthy points of discussion materialize. In the 2010 US Census, Nassau and St. Johns Counties had a relatively older population than the Region, with approximately 16.0% of their population 65 and over. Putnam County had an aging population with 17.5% of people 65 and over and only 20.8% between 25 and 44. Today, current census data shows a growth in our older population now ranging from a low of 11% in Baker County to 20% in Putnam County, versus 5.8% in Baker County to 9.7% in Putnam County in the 2000 Census. This data point is driven by the baby boomer generation.

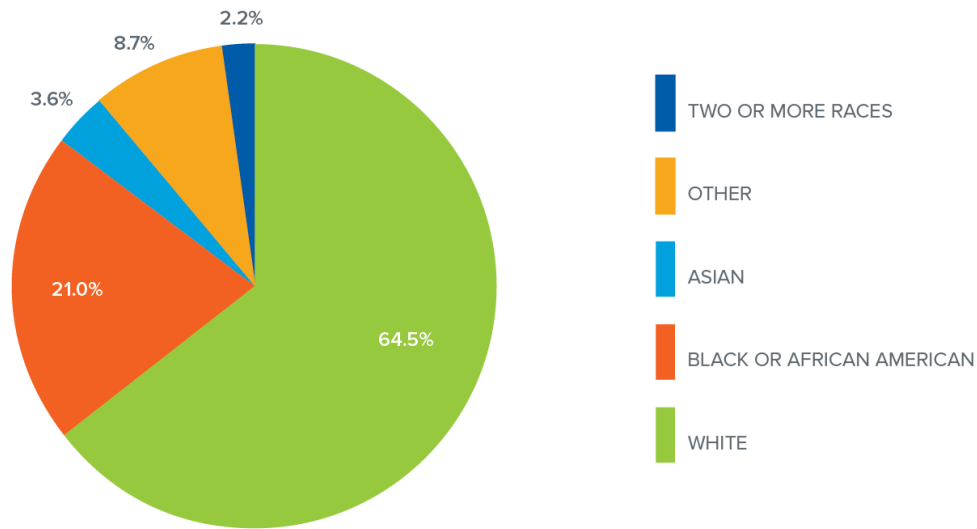
FIRST COAST AGE DISTRIBUTION BY GROUPS



SOURCE: U.S. CENSUS, AMERICAN COMMUNITY SURVEY 5 YEAR ESTIMATES 2009-2013

The Census Bureau categorizes *Hispanic* as an ethnicity. For example, people can classify themselves as being both White and Hispanic or both Black and Hispanic. Projecting from 2010 to 2020, the First Coast will experience tremendous growth in our Hispanic population, showing a 51.2% increase. From 1990 to 2000 the First Coast Region experienced a 91.7% growth rate in its Hispanic population. Nonetheless, where Florida’s 2010 Hispanic comprised 17.4% of its total population, the Region’s total population was only 5.8% Hispanic. However, the Region’s population has still become more racially diverse over the last ten years.

RACIAL DISTRIBUTION OF FIRST COAST POPULATION
2015



SOURCE: EMSI

The suburban and rural counties surrounding Jacksonville are significantly less diverse. Baker, Clay, Nassau and St. Johns Counties range from 73.0% to 89% White. Accordingly, the overwhelming majority of minority residents in the Region are concentrated in Duval County.

2.d. Individuals with Barriers to Employment

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

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

thousand of working age in CSNEFL with disabilities are employed. ACS provides the following educational attainment estimates:

- Less than high school graduate- 20.6%
- High school graduate (includes equivalency)- 33.1%
- Some college or associate's degree- 30.4% Bachelor's degree or higher- 21.3%

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

Analysis of Age Range and Ability to Speak English

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

Adult education programs offer Adult English for Speakers of Other Languages (ESOL) instruction for adults to improve their English speaking and writing skills but also to improve their academic skills so that they can earn a high school credential and enter postsecondary education to improve their career options. Adults enrolling in ESOL programs fall in the age ranges of 16 to 60+. During 2014-2015, some 16,781 adults were enrolled in ABE, ESOL and ASE (adult high school and GED®) courses. Of the total enrollment, 583 adults were enrolled in ESOL courses. The chart below provides an analysis of age ranges and ability to speak English. This is a significant number of limited English speaking adults who could benefit from ESOL courses as well as building their basic skills. Many of these individuals are also seeking employment for jobs that may not require an ability to speak English well or at all.

English Ability	Less than high school credential	Number
Speaks English not well	Grade 12 or less	1,489
Does not speak English	Grade 12 or less	0
	Total	1,489
Foreign Born, Naturalized Citizen	Age 25 and over, less than high school	6,217
Foreign Born, Not Citizen	Age 25 and over, less than high school	8,035
	Total	14,252

To fully understand the skills gaps apparent in Florida, CSNEFL is supporting and working with the state as it is planning to conduct further research and analysis on this topic. Skills gaps are a major data deficit in the national workforce system, although skills are mentioned multiple times in WIOA. This study will provide the first data set that links employer reported skills gaps to occupations in Florida. Skills gaps and job vacancy data by industry and occupation can be used to design workforce services (including On-the-job training (OJT) contracts, wrap-around services, and training requirements) and educational curriculum (soft skills and hard/technical skills targeted by occupation, training program or major). One goal of this study will be to develop a process for benchmark updates, by using the results to target follow-up efforts in particular occupations, industries and areas. The relationship between wages and skills will be analyzed by evaluating wage growth rates for occupations with significant skills gaps. The hypothesis is that occupations with greater skills gaps will experience slower wage growth. Given the relative stability of the current economy and labor market, changes in skill demand will likely be slow. These data will be valuable as a benchmarking tool using real-time demand measures.

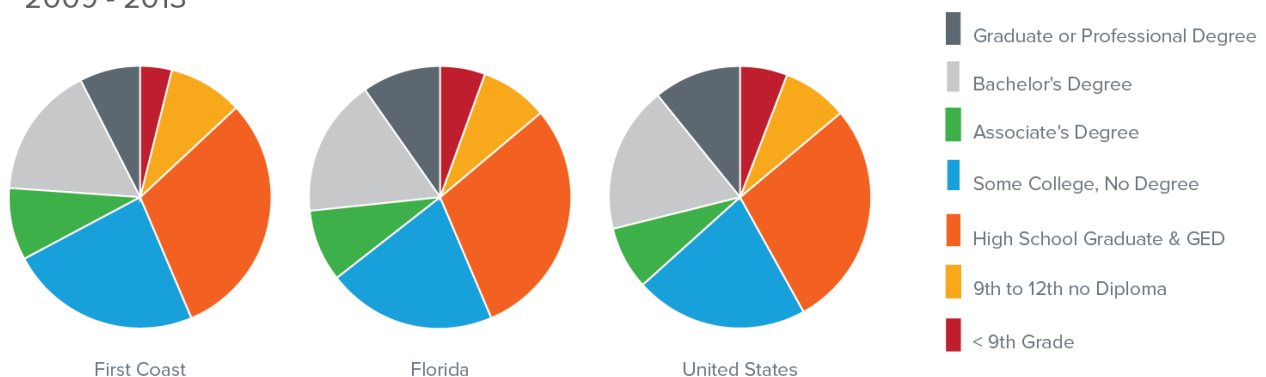
The one-stop career center partners will collaborate to provide services, resources and referrals to limited English speaking jobseekers.

2.e. Educational Attainment

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

EDUCATIONAL ATTAINMENT

Population 25 Years and Over
2009 - 2013



In 2001 we found particularly low educational attainment levels in Baker and Putnam Counties. In Baker County, 35.9% of the population failed to complete high school. In Putnam County, this rate was 35.7%. When reviewing the most current data we identified a marked improvement in

each county. Baker County reduced the percent of the population who did not complete high school to 19.8%, and Putnam County reduced this figure to 22.5%. The current Regional average is 13.1% and both Florida’s and the national average is 13.9%. Additionally, in 2001 only 5.7% of Baker County residents and 8.3% of Putnam County residents earned a Bachelor’s degree or higher. These figures are now 10% and 11.3% respectively.

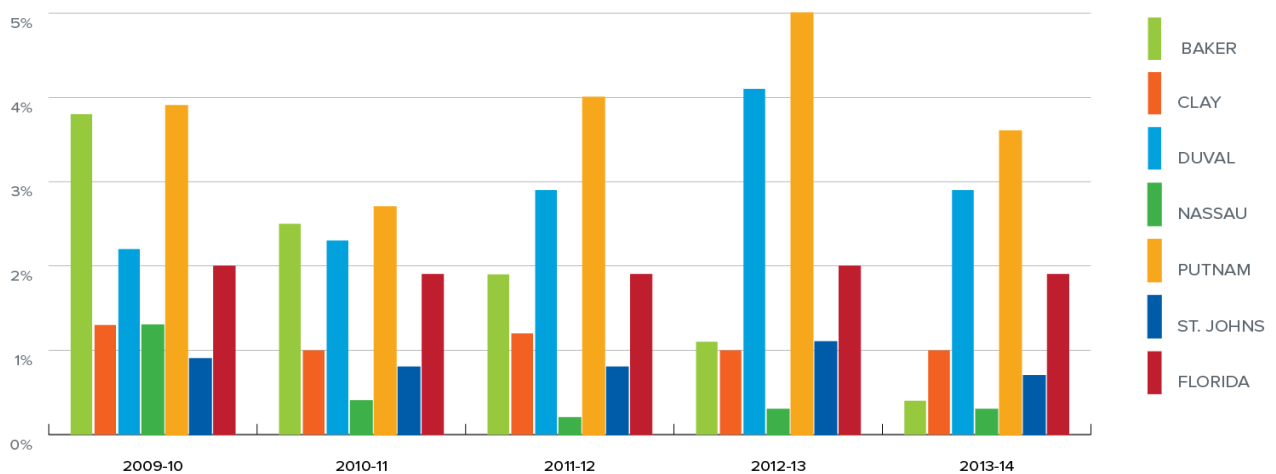
The High School Dropout Rate, shown in the graph below, is another key indicator concerning education levels. In the 2013-2014 school years Duval and Putnam Counties had a dropout rate above the State average of 1.9%, versus 2.9% and 3.6% respectively. On a positive note, Baker, Clay, Nassau and St.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

2.f. Military Service

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

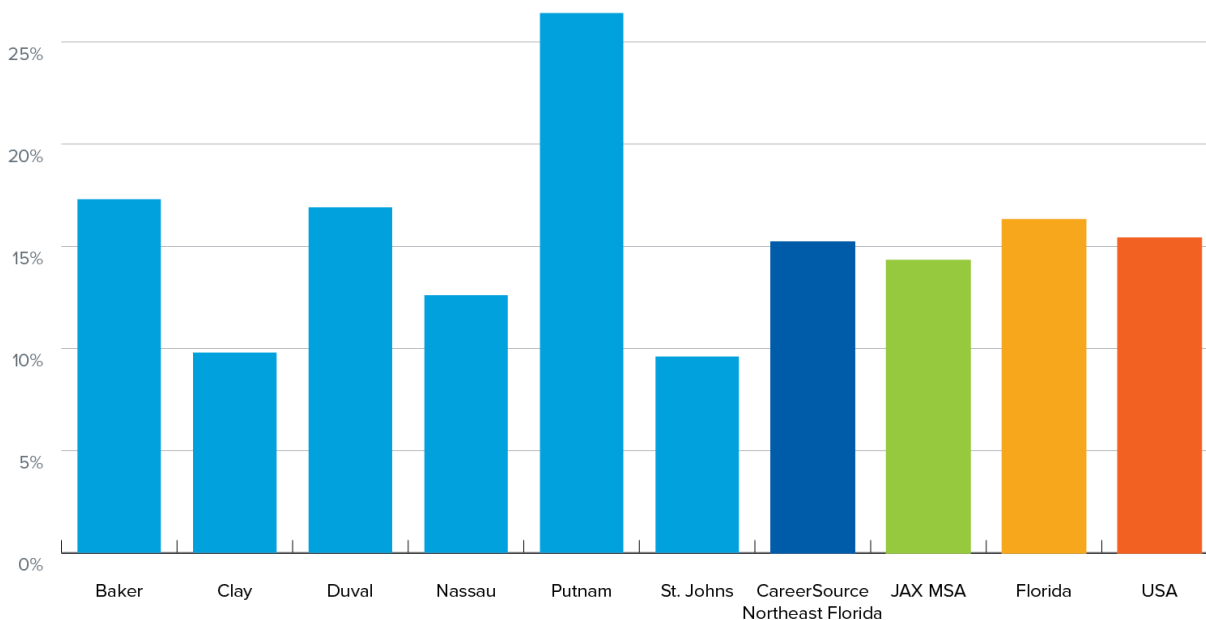
2.g. Poverty Rates

High poverty rates in an area can serve as an indicator of various social problems that can **HIGH SCHOOL DROP OUT RATES**
2009 - 2014



SOURCE: FLORIDA DEPARTMENT OF EDUCATION

POVERTY RATES ALL AGES
5-Year Estimates 2009-2013



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

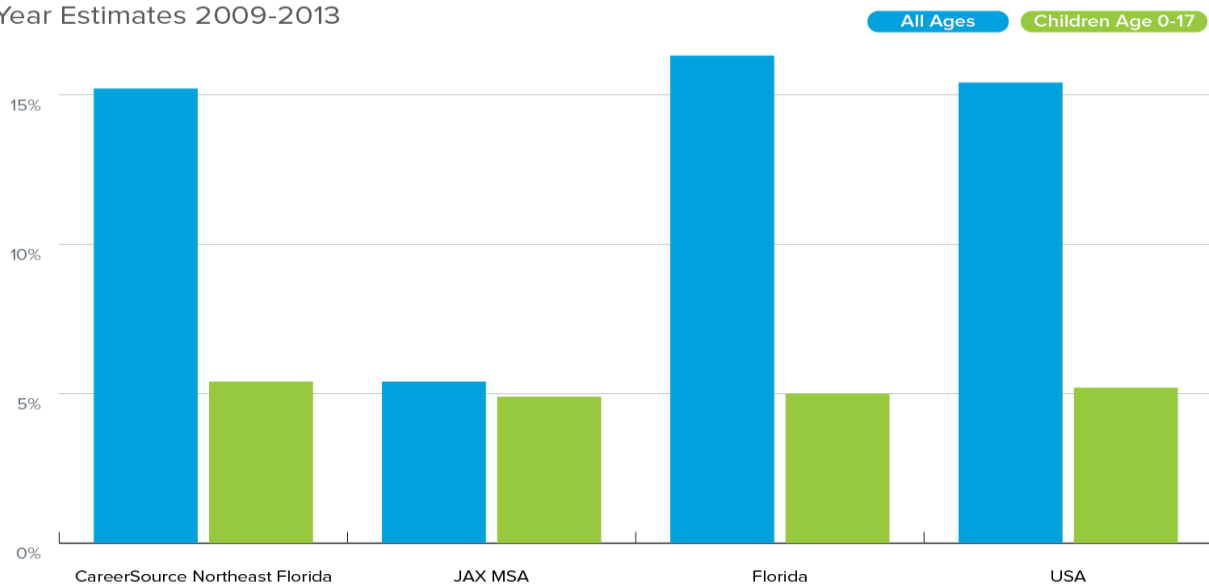
negatively affect the workforce’s quality and performance. For instance, teenage mothers, single parents and persons with low levels of education are all at greater risk of falling into poverty. Individuals in poverty face immense obstacles as they seek to contribute positively to the labor force. As indicated in the graph below, the estimated poverty rate for the First Coast in our 2009 – 2013 snapshot was 14.3%, below the State 16.3% and below the national rate of 15.4%.

Only the rural county of Putnam had poverty rates significantly above the Regional average. Baker County has experienced an increase to 17.3% from a low of 14.3% in 2004. Putnam County’s poverty rate has increased to 26.4% from its low of 17.3% in 2004. This higher than average poverty rate present an additional obstacle for residents of the county if they are to be valuable participants in the Region’s labor force. As expected, the poverty rates in the suburban counties of Clay, Nassau and St. Johns were a good deal lower than the Regional average.

The graph below depicts the difference between the poverty rates for the total population and for children ages 0 to 17. Children increase a family’s cost of living and can lead to increased poverty rates, particularly for single parent families. Approximately 33.2% of children in the Region were estimated to be in poverty. While our regional overall poverty rate is less than the national average, it exceeds the state rate by 2.7%.

POPULATION BELOW POVERTY RATES

5-Year Estimates 2009-2013



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

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

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

- The Region's total population in 2014 was 1,491,270. Approximately 61.2% of that population is of working age. The labor force was projected to increase by 38% between 2010 and 2018.
- The Region has a relatively younger population than both Florida and the United States. This young population will add workers to the labor force in the future.
- In 2013, 87% of the Region's residents age 25 and over had completed high school. This is up from 85% in 2007.
- In 2013-2014, four of the six counties in the region (Baker, Clay, Nassau and St. Johns) had high school dropout rates markedly less than Florida's average of 1.9%. The counties dropout rates ranged from a low of .03% to 1.0%.
- The American Community Survey (ACS) estimates for 2009-13 indicate that approximately 12.5 percent (176,420) of CSNEFL's total population (1,410,402) has a disability. Of those, it is estimated that about 95 thousand are of working age- age 16 and over, and an estimated 39 thousand of working age in CSNEFL with disabilities are employed.

Due to the high percentage of residents with military service, the Region has an additional supply of individuals who have acquired training and marketable labor skills. Comparatively, fewer

people are in poverty in the First Coast than in the State of Florida, although our percentage of children living in poverty exceeds the state rates. Additionally, the challenges facing the workforce need to be acknowledged and addressed before true advancements can be made. The major challenges currently facing the Region are:

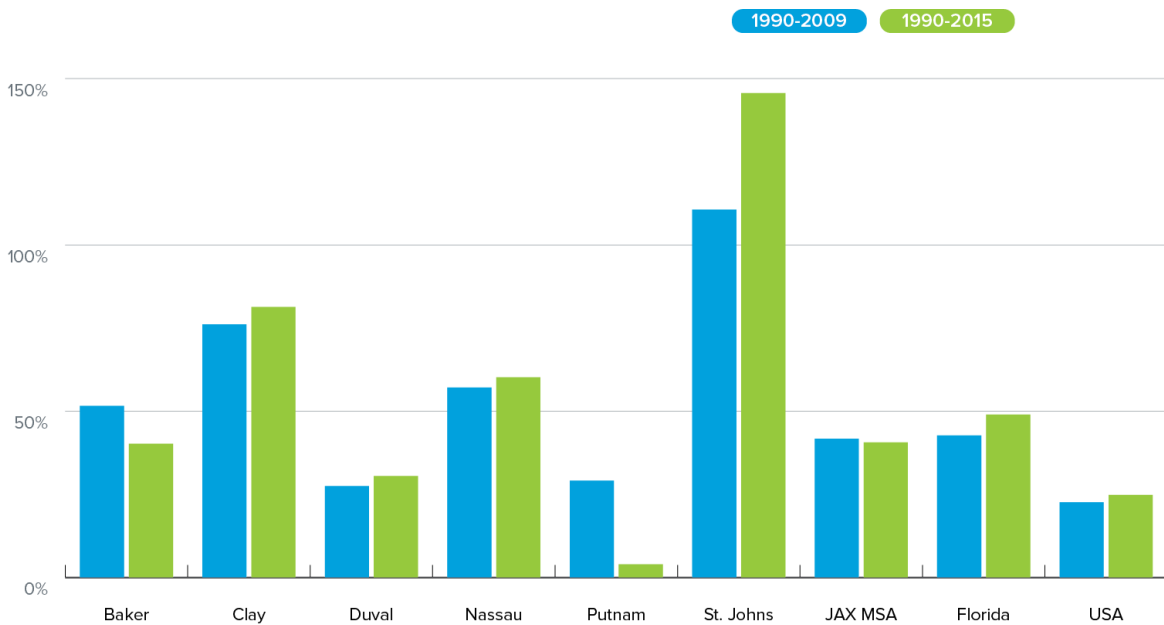
- Through aging and domestic migration, people of retirement age are moving into the Region, especially in Putnam and St. Johns Counties. This trend can strain the region's labor supply and its resources.
- While the Region is becoming more diverse in both race and ethnicity, minorities are settling primarily in Duval County. This trend could lead to additional disparities between Duval and the other five counties in the region. Uniform regional policies may not offer the same effectiveness throughout the *entire* region.
- In 2001, the Region's population was less centralized with more people moving out of Duval County than are moving into the County. This trend accelerated and by 2009 Duval County showed a decrease to -0.4%. For the first time since we have been analyzing this data Putnam County also showed a negative migration of -.4%, although people of retirement age continue to move there in numbers greater than the norm.
- While the region's high school completion rate is above the State and national averages, its educational attainment rate for Bachelors, Graduate or Professional degrees is now below the State and national averages (23.8% versus 26.4% and 28.8%, respectively).
- Duval County's high school dropout rate is higher than Florida's average (2.9% versus 1.9%, 2013-2014) but has shown marked improvement over 2006-2007 when the rate was 6.6%.
- Although the Region's total poverty rate is below the State and national rates, the Putnam County poverty rate is well above these averages. This disparity within the region may make it more difficult for these residents to positively contribute to the local labor force.

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

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

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

EMPLOYMENT GROWTH RATE:
1990-2009 and 1990-2015



SOURCE: DEO-LMI *U.S. POPULATION ESTIMATE SOURCE NST EST 2015

3.a. Total Employment

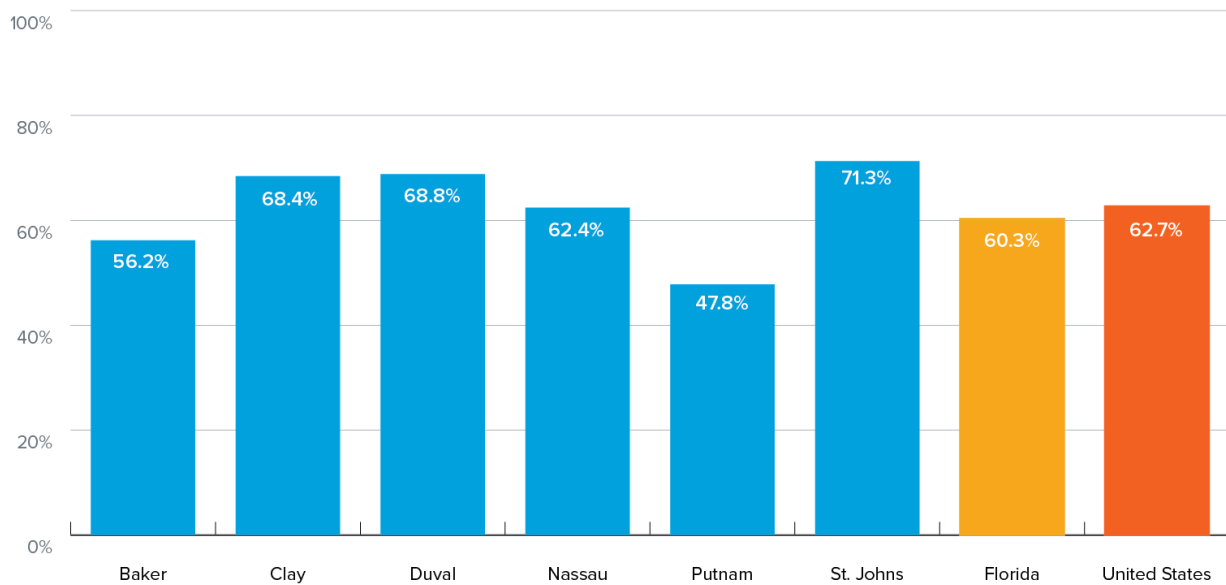
Job creation is a primary indicator of a region's growing economy. From 1990 to 2015, the number of jobs in the First Coast Region increased from 508,206 to 714,736 an increase of 40.6%, less than Florida at 49% but more than the United States at 24.8% for the same period (see graph above).

Not only are people moving to Clay, Nassau and St. Johns Counties, but also jobs are moving there at even higher rates. Job growth in Clay, Nassau and St. Johns Counties was higher than that of the Region's average. Only Baker, Duval and Putnam Counties had a lower job creation rate than the regional average. However, even the rate of job growth in Baker and Duval counties 40.2% and 30.5%, respectively, exceeded the national average. These figures do not address the type and quality of the jobs that have been created. We will examine this important issue later in this section.

3.b. Labor Force Participation Rates

The labor force participation rate (LFPR) indicates the percentage of the total working age population (18-69) that is employed or unemployed and currently seeking a job. The LFPR reflects not only the percentage of people who are working, but also the percentage of those who are *willing* to work. For example, as more working age women have entered the workforce over time, the LFPR throughout the country has increased. While the LFPR can reflect the changing attitudes towards work in our culture, it can also indicate the availability of workers. A region with a high LFPR and a low unemployment rate will have fewer people who are willing and able to work than a region with a low LFPR and a high unemployment rate. In 2005, the LFPR in the Region was 78%, above the rates for Florida, 61.4%, and the United States, 65.9%. Today Florida's LFPR is 60.3% while each county in our region, except for Duval and Putnam, exceeds the state rate. Residents not participating in the workforce may be retirees, students, stay-at home parents, disabled individuals, people too discouraged about their employment opportunities to continue to look for work or individuals who have another means of income and do not necessarily need to work.

LABOR FORCE PARTICIPATION RATE 2015



SOURCE: FLORIDA LEGISLATURE, OFFICE OF ECONOMIC AND DEMOGRAPHIC RESEARCH, 2015

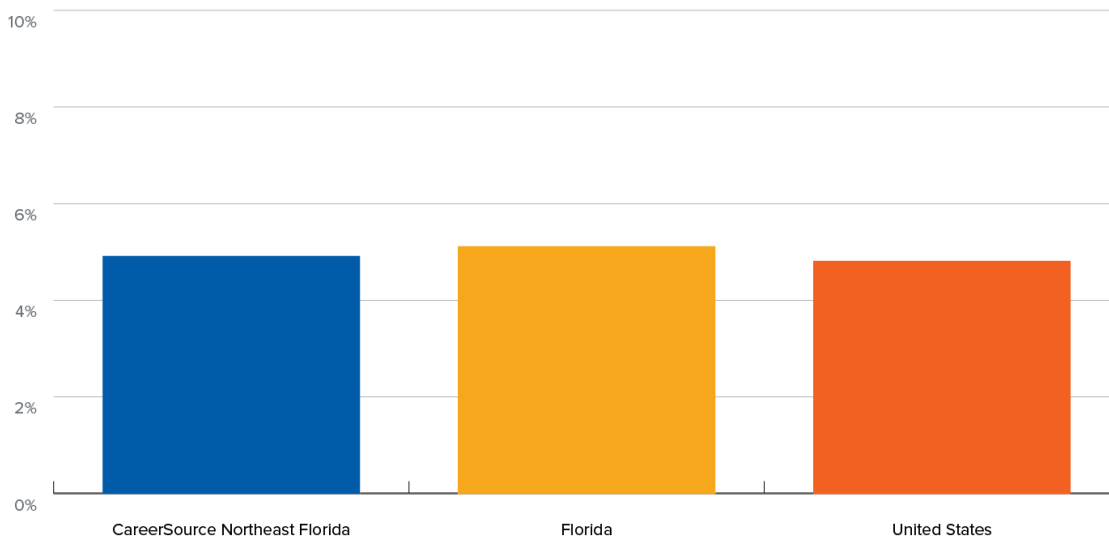
Putnam County has a lower LFPR than the other counties in the Region. The relatively older population and the lower LFPR rates suggest a large number of persons who have retired early in Putnam County. However, despite its relatively older population, St. Johns still has a high LFPR. Its population may be comparably older, but they are remaining in the labor force.

3.c. Unemployment Rates

Unemployment rates are often cited as indicators for the health of an area's labor market. Unfortunately, because unemployment rates only reflect people who are unemployed and actively seeking a job, they may fail to convey the true extent of the joblessness problem. Nonetheless, unemployment rates still merit a good deal of consideration. As recently as May 2007, the monthly unemployment rate in the First Coast was 3.0%, well below the national average. The June of 2012 unemployment rate in the First Coast Region averaged 8.7%, about the same as Florida's rate of 9.0% and above the United States' rate of 8.4%. Shown below, the unemployment rate as of October 2015 has shown a drastic improvement. The regional was 5.5% compared to the state rate of 5.1% and the national rate of 4.8%.

UNEMPLOYMENT RATE COMPARISON

October 2015



SOURCE: OCTOBER 2015 FLORIDA LMI (NOT SEASONALLY ADJUSTED)

Looking at the six counties, Putnam County has the highest unemployment rate in the Region. Its unemployment rate is 6.9%, which is higher than each of the other five counties but a marked improvement over the June of 2012 figure which stood at 11.1%.

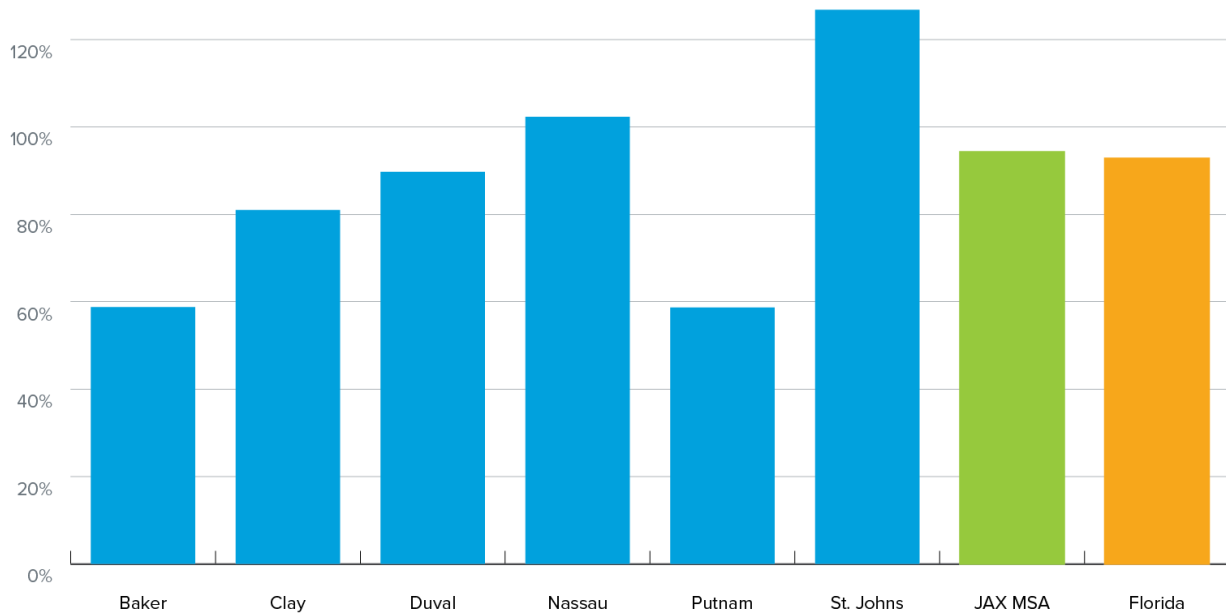
3.d. Real Per Capita Income

As a measure of wealth generation, real per capita income (RPCI) is one of the most informative economic indicators about the relative economic position of communities. Because these figures adjust for inflation, per capita income data can be compared effectively throughout different years. In 2010, the RPCI in the Region averaged \$39,550 which was about the same as the national average of \$39,937. This figure was also above Florida's 2010 average RPCI of \$38,210. Baker and Putnam fell well below that level with RPCIs of \$25,236 and \$26,885 respectively.

Today the RPCI in the Region averaged \$42,737 and is 92.8% of the state average of \$46,049. Nassau and St. Johns Counties were above the state RPCI average at \$47,127 and \$58,379 respectively.

REAL PER CAPITA INCOME

As Percentage of National Average: 2014



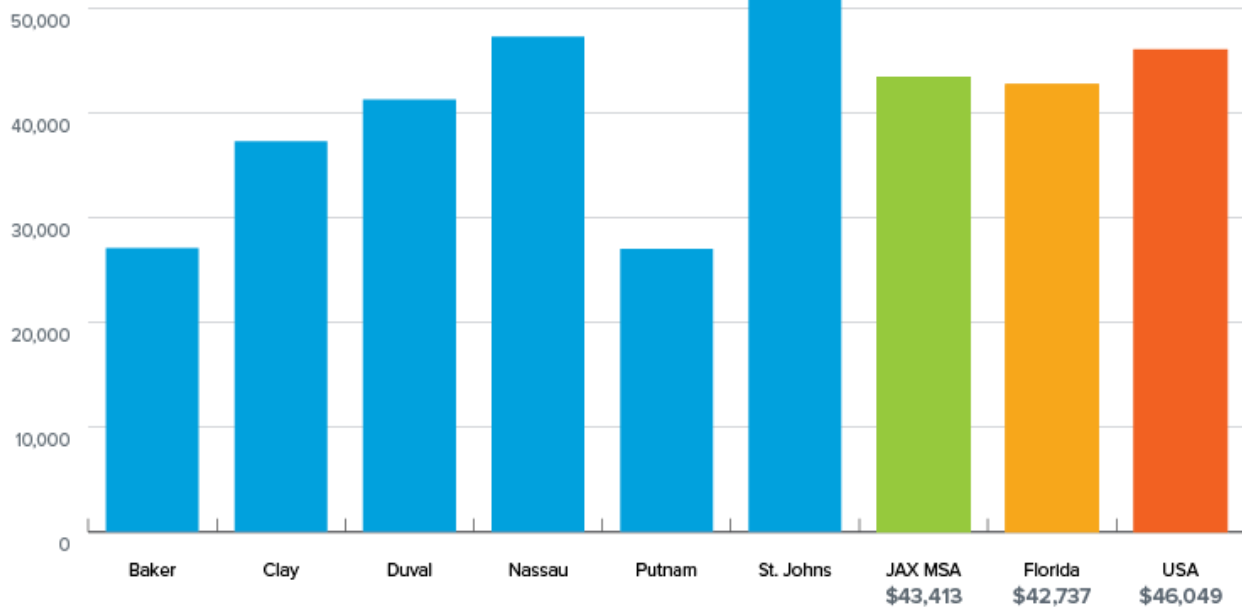
SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS BEARFACTS 2014

3.e. Average Wages

Similar to RPCI, looking at average wages offers some insight into the level of wealth in the Region. However, where RPCI looks at income by each *person*, the average wage looks at income by *employment* that is covered by unemployment insurance. For privacy reasons, this data does not disclose wages in sectors with fewer than three establishments in the county. Because of this different approach, we find different results between the comparison areas. First Coast's 2014 Average Wage, \$43,413 was above the state average of \$42,737 but below the national average of \$46,049.

AVERAGE WAGE COMPARISON

2014

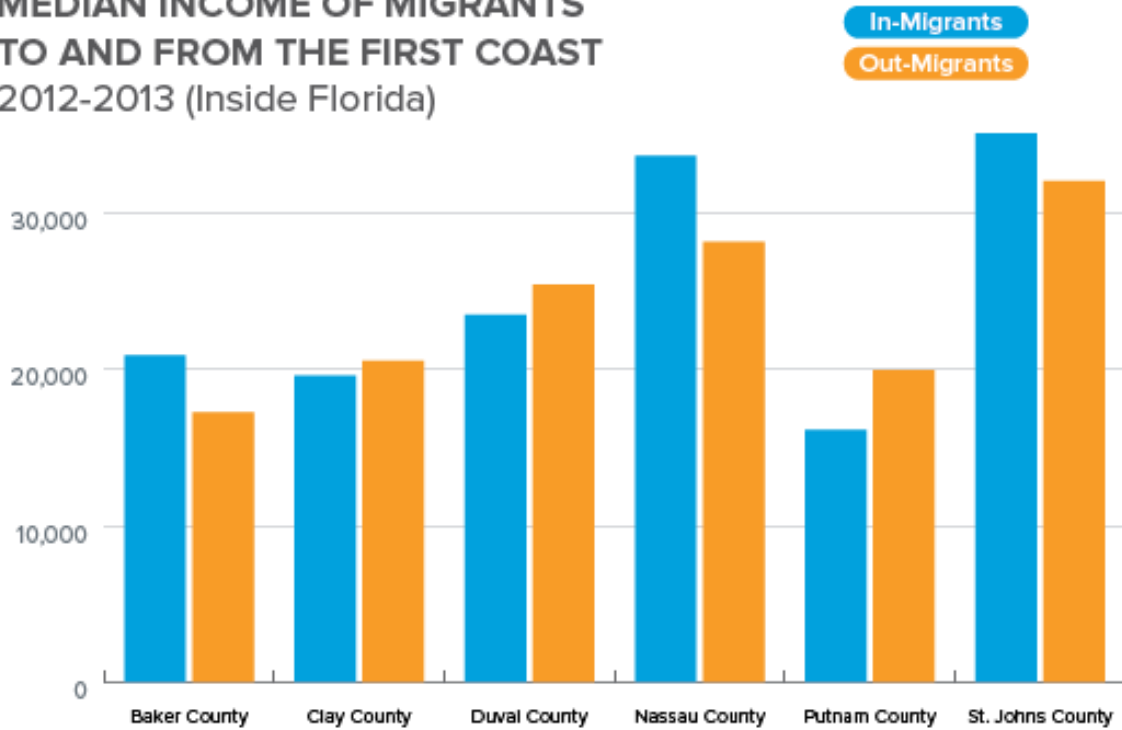


SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

3.f. Median Income of Migrants

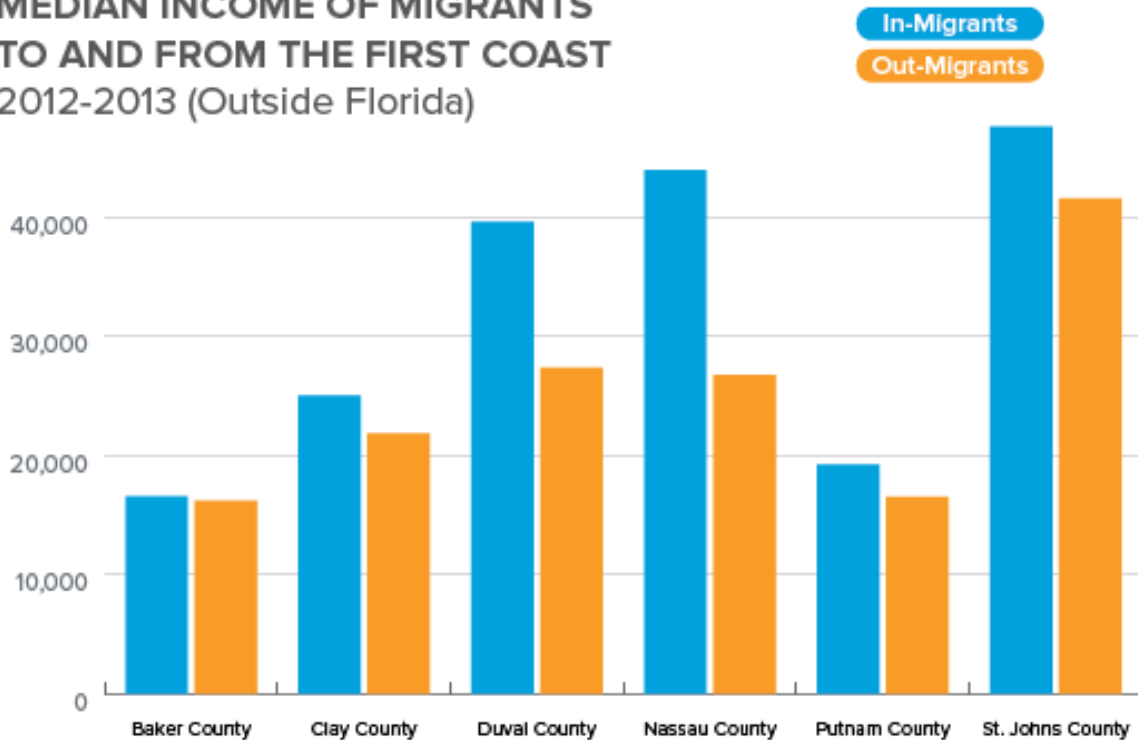
As society's mobility increases and people relocate more frequently, analyzing the characteristics of the people who migrate to and from a region will become even more valuable. Learning about the general characteristics of a region's migrants assists in conceptualizing some of the changes occurring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

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



SOURCE: INTERNAL REVENUE SERVICE, STATISTICS OF INCOME

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

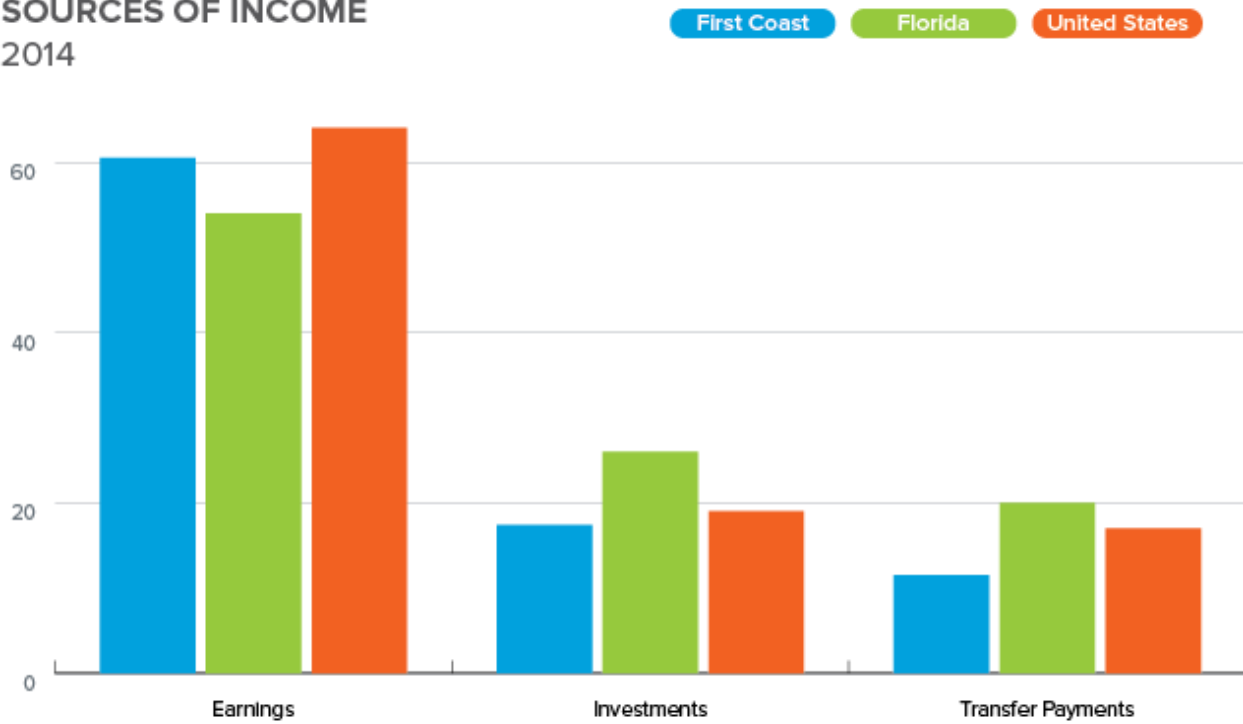


SOURCE: INTERNAL REVENUE SERVICE, STATISTICS OF INCOME

3.g. Sources of Income

The population receives income from three general sources: earnings, investments, and transfer payments. Earnings are the wages and salary people receive from their employment. Investments include income from such sources as stocks, bonds, rents and royalties. Transfer payments include governmental financial assistance such as Social Security and Medicare. If people in an area receive a greater portion of their income through transfer payments, then that area would most likely have a large number of retired or unemployed individuals. Comparing the Region against Florida and the United States (see chart below), we see relatively lower levels of investments and transfer payments as sources of income. Only 11.5% of the Region’s income originated from transfer payments, compared to 20.0% for Florida and 17.0% for the United States. First Coast residents rely more on their own labor and efforts as their source of income.

SOURCES OF INCOME
2014

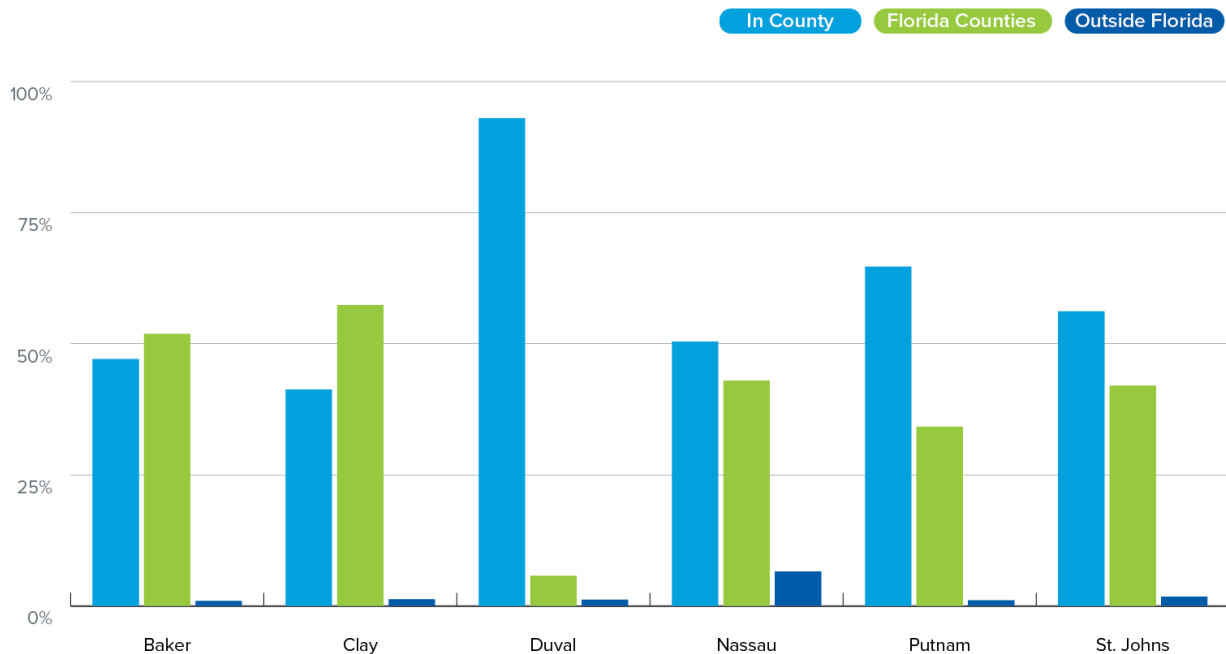


SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

3.h. Commuting Patterns

How people get to work and the options they have to get there can affect their ability to locate and find employment. If a region’s population is highly mobile, its potential labor force’s size can increase significantly. The availability and accessibility of mass transit can also broaden the area in which an individual looks for work. The chart below depicts the number of people who work in their county of residence or commute to another county within Florida or work outside our state. Across our region in 2013, 79.6% of the First Coast population worked in their county of residence; 18.8% worked outside their county of residence; and 1.6% worked outside their state of residence. These numbers do not differ greatly from the State and national averages.

FIRST COAST COMMUTING PATTERNS 2009-2013



SOURCE: US CENSUS BUREAU ACS 5 YEAR SURVEY 2009-2013

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

3.i. Opportunities and Challenges in the Labor Market

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

- From 1990 to 2015, the number of jobs in the First Coast Region increased from 508,206 to 714,736 an increase of 40.6%, less than Florida at 49% but more than the United States at 24.8% for the same period.
- Putnam County has a lower Labor Force Participation Rate (LFPR) than the other counties in the Region. The relatively older population and the lower LFPR rates suggest a large number of persons who have retired early in Putnam County. However, despite its

relatively older population, St. Johns still has a high LFPR. Its population may be comparably older, but they are remaining in the labor force.

- Today the Real Per Capita Income in the Region averaged \$42,737 and is 92.8% of the state average of \$46,049. Nassau and St. Johns Counties were above the state RPCI average at \$47,127 and \$58,379 respectively.
- The median income of in-migrants from outside Florida is higher than the median income of out-migrants in all counties in the Region. The healthy economy is generally attracting wealthier people who will earn and spend their incomes in the Region.
- Only 11.1% of the Region's income is from transfer payments. Compared to Florida or the United States, more people in the Region earn their income through their labor or investments than through governmental assistance.

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

- In 2009, the Jacksonville MSA average RPCI \$39,550. The highest is St. Johns County with an average RPCI of \$48,640. Wealth was accumulating heavily in St. Johns County. Today the RPCI in the Region averaged \$42,737 and is 92.8% of the state average of \$46,049. Nassau and St. Johns Counties were above the state RPCI average at \$47,127 and \$58,379 respectively, and the accumulation of wealth has accelerated in St. Johns County.
- Putnam County had a RPCI of \$26,885 in 2010. Today the figure stands at \$27,031.
- The migration of wealthy people to the suburban counties in the region will lead to greater demand for lesser-skilled low-paying jobs to service these new residents. However, those individuals who are willing to work in these lesser-skilled jobs may be priced out of living in these increasingly wealthy areas. Finding people who are willing to work in these types of jobs will become progressively more difficult.

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

Skills Demanded by First Coast Business

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

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

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

Region's labor force is to be truly successful and if the labor market is to function efficiently, we must address the changes transpiring in the economy.

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

- **Advanced transportation**, including aviation, clean fuels, rail and port logistics, power storage, propulsion systems, tracking devices and security systems, distribution centers, and supply chain management and IT
- **Financial services**, making Northeast Florida one of the country's most prominent locations for financial services support, data centers, insurance, financial software, trade financing and wholesale banking
- **Health and life sciences**, ranging from human health care and wellness to medical technologies, food safety, agricultural sciences, marine sciences, health insurance, administrative services, complex regulatory compliance and health IT

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

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

target industries stated that the military workforce is an important target for their talent pool.

Building the Workforce of Today and Tomorrow – Meeting the Skill Needs of our Local Labor Market

Building a Workforce Pipeline that starts with our K-12 Educational System

As previously discussed, an analysis of the largest, highest paying and fastest growing occupations in LWDA 8 consistently require Customer and Personal Services, English Language and Mathematics and are the top 3 Knowledge Competencies that are required. Likewise, as we evaluate the Skill Competencies that support these same occupations we quickly see that all require Reading Comprehension, Active Listening, Critical Thinking, and are included again in top 3 across all jobs, which are surprisingly diverse. We have partnered with our K-12 education partners to ensure that these critical Knowledge and Skill competencies are actively addressed in our middle and high school systems. Through this partnership, our worker pipeline starts with education embedded in career oriented contextual learning experiences. We believe in creating Career Academies that really work – where students graduate with valuable skills and industry recognized credentials that lead to real employment right away.

A Career Academy Model that Works

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

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

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

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

County	Number of Academies	Number of Students	Number of Certifications Issued
Baker	6	255	65
Clay	52	5,245	1,060
Duval	25	4,607	580
Nassau	10	710	564
Putnam	10	490	71
St. Johns	24	3,680	431
Total	127	14,987	2,771

Life Long Career Services

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

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

Conversely, WIA mandated services be delivered through a Core/Intensive/Training matrix. We have found a high degree of job seeker dissatisfaction with this methodology. Job-seekers, especially at the entry level, don't understand the dynamics of the local labor market, nor how to pursue career options within the reality of the marketplace.

The focus of a successful career development system, one that supports business growth and global competitiveness, is not job placement. Rather, it centers on the skill sets needed in the local labor market, and how workers can obtain those skills through education, training and job succession, or Career Pathways. Just as we have partnered with our K-12 Education partners to ensure that instruction for the Skill Competencies of Reading Comprehension, Active Listening, Critical Thinking, and the Knowledge Competencies of Customer and Personal Services, English Language and Mathematics are provided to our future workforce, we provide these same competency training opportunities either directly through the CSNEFL system, or in conjunction with our Adult Basic Education/Training Vendor partners. An asset map of our educational partners was developed as part of our strategic planning process and can be found at: <http://uprivergis.com/CareersourceNEFL/>.

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

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



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

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

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

(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)

Training Strategies Mandated by Global Competition

In the First Coast region, we have changed our training strategy to reflect business’ need for just in time training. Business can no longer wait 2 – 4 years for skilled workers – they need them now. We have dramatically changed the way we deliver training. The traditional method of funding training through Individual Training Accounts (ITAs) costs us an average of \$5,000 per trainee and may take from six months to two years to complete. Our Incumbent Worker Training program cost averages \$700 per trainee and is delivered in a few short weeks or months, at the business partners’ discretion. Training in the workplace does not incur any additional supportive services costs such as childcare or transportation. We also have a partner in case management; the company’s HR department helps us track career advancement and completion points.

Annually we serve well over 1,000 training job seekers, and many are trained and certified at the job site as part of the workday. As you can see in the chart below, more than 95% of our training investment went to regional targeted industries as defined by our economic development partnership.

TRAINING BY INDUSTRY

WIOA Scholarships			Incumbent Worker Training		
Advanced Manufacturing	10	1.20%	Advanced Manufacturing	363	69.10%
Aviation and Aerospace	5	0.60%	Aviation and Aerospace	18	3.40%
Finance and Insurance	37	4.30%	Finance and Insurance	9	1.70%
Headquarters	0	0.00%	Headquarters	0	0.00%
Information Technology	67	7.80%	Information Technology	21	4.00%
Life Sciences / Health	610	70.80%	Life Sciences /Health	110	21.00%
Logistics and Distribution	85	9.90%	Logistics and Distribution	4	0.80%
Other	48	5.60%	Other (Primarily Construction)	0	0.00%
Total	862	100%	Total	525	100%

This result was attained by design. Since our region has determined that these industries are the ones we want to grow and recruit, we need to ensure that we invest our limited workforce funds in these targeted sectors. This is a win-win for businesses and for workers. Businesses get the skilled workforce they need in order to be competitive, and workers attain skills in industries that are growing and expanding in the region leading to advancement opportunity and better job security.

Partnership with Education

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

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

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

A Unified Strategy to Meet our Workforce's Skill Needs

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

The Workforce Estimating Conference (WEC) is authorized under §445.011 of the Florida Statutes. The conference meets semiannually to establish a Statewide Occupational Demand List and provides recommendations to CareerSource Florida, Inc., for establishing Regional Targeted Occupations Lists. Upon receipt of the Preliminary Targeted Occupations List from Workforce Florida, CSNEFL reviews the projections for additions or deletions based on local labor market conditions. Should any additions or deletions be identified we provide documentary data to substantiate the request. The resulting Regional Targeted Occupational List issued by CareerSource Florida is the basis on which training scholarships are provided to CSNEFL job seekers as explained in our Occupation Skills Training Policy. (Please see Program Services Section 9. Training 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)

Assessment of Youth Services

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

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

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

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

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

Vision and Strategic Goals

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

Goals

Capacity Goals

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

Sector goals

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

Goals around individuals with barriers to employment

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

Convening Goals

- We have created an online asset map for the general public, economic development and community partners and jobseekers. We will broadly distribute and communicate the availability of the regional workforce asset map to employers, jobseekers and the media.
 - The board will step more actively into the role of regional convener of workforce development discussions, including taking a more prominent role in existing groups such as Career Academies, STEMM, Earn Up, and more. Develop new regional committees, activities and events (regular partner groups, forums, summits), and more. We will specifically focus on sector convening in targeted industries to foster and support the establishment of career pathways. We will also convene partners on a regular basis to enable collaboration, communication and discuss ways to provide more effective services for key customer groups.

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

Core Program Alignment

Listed below is the Core program alignment to achieving the strategic vision and goals established by CSNEFL.

- We will align regional resources around targeted industries and sectors by maintaining this focus at all times in discussions about training and workforce investment funding.
- The board will act as a convener specifically for:
 - Partners to encourage collaboration, dissemination of information from simple availability of services to best practices, and to support elevating the service level for both business and job seekers.
 - Employers within targeted industries and sectors to 1) encourage and support the definition of common skills criteria, 2) identify the training / education required for those skills, and 3) encourage/support education partners in the development of that curriculum.
- We will provide a greater level of service and support (“more yes”) to business and job seekers alike who are entering target industries or for those job seekers in specific categories with barriers to employment.
- We will seek out and bring partners into our centers to provide services to those with the highest barriers to employment.

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

A High Performing Career System

How CSNEFL will remain a high-performing workforce board.

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

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

Serving Job Seekers with Disabilities as well as other protected populations

A strategic vision for meeting and improving the employment needs of job seekers with disabilities as well as other protected populations defined under Section 188 of WIOA and 29 CFR Part §38.

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

- Our regional career centers will meet the needs of a diverse range of individuals including people with disabilities by enhancing accessibility through:
 - Job Access With Speech (JAWS)
 - Zoom Text
 - Staff trained to use Relay systems for Deaf, Hard of Hearing and job seeker with speech challenges
 - Video Relay Equipment
 - Wheelchair accessible facilities – adjustable table height
 - Sorenson Video Relay telephone
 - Language Assistance – Spoken word and Sign Language Interpreters
 - Document Translation
 - Alternate formats – i.e. large print
 - Reading assistance (staff reader) to help with forms when needed
 - Personalized assistance as needed to accommodate
 - Technology – Website accessibility project underway to meet Section 508 of the Rehabilitation Act and Web Content Accessibility Guidelines (WCAG) standards (a set of guidelines for making content accessible, primarily for people with disabilities).
 - Additional time provided for Assessments and for use of computer equipment
 - Providing services and programs specifically designed to address the special needs of disabled and other protected populations, i.e. Experience Works, Ticket to Work, the Community Action Agency, ICARE of Northeast Florida, Adult Education and English as a second language providers, etc.
 - Working actively with partners, such as Legal Aid of Northeast Florida, to provide services to job seekers who feel they have been denied employment and training opportunities.

- Providing every job seeker a full orientation to the CSNEFL system which includes an overview of their rights under WIOA, and how they can receive redress through our complaint system.
 - Providing direct services through our mobile access units at homeless shelters.
 - Collocating staff at organizations that serve the homeless such as the Jacksonville Veteran Services offices.
 - Actively partnering with programs such as Operation New Hope, the Department of Corrections and the Department of Juvenile Justice to provide career services to those who are re-entering the labor force.
 - Providing bonding services to offenders and others.
- CSNEFL will provide targeted services for Social Security Beneficiaries with Disabilities. The Ticket to Work program provides Social Security beneficiaries “real choice in obtaining the services and technology that they need to find, enter, and maintain employment” by expanding the universe of service providers. Many people receiving disability benefits from Social Security want to work, and are able to work, but face a number of significant barriers that prevent them from reaching their goals. Under the Ticket to Work program, the Social Security Administration issues a ticket to Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) recipients. As a voluntary program, each person who receives a Ticket to Work has the option of using his or her ticket to obtain services from a provider known as an employment network (EN). ENs provide, without charge, employment services, vocational rehabilitation services, and other support services to assist in obtaining and retaining self-supporting employment. Of course, all of our centers are fully ADA compliant and provide a wide array of assistive technologies. CSNEFL has been an SSA approved Employment Network since 2002.
- We partner with state level groups and agencies to provide coordination and service to our disabled and protected job seekers. Our partnerships include:
 - Florida Agency for Persons with Disabilities;
 - Florida Department of Education, Bureau of Exceptional Education and Student Services;
 - Florida Department of Education, Division of Vocational Rehabilitation;
 - Florida Department of Education, Division of Blind Services;
 - Florida Department of Education, Career & Adult Education;
 - Florida Department of Education, English Language Learners – Bureau of Student Achievement;
 - Florida Department of Children and Families Refugee Services;98
 - Florida Attorney General, Office of Civil Rights;
 - Florida Department of Elder Affairs;
 - Workforce Florida, Inc. d/b/a/ CareerSource Florida;
 - Florida Department of Economic Opportunity;

- Florida Department of Children and Families, Substance Abuse and Mental Health Office;
- Florida Developmental Disabilities Council, Inc.; and
- Florida Association of Rehabilitation Facilities, Inc.

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

Developing the CSNEFL strategic vision and goals.

Research was conducted that included thousands of stakeholders to create a landscape for the organization’s work over the next five years. Planning activities included:

- Review of mission and vision
- Broad regional surveys of employers, jobseekers and partners
- Multiple focus groups with employers, partners and jobseekers
- Best practice benchmarking of national workforce organizations
- Interviews with regional opinion leaders to gather perceptions and feedback
- Visioning sessions with CSNEFL’s Board and Executive Committee
- Development of a regional asset map for all workforce providers

(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)

Achieving Superior Performance

At CSNEFL our values guide us to ensure that the work we do is sustainable—for employers, for job seekers, and for the regional community. To us, sustainability means that we will keep a close eye on strategic growth in the community and work with our businesses, job seekers, educators, trainers and community partners to prepare workers for important jobs that will uplift the community as a whole. It also means that we will leverage existing and identify new revenue channels to accomplish our goals.

We know that we will have to enhance and change the way we deliver services, and this strategic goal provides the direction that we need to envision the needs of employers and jobseekers in the future which will ensure we meet and exceed the federal performance accountability measures. These collective steps will support economic growth in our community and provide economic self-sufficiency to the job seekers we serve.

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

CSNEFL Performance Goals



PY 2016 GOALS

COMMON MEASURES

Adults

Entered Employment Rate	86.60%	
Employment Retention Rate	94.20%	
Average 6-Months Earnings	\$21,378.00	

Dislocated Workers

Entered Employment Rate	86.70%	
Employment Retention Rate	90.50%	
Average 6-Months Earnings	\$17,894.20	

Youth
Common Measures

Placement in Employment or Education	44.60%	
Attainment of a Degree or Certificate	72.00%	
Literacy and Numeracy Gains	48.07%	

Wagner-Peyser

Entered Employment Rate	60.33%	
Employment Retention Rate	79.00%	
Average 6-Months Earnings	\$11,500.00	

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

Measuring Effectiveness and Performance

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

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

While these activities/services are required to fulfill CSNEFL's mandated oversight responsibilities as LWDA 8, they also provide a means to respond to labor market, economic and demographic conditions and trends in our area.

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

Independent Monitoring

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

Internal Monitoring

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

CSNEFL is responsible for system improvement to include program activities and services, management systems, and practices in LWDA 8. This process ensures legal, fiscal, administrative and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

CSNEFL's system improvement staff establishes a schedule of regular scheduled, as well as, periodic on-site monitoring reviews of service providers in LWDA 8. These visits are designed to ensure that any abuses in program operations are immediately identified and eliminated, as well as, to prevent any misuse of funds by Service Providers, sub grantees, etc.

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

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

Report and Corrective Action

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

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

Continuous Improvement of Centers and Systems

CSNEFL Continuous Improvement Model will oversee the certification and constant advancement of centers and systems throughout our LWDA 8. In consultation with the local board, the continuous improvement team will certify Centers and Systems every three years. Certification criteria will include evaluations of effectiveness of how well the centers and systems:

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

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

more than One Core Program

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

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

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

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

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

The previous stated description provides CSNEFL procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWDA 8. All system performance is directly benchmarked against the common measures, federal and state regulation/guidance and CSNEFL Board guidance.

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

CSNEFL Definition of Self-Sufficiency

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

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

COORDINATION OF SERVICES

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

Coordination of Programs/Partners

The challenge of operating the CSNEFL System is in the management of a wide variety of resources that targets full integration of the full array of employment and training services available here on the First Coast. The success of the system has been evident in the delivery of a wide-variety of programs, such as, Job Corps, the Migrant Seasonal Farm Workers Program (MSFW), the Workforce Innovation and Opportunity Act (WIOA), the Trade Adjustment Act (TAA), Welfare Transition (WT/TANF), Second Chance, Community Action, Housing and Urban Development (HUD), Senior Community Service Employment Program (SCSEP), Adult Education and Literacy, Wagner Peyser (WP), Veteran Programs, Vocational Rehabilitation (Voc Rehab) and the Supplemental Nutrition Assistance Program (SNAP). The strategy is designed to blend separate programs and funding streams, providing single points of access to workforce services for both employers and job seekers. We, like every LWDA are waiting guidance to craft and implement Memorandum of Understandings (MOU) as envisioned by WIOA. However, while guidance has not been provided we are active. CSNEFL has been meeting with our Core, Mandatory and Local partners to develop the framework for these agreements. Our joint vision for the WIOA MOU is to create a framework for an effective career service system that goes beyond the simple co-location of programs, personnel, resources and agencies. As envisioned by WIOA, funding streams and services will be as integrated as possible, providing seamless delivery that makes the separate agencies and programs invisible to both businesses and job seekers.

The MOU is the keystone of service integration in this environment. We currently are operating with agreements that have been developed with all required partners, core and mandatory, as well as additional volunteer partners, however the existing MOUs will be enhanced to meet the WIOA guidance when issued. Our current MOU describes methods for referral and a description of services and how they will be delivered. The agreements also describe the period of duration and how they will be modified as needed to improve the integration of services. Each MOU specifies how CSNEFL system partners coordinate and integrate their respective programs. This strategy ensures improved service delivery while avoiding duplication of services. (Please see Attachment V - Partners of this plan for a list of partnering organizations along with a sample MOU). Partners who operate within our Career Centers share expenses in accordance with our

cost allocation plan approved by the Department of Economic Opportunity.

Currently, partners meet quarterly to discuss the CSNEFL system. Included in these meetings are issues that arise through operation and governance, service delivery strategy and future program delivery direction. This structure has been foundational to the success of our local workforce system. We envision that this model will be strengthened and enhanced through the WIOA MOU.

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

Coordination with Economic Development Activities

Workforce development is the talent component of economic development, so it is not surprising that the two partners work closely together in successful communities. In LWDA 8, the economic development region includes the same counties as the workforce region, with the exception of Flagler County, which joined the economic development partnership in 2006.

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

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

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

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

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

In addition, CSNEFL has developed a workforce survey that queries companies about their future hiring and training needs. The survey is delivered in our counties by the local economic development entities. Each county organization is responsible for conducting 6 company surveys per quarter. The results are delivered almost immediately via an internet survey tool and can be forwarded to CSNEFL business services staff for action if a company has an immediate need for staffing or training support.

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

Coordination of Education and Workforce Investment Activities

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

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

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

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

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

Annually CSNEFL reviews the Carl D Perkins grant applications submitted to the Department of Education by our training partners.

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

Coordination of Transportation and other Supportive Services

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

The Transportation Disadvantaged Program (TD) enhances the mobility of Floridians to achieve independence by providing medical, employment, education and other life sustaining trips to nearly 600,000 people. The TD population includes persons who are unable to transport themselves or to purchase transportation. This population includes persons who are unable to transport themselves because of a disability and those who are unable to do so because of income status.

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

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

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

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

CSNEFL has long-standing representation on the Florida Developmental Disabilities Council Employment and Transportation Task Force, which meets regularly and addresses the needs of underserved populations in regards to transportation options in Florida. Through FDDC's work, transportation was found to be the most significant barrier for many individuals with disabilities to both obtain and maintain employment. Working in collaboration with key partners including FL Department of Economic Opportunity, FL Division of Vocational Rehabilitation, Agency for

Persons with Disabilities, CareerSource, FL Department of Education and others, the task force focuses on identifying barriers to transportation for employment. Additionally, this group works to identify additional funding resources and explore agency partnerships through blending of agency resources to support transportation to and from employment for persons with disabilities.

Due to funding limitations support services are only provided to SNAP and TANF job seekers.

SNAP job seekers who meet hours of participation may receive a \$20 stipend to assist with transportation costs while looking for work.

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

Transitional childcare (TCC) is limited to 24 months lifetime in CSNEFL's six counties since October 1, 1996. Job seekers are provided this information at orientation and again when they become eligible for TCC. The 24 months are cumulative. TCC is continued for 30-days to become re-employed if job seekers loses job through no fault of their own.

A job seeker who complies to lift a sanction, obtains and/or provides proof of employment and does not return to cash assistance is not eligible for TCC.

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

Work related clothing and tool purchases are limited to a reasonable cost based on the type purchase.

All support service expenditures are based on fund availability.

Job seekers of other programs, who show a proven need, are referred to Career Service partners or other faith and community organizations that provide supportive services.

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

Coordination of Wagner-Peyser Services

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

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

Basic Career Services made available by WP staff include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;

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

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

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

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

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

Coordination of Adult Education and Literacy

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

As one of six core programs under WIOA, the AEFLA program plays an integral role in the workforce development system by providing access to educational services for adult learners through the one-stop delivery system. The program seeks to increase opportunity in the educational and workforce development of adults as workers, parents, and citizens. While playing a critical role in adult attainment of a secondary school diploma, the program also aims to assist in the transition to postsecondary education and training through the use of career pathways.

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

- Assisting adults in becoming literate and obtaining the knowledge and skills for employment and economic self-sufficiency. Workers and job seekers have access to basic skills instruction relevant to employment through the one-stop delivery system. Education is provided in the context of industry-specific needs that involve employers and is integrated with occupational skills training to achieve the best outcomes for participants. Programs use career pathways, integrated education and training, and workforce preparation activities as hallmarks of excellent work-relevant instruction.
- Supporting the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families. Family literacy programs provide parents and family members with foundational skills that boost their knowledge and confidence to support the educational development of, and to become educational advocates for, their children. Parents and family members are able to improve their skills to achieve readiness for postsecondary education or training, job advancement, and economic self-sufficiency.

Programs are designed to make sustainable improvements in the economic prospects for a family and to better enable the family to support their children’s learning needs.

- Assisting immigrants and English learners in improving their English and math proficiency and understanding of the rights and responsibilities of citizenship. English learners have access to services to help them achieve competence in reading, writing, speaking, and understanding English. These competencies allow them to obtain secondary school credentials and succeed in further education and training. Immigrants acquire an understanding of what it means to be a citizen and to participate in civic responsibilities. Programs are designed to provide high-quality math instruction, evidence-based English language instruction and civics education that is responsive to, and respectful of, the diversity of immigrants and English learners.
- Assisting incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society. Individuals who are incarcerated have access to educational services that prepare them for employment, economic self-sufficiency, family roles, and responsible citizenship upon their release. Incarcerated individuals can access adult education and literacy activities that support post-release transition to higher levels of education and training, as well as meaningful employment. Programs are designed to support incarcerated and formerly incarcerated individuals’ access to life-expanding career pathways opportunities that include approaches such as dual enrollment, peer tutoring, and transitions to re-entry services designed to facilitate post-release success and reduce recidivism.

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

- Appoint a local AEFLA provider to our board of directors. Additionally we will appoint appropriate representation from the providers of AEFLA services to committees which focus on serving youth, low-skilled adults, Indians and Native Americans, individuals with disabilities, and other priority groups in our local area.
- Continue to develop and refine our transition plan to guide implementation of new WIOA requirements and to consider job seeker impacts. The transition plan identifies programs, activities, and services that are defined under “adult education and literacy activities” — including new activities such as integrated education and training, workforce preparation activities, and integrated English literacy and civics education.
- Assess the one-stop delivery system. Core programs — along with one-stop partners — will assess the career service system and determine what is needed to achieve seamless service delivery models that place the job seeker in the center of program design and delivery.
- Develop a memorandum of understanding (MOU) between our chief elected officials, CSNEFL and AEFLA providers to address one-stop center infrastructure funding, physical and programmatic accessibility requirements, and the vision of WIOA and state established goals, among other issues. The MOU will document how adult education can provide applicable career services, such as initial assessment of skill levels through the

career service system, as well as how adult learners will benefit from the integrated system design.

- Assist our AEFLA providers to collaborate with new or existing youth service contract operators in order to increase services to disconnected, out-of-school youth and reconnect youth to education and jobs.

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

Cooperative Agreements

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

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

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

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

CSNEFL strongly supports the cooperative agreement and is an active partner with the above listed agencies in serving our job seeking job seekers with disabilities. We have taken a proactive role in joining the cooperative agreement partners by:

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

ONE-STOP SYSTEM

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

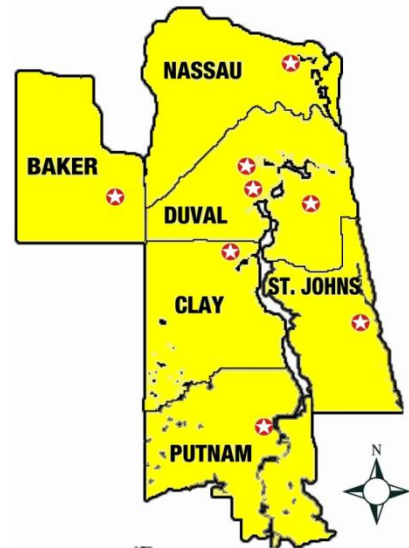
- A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.**
- B. Identify any non-required partners included in the local one-stop delivery system.**
- C. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs. WIOA §108(b)(6)(D).**

Design of the CSNEFL Career System

CSNEFL was formed in 1996 through a consolidation of the Northeast Florida and Jacksonville Private Industry Councils (PICs). CSNEFL administers and monitors training and service contracts with a variety of publicly-funded and private organizations. Its most visible components are the service providers which interact with the public: CSNEFL Career Services provides direct service to job seekers and program clients, and is located in 1 full service “One Stop”, 7 access and 21 satellite sites. In addition our mobile teams monthly visit 134 service sites throughout the region. CSNEFL has chosen to be a provider of Career Services. All services within the CSNEFL system are provided directly or through our core and required partners.

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

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



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

The challenge of operating the CSNEFL System is in the management of a wide variety of resources with purpose of crafting a product which integrates the full array of employment and



training services available here on the First Coast. The success of the system has been evident in the system partners full integration of a wide-variety of programs, such as, Job Corps, the Migrant Seasonal Farm Workers Program (MSFW), the Workforce Innovation and Opportunity Act (WIOA), the Wagner-Peyser Program (WP), Jobs for Veterans, the Trade Adjustment Act (TAA), the Welfare Transition Program (WT/TANF), the Supplemental Nutrition Assistance Program (SNAP), Second Chance, Community Action (NEFLCA) the Senior Community Service

Employment Program (SCSEP), the Reemployment Assistance Program (RESEA), Adult Education and Family Literacy Act (AEFLA) and Vocational Rehabilitation. The strategy is designed to blend separate programs and funding streams, providing single points of access to workforce services for both employers and job seekers. Currently our locally developed memorandum of understanding (MOU) is the keystone of service integration in this environment and will be updated to reflect state and federal guidance as it is issued. Agreements have been developed with all required partners as well as additional non-required partners. Please see Attachment V - Partners for a full listing of our career service system partners.

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

- A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. WIOA §108(b)(6)(C)**
- B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.**
- C. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. WIOA §108(b)(6)(B)**

2. Job seeker Access

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CSNEFL has been and remains a leader in providing services to our disabled job seekers. CSNEFL was the first workforce board in the nation to become an Employment Network under the Ticket-to-Work program. Each of our Career Centers fully embraces a universal design that meets the accessibility needs of job seekers both in terms of layout and equipment. All CSNEFL staff is expressly trained to serve job seekers with disabilities and is familiar and compliant with ADA rules and regulations. The Disability Specialist operates at the management level providing direction and training to front-line staff throughout the career system. Each One-Stop Center has at least one Disability Navigator assigned to assist those with disabilities. Accommodations have been made to allow wheelchair accessibility and workstations have been created to allow for use by individuals in wheelchairs. Large print computers are available as is access to the Florida Relay System. LWDA 8 also has designated individuals to assist job seekers through the Ticket-to-Work program. In addition, the CSNEFL website is fully supported through AudioEye. AudioEye provides end users with a freely available screen-reader-like solution that provides improved usability for all users, in particular, those impacted by some form of disability (visual, hearing,

motor, cognitive and learning). Providing different tools for individuals with different needs, AudioEye provides solutions for users with low vision (e.g. aging populations), users learning to read, users looking to improve focus, users with color blindness, users with dyslexia, etc. In addition to these visual benefits, there is great benefit for individuals without sight. The Reader is intended as an “oasis of sound” – a welcome reprieve from the Screen Reader audio, which are typically used across the Operating System. The utilization of AudioEye ensures CSNEFL’s web based offerings are compliant with Section 508 of the Americans with Disabilities Act and has gained WCAG 2.0 AA certification – the standard for web accessibility. Through the MOU process each partner joins this vision of services to our disabled job seekers and agrees to the highest standards of compliance with the ADA both in spirit and execution.

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

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

The Florida network has 17 Centers for Independent Living and two areas serve LWDA 8: CIL of North Central Florida (Putnam County) and Independent Living Resource Center of Northeast Florida (Baker, Clay, Duval, Nassau and St. Johns counties).

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

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

To ensure we reach job seekers who have mobile limitations CSNEFL has developed and deployed a service delivery system that utilizes 5 mobile access point teams which take our services to the point of need. Each team, comprised of Workforce Associates, is supported by a scheduler and numerous employment workshop trainers. Each of the 5 vehicles are outfitted with 20 wireless-enabled laptops, marketing displays and other materials that support staff as

they regularly visit our community partner facilities throughout the region. Providing the same labor exchange services that a job seeker can receive in our Career Centers, the system is both cost effective and flexible. We can offer assistance in 5 different places for up to 20 job seekers, or combine our teams to provide services for up to 100 job seekers at the same time.



In addition to our high touch services, our website, which is fully ADA compliant and WCAG 2.0 AA certified, provides a packaged service offering, specific to the needs and status of our job seeking and business customers. Many of our services have been brought online, creating a virtual career center thereby enhancing the values of the website. One example is CareerTRAX. This new platform allows users to create their own personalized program for success in a step-by-step guide to success format. We designed it to help jobseekers who are not sure where to start on their job search by offering surveys to find the stage at which they are having challenges. The surveys link jobseekers to the page or track that addresses the subject they're interested in or need help with. Universal jobseekers can start anywhere in the six tracks and proceed to subjects they want or need information about. Program job seekers may be directed to specific activities by their case managers. When a program job seeker is directed to a specific activity, it becomes part of their mandated activities for compliance.

For jobseekers that need a step-by-step approach, CareerTRAX offers information that starts with self-assessment and proceeds logically all the way to ongoing success on the job. Jobseekers can take the steps in order to build the tools they need to research, interview and prepare for offers.

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



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

Integration of Services

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

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

Competitive Selection of the One-Stop Operator

CSNEFL has chosen to be the provider of Career Services. All services within the CSNEFL system are provided directly or through our core and required partners.

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

CSNEFL Career System Improvement

CSNEFL will comply with the state's one-stop certification policy when it is issued. In addition to the actions outlined in the state policy, to ensure that we respond to labor market, economic and demographic conditions and trends CSNEFL will utilize an oversight, monitoring, and system performance improvement evaluation process which include:

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

While these activities/services are required to fulfill CSNEFL's mandated oversight responsibilities as LWDA 8, they also provide a means to respond to labor market, economic and demographic conditions and trends in our area.

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

Independent Monitoring

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

Internal Monitoring

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

CSNEFL is responsible for system improvement program activities and services, management systems, and practices in LWDA 8 to ensure legal, fiscal, administrative and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

CSNEFL's system improvement staff establishes a schedule of regular scheduled, as well as, periodic on-site monitoring reviews of service providers in LWDA 8. These visits are designed to ensure that any abuses in program operations are immediately identified and eliminated, as well as, to prevent any misuse of funds by Service Providers, sub grantees, etc.

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

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

Report and Corrective Action

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

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

Continuous Improvement of Centers and Systems

CSNEFL Continuous Improvement Model will oversee the certification and constant advancement of centers and systems throughout our LWDA 8. In consultation with the local board, the continuous improvement team will certify Centers and Systems every three years. Certification criteria will include evaluations of effectiveness of how well the centers and systems:

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

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

more than One Core Program

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

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

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

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

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

The fore stated description provides CSNEFL procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWDA 8. All system performance is directly benchmarked against the common measures, federal and state regulation/guidance and CSNEFL Board guidance.

PROGRAM SERVICES

DESCRIPTION OF PROGRAM SERVICES

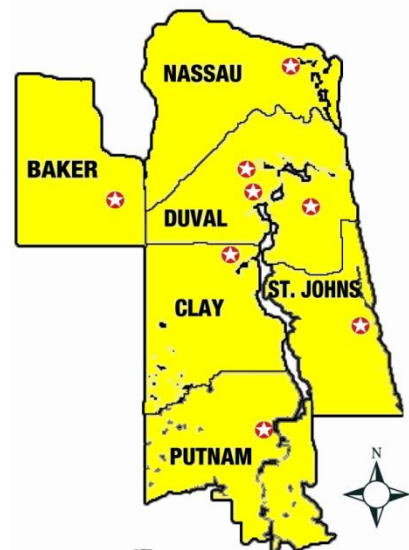
(1) System description: Please describe the local workforce development system. Identify the programs that are included in the system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment in provision of services,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

Design of the CSNEFL Career System

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First Coast. The success of the system has been evident in the system partners full integration of a wide-variety of programs, such as, Job Corps, the Migrant Seasonal Farm Workers Program (MSFW), the Workforce Innovation and Opportunity Act (WIOA), the Wagner-Peyser Program (WP), Jobs for Veterans, the Trade Adjustment Act (TAA), the Welfare Transition Program (WT/TANF), the Supplemental Nutrition Assistance Program (SNAP), Second Chance, Community Action (NEFLCA) the Senior Community Service Employment Program (SCSEP), the

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In anticipation of the to be issued MOU guidance CSNEFL has been meeting with our Core, Mandatory and Local partners to develop the framework for the new structure. Our joint vision for the WIOA MOU is to create a framework for an effective career service system that goes beyond the simple co-location of programs, personnel, resources and agencies. As envisioned by WIOA, funding streams and services will be as integrated as possible, providing seamless delivery that makes the separate agencies and programs invisible to job seekers.

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

A Career Academy Model that Works

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

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

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

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

County	Number of Academies	Number of Students	Number of Certifications Issued
Baker	6	255	65
Clay	52	5,245	1,060
Duval	25	4,607	580
Nassau	10	710	564
Putnam	10	490	71
St. Johns	24	3,680	431
Total	127	14,987	2,771

Life Long Career Services

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

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

Conversely, WIA mandated services be delivered through a Core/Intensive/Training matrix. We have found a high degree of job seeker dissatisfaction with this methodology. Job-seekers, especially at the entry level, don't understand the dynamics of the local labor market, nor how to pursue career options within the reality of the marketplace.

The focus of a successful career development system, one that supports business growth and global competitiveness, is not job placement. Rather, it centers on the skill sets needed in the local labor market, and how workers can obtain those skills through education, training and job succession, or Career Pathways. Our philosophy is embodied in a career development

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

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



Traditionally, workforce system contact with the employer ends at placement or soon thereafter, not resuming until the next time placement services are needed. Under Income Growth, a *business services strategy*, represents activities, such as incumbent worker training, as value-added products for the employer, part of a comprehensive set of business services.

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

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

Training Strategies Mandated by Global Competition

In the First Coast region, we have changed our training strategy to reflect business’ need for just in time training. Business can no longer wait 2 – 4 years for skilled workers – they need them now. We have dramatically changed the way we deliver training. The traditional method of funding training through Individual Training Accounts (ITAs) costs us an average of \$5,000 per trainee and may take from six months to two years to complete. Our Incumbent Worker Training program cost averages \$700 per trainee and is delivered in a few short weeks or months, at the business partners’ discretion. Training in the workplace does not incur any additional supportive services costs such as childcare or transportation. We also have a partner in case management; the company’s HR department helps us track career advancement and completion points.

Annually we serve well over 1,000 training job seekers, and many are trained and certified at the job site as part of the workday. As you can see in the chart below, more than 95% of our training investment went to regional targeted industries as defined by our economic development partnership.

TRAINING BY INDUSTRY

WIOA Scholarships			Incumbent Worker Training		
Advanced Manufacturing	10	1.20%	Advanced Manufacturing	363	69.10%
Aviation and Aerospace	5	0.60%	Aviation and Aerospace	18	3.40%
Finance and Insurance	37	4.30%	Finance and Insurance	9	1.70%
Headquarters	0	0.00%	Headquarters	0	0.00%
Information Technology	67	7.80%	Information Technology	21	4.00%
Life Sciences / Health	610	70.80%	Life Sciences /Health	110	21.00%
Logistics and Distribution	85	9.90%	Logistics and Distribution	4	0.80%
Other	48	5.60%	Other (Primarily Construction)	0	0.00%
Total	862	100%	Total	525	100%

This result was attained by design. Since our region has determined that these industries are the ones we want to grow and recruit, we need to ensure that we invest our limited workforce funds in these targeted sectors. This is a win-win for businesses and for workers. Businesses get the skilled workforce they need in order to be competitive, and workers attain skills in industries that are growing and expanding in the region leading to advancement opportunity and better job security.

Partnership with Education

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

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

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

Partnerships that Support Worker Skill Attainment

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

Partnership with Economic Development

Workforce development is the talent component of economic development, so it is not surprising that the two partners work closely together in successful communities. In LWDA 8, the economic development region includes the same counties as the workforce region, with the exception of Flagler County, which joined the economic development partnership in 2005.

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

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

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

Partnership with Education

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

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

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

Our education partners include, but are not limited to:

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

- Career Academies within our regional K-12 school districts

Our economic development partners include:

- The JAXUSA regional partnership for economic development
- The City of Jacksonville's office of economic development
- County and ethnic chambers such as the Hispanic Chamber and African American Chamber

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

Awarding Sub-grants and Contracts

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

APPLICATION: This policy applies to all FCWD purchases as well as that of its sub-recipients. Sub-recipient requirements are stipulated in their contracts.

POLICY: It shall be FCWD's policy to competitively procure all goods and services. The extent of competition will be consistent with the dollar amount but, in general, procurements will be conducted in an open manner, available to the public for response and all procurement decisions will be documented. Except for small business purchases, a minimum of three responses shall be required in order to make a purchase. If three responses are not received, and there is sufficient time before the good or service is needed, another attempt will be made to secure the additional responses. A no bid will be considered a response for purposes of receiving three bids. After a public solicitation if only one bid is received, it will be qualified in accordance with the rules governing sole source purchases and a price or cost analysis.

Procurements necessary for the day to day operation of FCWD and the CareerSource Northeast Florida career centers shall be approved by the FCWD President/CEO or Executive Vice President as described herein. The FCWD President/CEO is authorized to approve contracts for goods, services or training, including but not limited to on- the-job training, work experience, customized training and employed/ incumbent worker training, for amounts that are less than \$500,000; except for those involving Board members, which must go back for a 2/3 vote of the Board. Contracts for goods, services or training for \$500,000 or more require approval by the Executive Board or full Board of Directors.

These policies and procedures shall also apply to all FCWD sub-recipients purchasing goods and services with funds awarded by FCWD, unless they are a governmental unit subject to their own procurement guidelines or the sub recipient has submitted their procurement guidelines to FCWD for approval.

DEFINITIONS

Aggregate: The total number of units of a good or a service that will be needed over the course of a program year. Breaking down an aggregate purchase into smaller units, which fall below the threshold for a bid, is prohibited.

Award: Notice to a bidding contractor of the acceptance of the submitted bid, Request for Proposal (RFP), Invitation to Negotiate (ITN) or Request for Qualifications (RFQ).

Bid: A response to a formal invitation to submit a price for a good or a service.

Credit Card: A reference to the FCWD corporate credit card.

Price Comparison: The collection of prices for the same or similar good or service.

Proposal: A response to an RFP, ITN or RFQ.

Purchase Order (PO): A commercial document issued by a buyer to a seller, indicating types, quantities, and agreed prices for products or services the seller will provide to the buyer. Sending a PO to a supplier constitutes a legal offer to buy a product or service. The purchase order is a contract between the seller and buyer that details pricing, delivery and the products or merchandise. A purchase order is a component of internal controls, as it is the end result of an authorization process that begins with a Purchase Requisition.

Purchase Requisition: Is an authorization for the Procurement Specialist to purchase or, if required, procure the good or service requested. It originates with an individual or department requesting the good or service and must be approved by an authorized individual. It should contain a description and quantity of the goods or services to be purchased, the specific reason for the request, and a funding source justification. The purchase requisition should not be changed by the procurement specialist without obtaining documented approval from the originating department.

Request for Proposal (RFP) or Invitation to Negotiate (ITN): A publicly solicited request listing the technical requirements and specifications that must be met, along with the criteria that will be used to evaluate the proposal.

Request for Qualifications (RFQ): A publicly solicited request to obtain information from potential vendors that meet desired qualifications.

Specifications: A clear and accurate description of the goods and services to be purchased, including the technical requirements, quantities, and all requirements that must be fulfilled to secure the award.

Solicitation: A publicly advertised “Request for Proposal”, “Invitation to Negotiate” or “Request for Qualifications”.

Sole Source: Goods or services, which are procured from one source without competitive procurement, or where there is a public procurement but only one bid is received.

PROCEDURE FCWD shall adhere to procurement standards to ensure fiscal accountability, efficiency, prevent fraud, waste, and abuse. All procurements will have enough explanation so

that anyone monitoring the file will clearly see what was bid, the purpose, cost, and the justification.

THE PROCUREMENT of GOODS and SERVICES

1. All purchases of goods and services, other than those described herein, shall be initiated with a purchase requisition following an acceptable method of procurement as described in Attachment II - Administrative Plan. The department initiating the purchase must provide an estimate of the total number of units of a good or a service that will be needed over the course of a program year. Breaking down an aggregate purchase into smaller units, which fall below the threshold for a bid, is prohibited. Purchase requisitions must be authorized by the appropriate approving authority.

a) Purchase requisitions or expense authorizations for purchases:

1) Initiated by authorized staff and submitted to procurement specialist for review. (For office supply purchases, requested items are placed and maintained in the shopping cart pending approval by the manager. Once office supplies are approved by the manager the authorized staff will release/execute the order.)

2) Requisition sent to procurement specialist to review and document approval. When quotes are required, the procurement specialist will review or obtain the required quotes and select the vendor.

3) The approval requirements are as follows:

- Purchases less than \$5,000 require approval by the VP of Compliance.
- Purchases of \$5,000 or more require approval by the President/CEO or Executive Vice President.

4) Upon proper approval, the purchase is executed by the procurement specialist.

5) Assigned staff receives goods and compares goods received to the packing slip and order detail, noting any differences and signing the packing slip acknowledging receipt of the goods, and sends documentation to the procurement specialist.

6) Upon receipt of invoice, procurement specialist performs review and comparison of the order detail, packing slip, and invoice, and documents final approval to initiate payment processing by finance.

b) Credit card purchases made up to the limit of the staff's Credit Card require a purchase requisition and must be made and documented in accordance with an acceptable method of procurement.

c) Exceptions

1) Credit card purchases made by the President/CEO, Vice Presidents, or other authorized staff for travel or while on travel status do not require purchase

requisition. However, upon return, the need for the purchase should be documented and made part of the file.

2) Parking fees and tolls incurred in-county or during out-of-county travel for business meetings do not require a purchase requisition.

3) Purchases for seminars and airfare and other travel related costs are approved through a Travel Request Form.

d) In general, purchases for goods or services that are less than \$5,000 only require approval by the procurement specialist and VP of Compliance and purchases that are \$5,000 or more shall be submitted to the President/CEO or Executive Vice President, in the absence of the President/CEO, for final approval. Purchases of \$500,000 or more require approval by the Executive Board or full Board of Directors. Upon receipt of appropriate approval, the goods or services may be purchased in accordance with an acceptable method of procurement as described herein.

e) All Purchase Requisitions need to include description and quantity of the goods or services to be purchased, the specific reason for the request, the funding stream(s) or cost center to be charged and funding source justification.

2. Ordering and Receipt of Purchased Goods and Services

a) An employee other than the employee who requested the good or service must receive the goods and services to verify the proper count, as well as sign and date the packing slip.

b) Discrepancies in ordered merchandise (short delivery/returned items) must be recorded on the packing slip and forwarded to the procurement specialist for follow-up with the vendor.

c) The procurement specialist shall compare the goods and services received (description, unit price, quantity) to the purchase requisition and invoice using the packing slip.

d) Copies of the invoices, purchase requisitions, purchase orders, and packing slips must be compared by the Finance Department to ensure that duplicate invoices are not paid.

e) Vendor statements shall be analyzed monthly by finance to ensure that all credits have been recorded by FCWD and the vendor.

3. Goods and/or services necessary for the conduct of the agency's business and to implement and operate programs shall be procured using one of the following acceptable methods of procurement provided for under 2 CFR 200:

a) NONCOMPETITIVE PROPOSAL/SOLE SOURCE - May be used when the award of the contract under competitive negotiation or small purchase procedures is not feasible.

1) In general, purchases shall be awarded under noncompetitive negotiations only when it is appropriate, necessary, and in the best interests of FCWD.

2) Circumstances under which a contract may be awarded by noncompetitive negotiations are limited to the following:

- The goods and services to be procured are available from a single source only;
- Public exigency or emergency when the urgency for the requirements will not permit a delay incident to competitive solicitation;
- After the solicitation of a number of sources, competition is determined to be inadequate;
- The awardee is a local educational agency, which is defined as public elementary, secondary, or vocational schools, the Community College and the State University System;
- The purchases of utilities;
- On-the-Job-Training/Employed Worker Training contracts; or
- The placement of advertisements in newspapers of general circulation in the Northeast Florida Region.

3) A failure to properly plan for procurement is not an emergency under these rules.

4) In the event of an emergency or exigency, a competitive procurement must be initiated within two years of the purchase or procurement. In other instances where sole source procurement was the method of decision making for a purchase, an attempt to solicit the goods or services through a competitive procurement must be initiated within three years.

5) Sole source procurements in excess of the Simplified Acquisition threshold require a cost or price analysis.

6) Sole Source Exhibit details required information.

b) SMALL BUSINESS PURCHASES - "Small Purchases" relate to the procurement of goods and services, for which the aggregate cost is \$150,000 or less. Small purchases do not require a formal request for proposals or bids.

1) Micro-purchases – purchases of \$3,000 or less may be awarded without soliciting competitive quotations if FCWD considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers.

2) Purchases of \$3,000.01 - \$24,999.99 shall require a minimum of two written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.

3) Purchases of \$25,000 - \$150,000 shall require at least three written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.

c) **BIDS AND FORMAL REQUESTS FOR PROPOSALS** - Purchases over \$150,000 shall be publicly advertised and a formal request for bids, proposals, or quotations shall be issued. The decision to make public an RFP, ITN or RFQ, along with the elements of that RFP/ITN/RFQ, shall be presented to the President/CEO for approval and, for purchases of \$500,000 or more, the Executive Board or full Board of Directors may be consulted. The approving authority also makes the final procurement decision. See Contracting Policies and Procedures section for specific requirements related to Requests for Proposals.

d) Purchases may be made based upon prices established by a State contract administered by the State of Florida, Department of Management Services, shall not require further procurement actions. When making a purchase based upon a price established by a State contract, the contract number, year and title shall be noted on the documents maintained for the FCWD procurement file.

Purchases may be made based upon a procurement made by another unit of local government, or an entity created by law, such as, but not limited to: Early Learning Coalitions, other regional workforce boards, or the State of Florida, shall not require further procurement actions. These entities are subject to the same or similar procurement requirements as FCWD. When making a purchase based upon such procurement, a copy of the procurement should be attached to the purchase requisition or the procurement file for that item as appropriate. If the item was sole source procurement by the unit of government or the state agency, FCWD may not rely on the procurement unless it meets the **NONCOMPETITIVE SOLE SOURCE** requirements described above. FCWD must ensure that such entities have the same purchasing guidelines.

- e) Regardless of the amount of the purchase or the type of procurement, a "no-bid" shall be considered a bid for the purpose of receiving bids, proposals and quotes. "No bids" must be in writing on company letterhead or submitted electronically by email.
- f) FCWD staff initiating purchases shall seek out any available discounts and credits.
- g) FCWD encourages the utilization of small businesses, minority-owned firms, labor surplus area firms, and women's business enterprises whenever possible.
- h) When possible, FCWD may enter into state and local intergovernmental agreements where appropriate for procurement or use of common or shared goods and services and may use Federal excess and surplus property in lieu of purchasing new equipment and property.
- i) All procurement contracts and other transactions between FCWD and units of state and local governments using WIOA funds must be conducted only on a cost reimbursement basis. No provision for profit is allowed. Any excess of revenue over costs incurred for services provided by a governmental or non-profit entity must be included in program income.
- j) FCWD will negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. Costs or prices based on estimated costs for contracts are negotiated using the Federal cost principles.
- k) The cost plus a percentage of cost or percentage of construction costs methods of contracting shall not be used.
- l) For fixed amount sub awards up to the Simplified Acquisition Threshold (\$150,000), prior approval from DEO will be obtained. Payments will be based on meeting specific requirements of the Federal award and accountability is based on performance and results. The award amount will be negotiated using the cost principles as the guide. The Board will use cost, historical cost, or unit pricing data to establish the fixed amount award with assurance the sub-recipient will realize no increment above actual cost. If the award is terminated before the completion of the project, the award amount will be adjusted. The sub-recipient will certify in writing to the Board at the end of the award that the project or activity was completed or the level of effort was expended. Prior written approval is required by the sub-recipient for changes in project leader or scope of effort.
- m) Awards will not be made to a debarred or suspended party. This is required to be verified for all sub-recipient contracts and for vendor contracts greater than or equal to \$25,000, or procurements of Federally-required audit services in any amount.

ITEMS REQUIRING STATE APPROVAL PRIOR TO PURCHASE

Annually the Finance Department shall submit a request to the state to purchase items requiring prior grantor approval in accordance with 2 CFR 200 on the form provided by the state pursuant to the CareerSource Florida Administrative Policy Number 87 (Prior Approval Administrative Policy for Regional Workforce Boards). For the remaining items that require prior approval and are not on the Annual Prior Approval Request Form, FCWD will complete and submit the state "Prior Approval Request Form" prior to incurring expenditures. The request for approval must be followed by an appropriate procurement.

COST PRICE ANALYSIS

1. A cost or price analysis shall be performed in connection with every procurement in excess of the Simplified Acquisition Threshold. Cost comparisons and cost and price analysis are for the purpose of ensuring that:

- a) Public funds are spent economically and the cost is reasonable.
- b) The funds expended are appropriate in relation to the need for the service.
- c) Providers funded present the best services at the most favorable prices.

2. An annual price analysis to document reasonableness may be conducted for goods and services ordered on an ongoing basis. In lieu of a price comparison for each purchase, an annual price analysis shall be conducted for those goods and services purchased with regularity to operate the organization. An annual estimate shall be made of the value of the items to be ordered, and the proper procurement completed based upon the aggregate amount estimated to be necessary.

3. Where appropriate, an analysis is made of lease and purchase alternatives to determine which would be the most economical and practical procurement.

ETHICAL CONSIDERATIONS IN PROCUREMENT

1. FCWD has adopted a code of conduct related to the conduct of procurements, which is contained in FCWD's Contracting Policies and Procedures. FCWD governing board and staff must comply with state and federal rules and regulations governing the conflict of interest and appearance of conflict of interest in the procurement process.

- a) Regardless of the type of procurement, if FCWD desires to enter into a contract with an organization or individual represented on the Board of Directors, the contract must be approved by a two-thirds vote of the Board members present, a quorum having been established, and the board member who could benefit financially from the transaction must declare their conflict and abstain from voting on the contract. Board members must disclose any such conflicts in accordance with the requirements of the Florida Statutes and complete appropriate Conflict of Interest forms.

- b) FCWD governing board members and the CEO shall complete the financial disclosure form required by the State of Public Officers on an annual basis.
- c) The acceptance or payment of gratuities, kickbacks, the provision of confidential procurement information not made available to the general public, and improper communications in connection with the procurement of goods and services is prohibited.

AUTHORIZATION TO APPROVE PROCUREMENT ACTIONS, TERMINATE CONTRACTS AND TO SIGN CONTRACTS

The FCWD President/CEO or Executive Vice President, in the absence of the President/CEO, is authorized to terminate contracts, sign contracts, approve sole source procurements, and take such other actions as necessary to assure the uninterrupted flow of business for the organization.

EMERGENCY PROCUREMENT ACTION

The Executive Vice President may act for the President/CEO in an emergency with a report to the President/CEO after the authorization of procurement.

RECORDKEEPING

The Procurement Specialist shall maintain a history of the procurement. Records shall include mailing lists, the rationale for the method of procurement, the selection process, responses, Requests for Proposals/Invitation to Negotiate, contract type, communications including rejection notices, the basis for the agreement price and the selection or rejection of the award and any other pertinent information. Documents may be attached to the purchase requisition or the procurement file as appropriate. All records shall be maintained for a period of three years following final payment and closure of all pending matters.

EXCEPTIONS

Exceptions to this policy, except as provided in this policy or any part thereof, must be approved by the President/CEO or Board Chair.

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

Expanding Access to Employment

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Conversely, WIA mandated services be delivered through a Core/Intensive/Training matrix. We have found a high degree of job seeker dissatisfaction with this methodology. Job-seekers, especially at the entry level, don't understand the dynamics of the local labor market, nor how to pursue career options within the reality of the marketplace.

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

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

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

This comprehensive service delivery system cannot be sustained without our strategic partnerships. CSNEFL Partner MOU's are foundational to ensuring expanded access to employment, training, education and support services for the job seekers who use the career service system, especially for our job seeking customers who have barriers. Articulating a common vision for the delivery of services across all partner programs, the MOU describes how the job seeker moves through the system, how they may be co-enrolled when appropriate and how partners work together to create meaningful career pathways leading to economic self-sufficiency for our job seekers.

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

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

Self-Assessments	Job Search	Workshops	Referrals	Other
EFM Initial Skills Assessment	Job Search (006 Code)*	EFM Overview	Vocational Rehabilitation	Complete EFM Registration*
Workforce Skills for the 21st Century	Self-Referrals to Jobs	Resume	Adult Basic Education/Literacy	Orientation Video*
My Next Move	Recruitment Event	Job Search Strategies	Childcare Services	Labor Market Research*
CareerTRAX	Job Fair		Henkels & McCoy (Youth)	
	Special Event		Experience Works	
	ONET		Operation New Hope (Youth Offender)	
			Work Incentives Planning and Assistance	
			Homeless Community Partners	
			McKinsey Social Initiative (Youth)	
			Job Corps (Youth)	

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

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

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

Questions like:

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

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

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

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

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

- First, New Path candidates have to be ready to go to work. We need to know that any barriers they have are being resolved (like childcare and transportation.) They need to have work experience and be serious about passing a drug test if that's a requirement for getting hired. They have to be willing to take a suitable job when one appears; we'll work together to define and understand your criteria for a "good" job.
- We expect a bit more from our New Path job seekers. They must dress for success every time they come into the center. They also need to be on time and prepared with any

assignments they have been given. This level of professionalism is important to us, since we'll be making direct referrals to our list of preferred employers. We want to make sure we can vouch personally for their professionalism and motivation.

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

Readiness Checklist:

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

Willing Checklist:

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

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

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

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

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

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

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

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

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

We expect that most New Path job seekers will work regularly with a career coach for up to 8 weeks. The coach will work with the jobseeker to develop a viable career plan and timeline. The coach will assign company and labor market research homework and help the job seeker determine 2 – 3 viable job targets. Then the coach helps the job seeker evaluate and improve the tools of the job search, including resume, social network profile(s), and interviewing techniques.

Finally, the coach will help the job seeker get his/her level of job search activity up to an appropriate level of applications per week to achieve the job seeker’s goals. Then it’s a matter of

holding the job seeker accountable and keeping him/her engaged over a period of several weeks, checking in occasionally.

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

SARA is our interactive email /texting communications tool that makes it easy for us to stay in touch, track progress and provide assistance to job seekers when needed. SARA will be a part of the follow up system that will allow seamless communication between the job seeker and coach. Once the job seeker is connected to the SARA system, SARA will contact the job seeker periodically using text and email messages. The job seeker can reply via text and ask for more information or assistance at any time. The staff coach will receive daily email alerts on job seeker progress and be alerted to which job seekers seem to be struggling with their goals or who have requested help or information. SARA will also be used to follow up with job seekers who are in training.

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

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

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

- Poor work history

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

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

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

Key Industry Sectors

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

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

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

We have contracted to develop landing pages for key regional industries:

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

Features:

- Pages will be ADA compliant as outlined in WIOA
- Each landing page will have a unique URL that makes it easy to locate under the master URL (www.masterURL/logistics, etc.)
- The pages will feature a feed from blog posts that will feature news such as hot jobs, company hiring events, and industry news
- Pages will also offer feeds from industry partners (a company’s Twitter jobs feed, for example)
- The pages will feature an RSS subscription that allows users to sign up for industry news.
- The pages will also feature:
 - labor market and career path information within the industry (drawn from O*NET online and Florida’s FREIDA labor market information site)

- profiles of companies in the regional sector
- information on training programs that serve the industry (list form, with printable version)
- Sub-pages with information on occupations within the industry and detailed career path information with links and other “products” that can be downloaded by students, teachers and career coaching staff.

Second, CSNEFL business services staff are assigned to specific industry sectors with the goal of forging strong relationships with companies in the sector. In the past CSNEFL attempted to provide services to our identified key industry sectors by Career Service Center. We quickly discovered that this approach did not make sense for our local labor market. As discussed in the analysis of our local economic and labor market section, LWDA 8 is truly an integrated cohesive labor market area. Over 50% of the outlying working population commutes to Jacksonville, to work each day.

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

Third, we understand that the workforce development pipeline begins in our K-12 educational system. In addition to intervening with the most at-risk youth, career services must be provided to all young people. We believe that if we are truly in the workforce development business that it is imperative to work in partnership with our educational systems to create workforce learning environments, i.e. Career Academies, that reflect the skills needed in the local labor market, and provide real credentials for High School graduates. We are proud to say that our efforts have led to a regional approach that incorporates our 6 school systems, 3 state colleges, state technical college and universities. This effort has provided career academies in every school district that are aligned with our targeted industries. Over 120 career academies offer graduates the highest credential in the field that they can earn within the High School setting and advanced placement at our institutions, which is guaranteed through strong articulation agreements.

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

Fourth, we partner with JAXUSA Partnership, the regional economic development partnership. We have maintained a strong partnership for many years, as workforce readiness is the backbone of economic development. In addition to being linked in ideology, the organizations

also share the majority of a geographic service area including Baker, Clay, Duval, Nassau, Putnam and St. Johns counties.

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

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

1. Provide a baseline evaluation of existing sector support groups in region and delivery of recommendation of strategies for each whether via alignment and partnership with existing group or creation of new body. Targeted industry sector categories to be: aviation & advanced manufacturing, financial services, life sciences, logistics and transportation, and information technology.
 - a. Create an evaluation report and specific recommendations for each of the five targeted industries. Report to include existing inventory of convening bodies, current and projected employer demand in each sector, ten interviews with executives representing top employers in these sectors and specific recommendations for strategy for each.
2. Develop a plan to transition from the current Career and Technical Ed (CTE)-driven regional group convening to one driven by industry sector rather than pipeline geography. To include jointly developed transition plan and launch of high-level annual convening—a Career and Technical Education Summit—with key CTE directors, college and university leaders, business representatives and legislative advocates.
 - a. Transition plan developed, presented and accepted by current convening body. Summit purpose, date, agenda and speakers selected and confirmed.
 - b. Alignment to CSNEFL strategic plan and regional college attainment Earn Up strategy to include employer engagement points up to 15 interviews/focus group participants, etc.
 - c. Event executed to demonstrate the following: a) connections with CTE to each of the five targeted sectors b) business partnerships facilitated between K-12/college and employers to include development of two new early college partnerships and c) 120 participants engaged and surveyed.
3. Launch of sector strategy for each targeted industry to include at least two convening annually with key employers and education leaders.

- a. Host employer-driven conversations (to include 15 of the region's largest employers) across all sectors regarding increasing the industry certificate and college completion rate of targeted sectors. Create plan to address barriers and needs and pursue development of external programs.
 - b. Documentation of first convening for each targeted industry with defined content and convening outcomes.
4. Development of online career centers with support for all targeted industries with emphasis on two top sectors as determined by CSNEFL and the Northeast Florida economic development agencies collectively.
 - a. Provide connections, data and content needed to fully support CareerSource-driven build out of online career centers around two key sectors. To include internal meetings with CareerSource staff and any contracted service providers, any data support services, employer quotes, higher education provider responses, event and convening pictures, business executive background information and photos.
5. Completion of sector strategy for each targeted industry to include at least two convening annually with key employers and education leaders.

Lastly, as fully explained in item (6) In-demand training, below, CSNEFL has adopted a comprehensive strategy that fully aligns our training initiatives and Individual Training Scholarship Accounts with our sector strategies and demand occupations through the Regional Targeted Occupation List (RTOL).

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

Industry Partnerships

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

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

Key findings of the report are:

Aviation and Advanced Manufacturing Industry

Opportunities

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

Actions we will take:

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

Financial Services Industry

Opportunities

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

Actions we will take:

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

IT Industry

Opportunities

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

Actions we will take:

1. Link CareerSource Northeast Florida with both CIO group and JITC as formal partners in convening and programming.
2. Encourage workforce development staff and educator participation via JITC engagement. Address those with barriers to participation (fees, stipulations) removed or otherwise covered.

3. Partner with CIO leaders to annually update skills gap matrix to help education and training providers align curriculum accordingly.
4. Produce report summarizing specific recommendations regarding skills needs for top occupations in sector.

Health and Life Sciences Industry

Opportunities

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

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

Actions we will take:

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

Transportation and Logistics Industry

Opportunities

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

Actions we will take:

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

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

In-demand Training

CSNEFL is committed to increasing income levels and creating employment opportunities for CSNEFL Career System job seekers in LWDA 8. Annually a Regional Targeted Occupations List (RTOL) is established and utilized as the mechanism for prescribing employment training programs and employment opportunities in LWDA 8.

It is our policy to compile a Regional Targeted Occupations List with occupations designated for the list being the emphasis for training programs funded. The list contains occupations designated by local labor market information, the state of Florida Occupational Forecasting Committee, and the CareerSource Florida Board as having the potential for high entry wages and projected growth in LWDA 8.

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

1. Occupations designated with an entry wage of \$10.56 and a mean wage of \$13.00 per hour.
2. High Skill/High Wages. Occupations designated with an entry wage of \$13.00 and a mean wage of \$20.38 per hour.

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

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

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

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

(7) Employer Engagement: Please describe the strategies and services that will be 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;**
- B. support a local workforce development system that meets the needs of businesses in the local area;**
- C. better coordinate workforce development programs and economic development; and**
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)**

The Business Relationship Delivery System

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

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

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

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

Components of the Business Relationship

Economic Development (delivered by Industry Specialist) consists of a sector strategy in partnership with the regional economic development organizations. These efforts focus on

targeted industries and the industries and companies in the industry cluster that provide essential service, products and support.

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

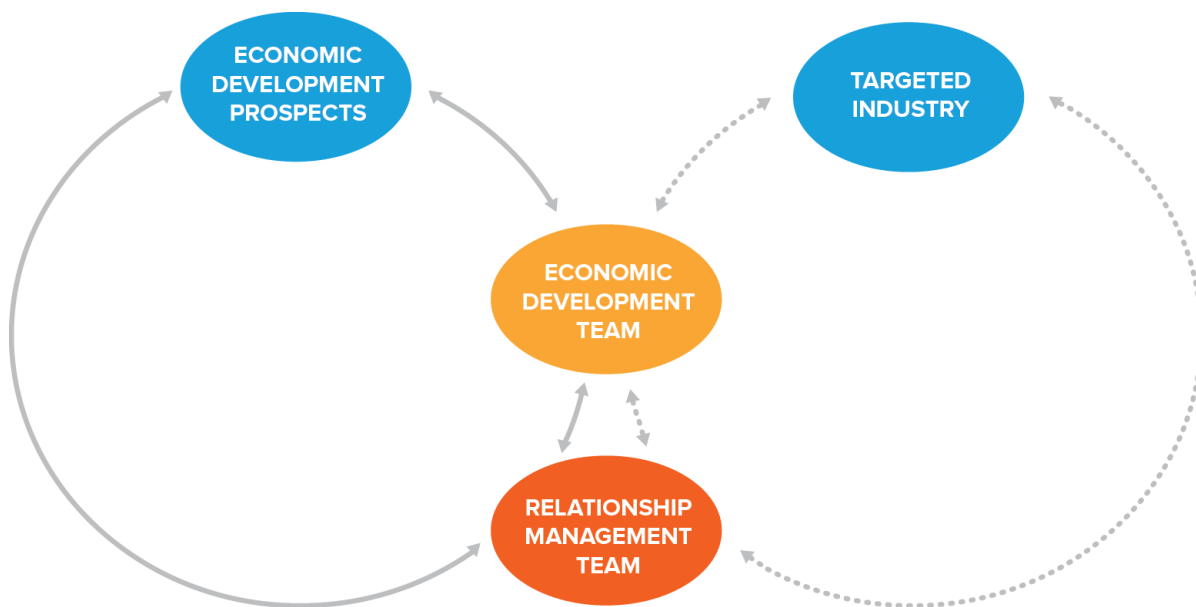
Relationship Management (delivered by Business Relations Consultant) is the ongoing process of communication with the customer. It’s fulfilling the customer’s needs, communicating and following up, and fixing problems as they arise. It’s also asking periodically how we’re doing, and what we could do better. It’s also being proactive in seeking out qualified applicants to fill the jobs, through our online systems and the Monster database.

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

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

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

The Economic Development Team - Goals and Responsibilities



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

The Economic Development Team influences the Employer Involvement rate through:

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

Developing Industry Sector Strategies and Partnerships

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

Traditional economic analysis places industries into sectors, such as manufacturing, construction, and services. These sectors are assigned Standard Industrial Classification (SIC) codes by the federal government. Analysis reliant on traditional

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

methods fails to examine the connections between industries, resulting in policy decisions that do not treat firms and industries as part of a larger economic system.

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

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

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

Strengthening Services to our Re-employment Job Seekers

Our region delivers over 4,000 Re-employment and Eligibility Assessment (RESEA) appointments each year for local workers who have been unemployed and receiving re-employment assistance for at least 6 weeks and who are at risk for exhausting their benefits before finding work.

Career center staff meets with RESEA job seekers to conduct an objective assessment, inform them about available workforce services, and develop a plan for employment that includes long and short-term goals. Staff will also schedule RESEA job seekers for at least 3 follow up appointments to provide services such as resume review, interview practice sessions and evaluation of the job seeker's social networking strategy. After a period of one-on-one assistance and follow up, we automate our follow up process.

In 2015, CSNEFL procured a communication system called SARA. SARA is an interactive email /texting communications tool that makes it easy for us to stay in touch with job seekers or job seekers in training, track progress and provide assistance to them when needed. Sara allows seamless communication between staff members and job seekers. Once a job seeker or trainee is connected to the SARA system and opts in, SARA makes contacts using text and email messages that are schedule according to pre-programmed protocols. SARA sends messages periodically to ask how the jobseeker's job search is progressing and whether he/she needs any assistance. Job seekers or trainees can reply via text to report progress or ask for help. SARA reports back to staff members via email alerts (coded green, yellow or red according to the urgency.) SARA also enters

case notes directly into tracking systems such as OSST and EFM, making case management a much easier process to manage and more consistent across the region.

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

Priority of Service

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

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

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

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

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

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

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

CSNEFL has implemented priority of service at all Career Development Centers, and access points, and for service delivery by locally contracted workforce preparation and training

providers. All operational procedures ensure covered persons are identified at the point of entry so they are able to take full advantage of priority of service. These processes make sure that covered persons are aware of:

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

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

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

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

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

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

Serving Separating Service Members and Military Spouses with Dislocated Worker Funds - Service members exiting the military, including, but not limited to, recipients of Unemployment Compensation for Ex-Military members (UCX), generally qualify as dislocated workers. Dislocated

Worker funds under Title I can help separating service members to enter or reenter the civilian labor force. Generally a separating service member needs a notice of separation, either a DD-214 from the Department of Defense, or other appropriate documentation that shows a separation or imminent separation from the Armed Forces qualifies as the notice of termination or layoff, to meet the required dislocated worker definition. Additionally, in most instances an individual will have to be eligible for or exhausted entitlement to unemployment compensation in order to receive dislocated worker services. In the case of separating service members, because they may be on a terminal leave from the military, it may make sense to begin providing career services while the service member may still be part of the Active Duty military, but has an imminent separation date. It is appropriate to provide career services to separating service members who will be imminently separating from the military, provided that their discharge will be anything other than dishonorable. Lastly, it is our policy to view as meeting the dislocated worker requirement that an individual is unlikely to return to his or her previous industry or occupation.

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

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

- A. PELL Grants and other Scholarships, such as, Montgomery G.I. Bill, etc.;
- B. CSNEFL Partner Funding;
- C. TANF funds,
- D. Dislocated Worker Funds, and
- E. Adult Funds.

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

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

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

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

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

This period will be limited to no more than 24 months and is contingent upon funding availability and satisfactory progress. Satisfactory progress is defined as the completion of all authorized course work and maintaining of a 2.7 or better GPA on a 4.0 scale. The trainee must carry a full-time student schedule as is defined by the educational/training institution as is appropriate for the training course of instruction. Any deviation from a full time schedule of training will require prior approval of the CSNEFL Executive Vice President or designee. Extensions to the 24-month cap also require well-documented justification and the prior approval of the CSNEFL Executive Vice President or designee. Priority for ITAs will be given to vocational and technical programs lasting not more than 12 consecutive calendar months. Two-year and four-year degree programs not on the RTOL will be considered on a case-by-case basis consistent with local labor market demands, and will necessitate a bona fide offer of employment that includes the starting salary and employer tax ID number. Four-year degree programs will only be considered if a trainee has sufficient academic credit to complete the degree in 30 credit hours or less.

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

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

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

- A. Regional Targeted Occupations List;
- B. Skills Up-Grade Training System;
- C. Delivery of Individual Training Scholarship Accounts (ITA);
- D. Delivery of Short-term Pre-vocational Training Programs; and,
- E. Occupational Skills Training Provider Selection.

REGIONAL TARGETED OCCUPATIONS LIST

CSNEFL is committed to increasing income levels and creating employment opportunities for CSNEFL Career System job seekers in LWDA 8. Annually a Regional Targeted Occupations List (RTOL) is established and utilized as the mechanism for prescribing employment training programs and employment opportunities in LWDA 8.

It is our policy to compile a Regional Targeted Occupations List with occupations designated for the list being the emphasis for training programs funded. The list contains occupations designated by local labor market information, the state of Florida Occupational Forecasting Committee, and the CareerSource Florida Board as having the potential for high entry wages and projected growth in LWDA 8.

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

1. Occupations designated with an entry wage of \$10.56 and a mean wage of \$13.00 per hour.
2. High Skill/High Wages. Occupations designated with an entry wage of \$13.00 and a mean wage of \$20.38 per hour.

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

SKILLS UP-GRADE TRAINING SYSTEM

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

To the maximum extent possible CSNEFL will provide occupational skills training through the Skills Upgrade Training system (Incumbent or Employed Worker Training). CSNEFL will award Skills Upgrade Training contracts to business based on the following:

- a. The training occupation has been identified on the RTOL;
- b. The applying company will provide no less than 50% of the training costs;
- c. Have been in operation in Florida for at least one year prior to application date;
- d. Have at least one full-time employee;
- e. Demonstrate financial viability;
- f. Be current on all state tax obligations.

Funding priority will be given to:

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

Reimbursable Training Expenses will be limited to:

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

INDIVIDUAL TRAINING SCHOLARSHIP ACCOUNT (ITA) SYSTEM

CSNEFL has developed its Individual Training Scholarship Account (ITA) system to encourage and promote high wages. The RTOL will serve as the catalyst for establishing approved occupational training programs in LWDA 8. CSNEFL has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark to establish a fair market value for investment in training programs and incentive performance payments to training providers. Further, it is the intent of the CSNEFL to increase the offerings available to CSNEFL job seekers to maximize their choice.

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

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

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

ELIGIBILITY

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

- a. Be unable to find suitable employment with existing skills and/or academic credentials as evidenced through unsuccessful placement while actively participating in intensive job seeking services offered through the CSNEFL Career Service system. Suitable employment is defined as an occupation which pays at least \$25 per hour for Adults and 80% layoff wage replacement for Dislocated Workers.
- b. Not be eligible to receive other training assistance (i.e. Pell grant, scholarships) or, if received, the additional funding is not sufficient to cover training costs;
- c. Through assessment be determined to be appropriate for and able to complete the chosen employment training program;
- d. Select a training program that supports the career pathway that has been identified through assessment and counseling provided by CSNEFL or partner staff, and is documented through the New Path process. The course of study must be for an

occupation that is linked to a demand RTOL occupation in the local area, is an occupation identified to be in a sector of growth, and make a commitment to seek employment in the field once trained; and

- e. After career counseling by CSNEFL or partner staff, select a training provider from the CSNEFL Eligible Training Providers List (ETPL);
- f. Give evidence that they have the financial resources to cover all other living expenses and complete the training period without support from CSNEFL.
- g. Have at least a 2.7 GPA prior to application for ITA.

Once awarded the job seeker may access his/her ITA account for a period identified in the scholarship award. This period will be limited to no more than 24 months and is contingent upon funding availability and satisfactory progress. Satisfactory progress is defined as the completion of all authorized course work and maintaining of a 2.7 or better GPA on a 4.0 scale. The job seeker must carry a full-time student schedule as is defined by the educational/training institution as is appropriate for the training course of instruction. Any deviation from a full time schedule of training will require prior approval of the CSNEFL Executive Vice President or designee. Extensions to the 24-month cap also require well-documented justification and the prior approval of the CSNEFL Executive Vice President or designee.

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

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

- a. The most cost effective price for the chosen occupational training available through the CSNEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost; and,
- b. Potential earnings as articulated in the following four tiers:
 - 1. Tier 1 will be for Non-STEM occupations listed on the RTOL earning at least \$10.56 per hour starting hourly wage and a mean wage of \$13.00 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$6,000.

2. Tier 2 will be for STEM occupations listed on the RTOL earning at least \$10.56 per hour starting hourly wage and a mean wage of \$13.00 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$7,000.
3. Tier 3 will be for Non-STEM occupations listed on the RTOL earning at least \$13.00 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$20.38 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$8,000.
4. Tier 4 will be for STEM occupations listed on the RTOL earning at least \$13.00 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$20.38 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$9,000.

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

SHORT-TERM PRE-VOCATIONAL TRAINING

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

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

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

Job seekers bear the responsibility of researching and documenting short-term pre-vocational training providers and programs. Documentation of the validity and performance of the provider will be required. This may include proof of accreditation, information from the companies that have hired provider graduates, and information from individuals who have graduated from the

provider's facility/institution. The job seeker in consultation with a career counselor, and with subsequent approval by the Director of Program Services, will choose training providers based on price, availability and convenience of classes and location.

OCCUPATIONAL SKILLS TRAINING PROVIDER SELECTION

CSNEFL is committed to open and competitive procurement of services to the fullest extent possible in providing workforce development in LWDA 8. Through requests for qualifications, proposals and bids, providers within and outside the community have the opportunity to compete to meet the needs of CSNEFL job seekers. Decisions on procurement are guided by our commitment to provide quality services and maintain high levels of job seeker choice and satisfaction. CSNEFL recognizes that job seeker needs and goals may from time to time necessitate an alternative method of selection.

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

- a. Effectiveness of the training provider in delivering comparable or related training based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and service to targeted job seekers.
- b. Willingness of the training provider to enter into agreements, establish linkages with other appropriate human service agencies, and provide discounted tuition or offer scholarships as evidenced by such activities as the on-site availability of no cost mentoring, tutoring services and placement services, cooperation with CSNEFL staff to access the institution's own grants-in-aid offerings, waiving of costs associated with selected fees, and similar supports.
- c. Willingness of training provider to make arrangements with CSNEFL or its designee on the utilization of other training assistance (i.e., Pell Grants, scholarships, etc.) and reimburse CSNEFL the amount equal to the assistance used for tuition, books, fees, supplies and training material when subsequent awards are used for those purposes.
- d. Availability of occupational skills training programs that provide a level of skills sufficient to meet the demands of the local labor market.
- e. Assurance that funding an occupational skills training program will not duplicate facilities or services available in the area. Exception will be made where it is demonstrated that alternative services or facilities would be more effective or more likely to achieve performance goals.

For a training institution to qualify as an ISA provider, it must be an institution of higher

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

Occupational skills training providers may submit an application for review at any time during the year. Additionally, CSNEFL will annually call for eligible training providers to submit training programs for consideration. All occupational skills training provider agreements are executed through June 30 each year.

All applications received from vendors who meet the qualifications outlined in the application will be selected for placement on the ISA training provider's vendor list.

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

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

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

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

Job seeker Choice Process in the Selection of Training Programs

CSNEFL is comprised of urban and rural areas, and crosses all socioeconomic demographics. Training and employment opportunities for our job seekers are determined using the Regional Targeted Occupational List (RTOL) which reflects the needs of our local labor market. To further this goal, the RTOL serves as the catalyst for establishing approved occupational training programs in LWDA 8. As such, CSNEFL has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark to establish a fair market value for investment in training programs and incentive performance payments to training providers. It is the goal of CSNEFL to increase the offerings available to our job seekers to maximize their choice.

On November 7, 2013, the CareerSource Florida Board of Directors approved policy creating a new Regional Targeted Occupations List (RTOL) process. This policy was adopted to promote more strategic business and industry involvement in resource allocation, better target training funds for workers needing improved employment and earning opportunities, and better serve employers in industry sectors lacking skilled workers expeditiously.

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

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

CSNEFL develops our RTOL by taking the following steps,

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

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

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

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

Through this process CSNEFL has developed partnerships with over 30 educational institutions, both publicly funded and private for profit, which offer well over 200 courses of study that lead to academic and technical degrees or industry recognized certifications. These educational institutions and training programs are listed on our Eligible Training Provider List (ETPL). The ETPL is made available electronically and in hard copy, not only to our New Path job seekers but to the public at large. This information is valued as it is a quick reference for everyone who is seeking career advancement through credentialing or academic/technical degrees. In depth counseling is provided to our New Path customers concerning the ETPL as part of our service strategy. We also make the ETPL available our career academy partners. A step-by-step description of the RTOL, ETPL and ITA scholarship training process is provided in Section 9- Training Services – above. The majority of career study offerings contained on the ETPL are provided by more than one educational institution which supports job seeker choice, in cost, frequency of classes, program placement success and location.

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

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

Please see Section 9 - Training Services - above.

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

Microenterprise and Entrepreneurial Training

The Start-up Quest entrepreneurial training series was a huge success in LWDA 8. The innovative training program ran three years and served over 350 aspiring new business entrepreneurs. To build on this success CSNEFL is supporting the JAX Chamber in their new program named JAX Bridges. JAX Bridges is a program of the JAX Chamber Entrepreneurial Growth Division. It is a program designed to connect small and medium-sized companies with opportunities to do business with larger corporations; as well as providing targeted entrepreneurial education support. The program is a simulation that educates entrepreneurs. It creates "many-to-many relationship access" for both vendors and suppliers. We leverage entrepreneurial tools, unique learning strategies, and corporate relationships to deliver on our value proposition.

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

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

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

Enhancing Apprenticeships

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

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

CSNEFL annually invests funding in our registered apprenticeship programs. These funds support the training of populations that may not otherwise have the opportunity to participate in programs of study that provide industry recognized credentialing while earning a paycheck. The design of the register apprenticeship training opportunities particularly lends themselves to providing the greatest chance for success for our most disadvantaged job seeking job seekers. The "learn and earn" apprenticeship process can fill gaps by providing a model that unites classroom instruction (theory) and hands-on-learning (Skill development) with a mentor to tie theory and skills together, while earning increased wages. In addition, the apprenticeship model provides extensive opportunities to practice skills and exposure to experts who can talk through the logic needed to trouble-shoot occupational challenges.

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

Registered Apprenticeship Programs in LWDA 8

Program	District	Occupation	ATR
North Florida Carpenters JAC FL008510001	Duval	Carpenter Millwright	William (Bill) Lauer Region 1
Northeast Florida Builders Association GNJ FL008730002	Duval	Carpenter Electrician Heating and Air Conditioning Installer-Servicer Plumber	William (Bill) Lauer Region 1
JEA IJW FL008910005	Duval	Cable Splicer (Network Cable Splicing Technician) Electric Meter Installer I Electrician (Substation) Line Maintainer Maintenance Mechanic	William (Bill) Lauer Region 1
Clay Electric Cooperative, Inc. INJ FL008092195	Clay	Line Erector (Lineman)	William (Bill) Lauer Region 1
Northeast Florida Chapter, Masonry Association of Florida GNJ FL001960005	St. Johns	Bricklayer	William (Bill) Lauer Region 1
Nassau County Board of County Commissioners IJ FL013091932	Nassau	Carpenter, Maintenance Electrician (Maintenance) Heating and Air Conditioning Installer-Servicer	William (Bill) Lauer Region 1

Program	District	Occupation	ATR
International Union of Elevator Constructors (IUEC) LU #49 JAC FL013030003	Duval	Elevator Constructor	William (Bill) Lauer Region 1
First Coast Culinary Apprenticeship GNJ FL013060002	St. Johns	Cook (Hotel & Restaurant)	William (Bill) Lauer Region 1
Northeast Florida Surveyors Apprenticeship Committee GNJ FL013125191	Duval	Geodetic Computator	William (Bill) Lauer Region 1
Northeast Florida Surveyors Apprenticeship Committee, LLC, GNJ FL013091931	Duval	Surveyor Assistant, Instruments	William (Bill) Lauer Region 1
Florida Public Utilities IJ - Northeast Division FL008860004	Nassau	Electric Meter Repairer Line Erector (Lineman)	William (Bill) Lauer Region 1
North Central Florida Operating Engineers JATC FL008570001	Duval	Operating Engineer	William (Bill) Lauer Region 1
Jacksonville Electrical JATC FL008450001	Duval	Electrician Electrician (Hybrid)	William (Bill) Lauer Region 1
Jacksonville Electrical Teledata JATC FL014010001	Duval	Telecommunications Technician	William (Bill) Lauer Region 1
Florida Automatic Sprinkler Training, Northeast Florida Chapter GNJ FL013060001	Duval	Pipe Fitter - Sprinkler Fitter	William (Bill) Lauer Region 1

Program	District	Occupation	ATR
Jacksonville Sheet Metal Workers JAC FL008460001	Duval	Sheet Metal Worker	William (Bill) Lauver Region 1
North Florida Ironworkers JAC FL008890009	Duval	Structural Steel/Ironworker	William (Bill) Lauver Region 1
Florida Sprinkler Fitters, Local #821 JATC FL007530001	Duval	Pipe Fitter - Sprinkler Fitter	William (Bill) Lauver Region 1
Jacksonville Plumbers & Pipefitters JAC FL008480001	Duval	Heating and Air Conditioning Installer- Servicer Pipe Fitter Plumber	William (Bill) Lauver Region 1
Jacksonville Painters, & Allied Trades JAC FL008680001	Duval	Glazier Painter	William (Bill) Lauver Region 1
Jacksonville Heat & Frost Insulators & Allied Trades JAC FL008720001	Duval	Insulation Worker	William (Bill) Lauver Region 1

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

Program Initiatives

Many of the Job Seekers we serve, particularly those who qualify for MSFW, TAA, TANF, SNAP, veterans and WP services, do not have the skills needed to reach economic self-sufficiency, nor do they have the financial resources that would allow them to attend training on a full time basis. Our proven solution is a dynamic approach we call the **Income Growth Strategy**.



This tactic involves the design of a planned sequence of service interventions, which simultaneously target both the needs of the job seeker in the larger context of serving our business customer. The model embraces incremental income and skill growth achieved through labor market advancement over identification of a “job goal” for our job seekers. Understanding natural career paths that exist within our local labor market targets the solicitation of job

vacancies. Staffs are no longer assigned to specific tasks but rather are integrated into team-based approaches that remove barriers to partnership activities.

The goal of a system using the income growth approach relates to planned increases in income and skills over time. This is in contrast to the goal of a program that is only concerned with placing the job seeker into employment. When workers learn on the job, there are no additional supportive service costs as the training takes place during normal work hours.

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

CSNEFL has developed and deployed a service delivery system that utilizes 5 mobile access point teams which take our services to the point of need. Each team, comprised of Workforce Associates, is supported by a scheduler and numerous employment workshop trainers. Each of the 5 vehicles are outfitted with 20 wireless-enabled laptops, marketing displays and other materials that support staff as they regularly visit our community partner facilities throughout the region. Providing the same labor exchange services that a job seeker can receive in our Career Centers, the system is both cost effective and flexible. We can offer assistance in 5 different places for up to 20 job seekers, or combine our teams to provide services for up to 100 job seekers at the same time. To date, ACCESS Points has provided services to 38,808 job seekers in 3,066 locations. Our newest addition is a mobile team that targets services to our veteran community serving 1,112 veterans in 246 locations. In addition, a mobile team has been tasked to conduct workshops, serving 1,889 job seekers in various locations.



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

CSNEFL is an Employment Network provider under the **Ticket to Work** program; in fact we are one of the few workforce boards across the nation that offers this service to the challenged job seeking community. The Ticket to Work program provides Social Security beneficiaries “real choice in obtaining the services and technology that they need to find, enter, and maintain employment” by expanding the universe of service providers. Many people receiving disability benefits from Social Security want to work, and are able to work, but face a number of significant barriers that prevent them from reaching their goals. Under the Ticket to Work program, the Social Security Administration issues a ticket to Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) recipients. As a voluntary program, each person who receives a Ticket to Work has the option of using his or her ticket to obtain services from a

provider known as an employment network (EN). ENs provide, without charge, employment services, vocational rehabilitation services, and other support services to assist in obtaining and retaining self-supporting employment. Of course, all of our centers are fully ADA compliant and provide a wide array of assistive technologies. CSNEFL has been an SSA approved Employment Network since 2002.

INCUMBENT WORKER TRAINING – THE JUST-IN-TIME SKILLS UP-GRADE TRAINING SYSTEM:

TRAINING BY INDUSTRY

Incumbent Worker Training

Advanced Manufacturing	363	69.10%
Aviation and Aerospace	18	3.40%
Finance and Insurance	9	1.70%
Headquarters	0	0.00%
Information Technology	21	4.00%
Life Sciences /Health	110	21.00%
Logistics and Distribution	4	0.80%
Other (Primarily Construction)	0	0.00%
Total	525	100%

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

THE BUSINESS RELATIONSHIP DELIVERY SYSTEM

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

Our jobseekers are the product we deliver. It’s our job to understand the market, and know what business needs - what the demand is today, and in the coming months. It’s also our job to know our inventory, make sure it has received the proper preparation (which in our case, may be

training or employability skills) and that we help connect the business community with our workers in the most efficient and user-friendly way possible.

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

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

INNOVATIVE STRATEGIES FOR OUR VIRTUAL JOB SEEKERS

In 2009 CSNEFL conducted an internal study of its job seeker base. What we were surprised to learn was that a growing number of job seekers wanted to use web based services. In fact, 56% of the respondents told us that they would prefer to exclusively use on-line services, if they were available. Further, when we looked at the demographics makeup of these job seekers we found that they were new to our system with better educational and work experience backgrounds.

With this imperative in mind we have totally revamped our website so that it provides a packaged service offering specific to the needs and status of our job seeking and business customers. Many of our services have been brought online, creating a virtual career center thereby enhancing the values of the website. One example is CareerTRAX. This new platform allows users to create their own personalized program for success in a step-by-step guide to success format. We designed it to help jobseekers who are not sure where to start on their job search by offering surveys to find the stage at which they are having challenges. The surveys link jobseekers to the page or track that addresses the subject they're interested in or need help with.

Universal jobseekers can start anywhere in the six tracks and proceed to subjects they want or need information about. Program job seekers may be directed to specific activities by their case managers. When a program job seeker is directed to a specific activity, it becomes part of their mandated activities for compliance.

For jobseekers that need a step-by-step approach, CareerTRAX offers information that starts with self-assessment and proceeds logically all the way to ongoing success on the job. Jobseekers

can take the steps in order to build the tools they need to research, interview and prepare for offers.

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



In 2011, CSNEFL launched a completely online application process for WIA, now WIOA. Applicants start the process with an online survey to uncover any obvious barriers to eligibility. For example, if an applicant answers yes to: “I am working and earn more than \$25 per hour,” he is redirected to other resources. But applicants who do not report any obvious barriers to eligibility are directed to an online video and flash slide orientation. After viewing the orientation, they can move on to complete an online WIOA application. The application files are held in a secure server and a notice goes to program managers that an application has been received.

The applications are screened quickly for barriers to eligibility (about 10% have some obvious issue such as residency outside the region) and then passed on to WIOA staff in the field. They connect with the applicant and provide a checklist of documentation and activities that the applicant should begin (registration in Employ Florida, collecting documents, research, etc.).

Previously, career centers would invest at least 2 – 3 hours a week holding orientations for people interested in training. Staff would also answer questions from casual applicants on a drop in or call in basis. By the time the applicant meets with a staff member in the online system, the applicant understands the program and his obligations, has a checklist of documents needed for eligibility and is pre-screened for barriers to eligibility. More than 95% of upfront staff time has been eliminated by the online application process, freeing WIOA staff members to spend more quality time in determining eligibility and managing the training process.

CSNEFL receives between 350 – 500 applications per month for WIOA training scholarships. At any given time, CSNEFL has between 2,500 and 3,000 trainees in process (either active in training or eligible and in process.) Of these, about 95% appear eligible at first screening. WIOA staff in the field contact applicants by phone and email, and if they do not receive a response after two weeks, they call and email again. After four weeks, the application is filed as denied. In this way, the system has saved hundreds of man hours of time that might have been spent on applicants who were not motivated to complete the process.

In 2011, CSNEFL was one of twenty-eight randomly-selected local workforce investment areas in the nation to participate in a “Gold Standard” evaluation of Workforce Investment Act (WIA) Adult and Dislocated Worker programs. As part of this national evaluation, jobseekers were randomly assigned to one of three research groups. Each research group had access to a different range of services. Random assignment was used in this study. CSNEFL had to randomize and assign applicants into one of the three categories: a group to receive core services only, a group to receive core and intensive, and a group that would be eligible for training.

The study started in this region in January 2012. Because our online system was so efficient in processing applications, we were able to complete our obligation of randomizing and processing the 676 applications that were necessary to get the two, 100-person study groups (core and core plus intensive) in six weeks.

We are awaiting the release of the final report from Mathematica Policy Research.

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

CSNEFL Service Provider Continuous Improvement

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

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

While these activities/services are required to fulfill CSNEFL's mandated oversight responsibilities as LWDA 8, they also provide a means to respond to labor market, economic and demographic conditions and trends in our area.

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

Independent Monitoring

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

Internal Monitoring

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

CSNEFL is responsible for system improvement program activities and services, management systems, and practices in LWDA 8 to ensure legal, fiscal, administrative and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

CSNEFL's system improvement staff establishes a schedule of regular scheduled, as well as, periodic on-site monitoring reviews of service providers in LWDA 8. These visits are designed to ensure that any abuses in program operations are immediately identified and eliminated, as well as, to prevent any misuse of funds by Service Providers, subgrantees, etc.

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

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

Report and Corrective Action

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

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

Continuous Improvement of Centers and Systems

CSNEFL Continuous Improvement Model will oversee the certification and constant advancement of centers and systems throughout our LWDA 8. In consultation with the local board, the continuous improvement team will certify Centers and Systems every three years. Certification criteria will include evaluations of effectiveness of how well the centers and systems:

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

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

more than One Core Program

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

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

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

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

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

The previous description provides CSNEFL procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWDA 8. All system performance is directly benchmarked against the common measures, federal and state regulation/guidance and CSNEFL Board guidance.

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

The New Youth Services Model

The Workforce Innovation and Opportunity Act (WIOA) puts new and different emphasis on serving youth. In essence, it reverses the model of which youth we have been serving under our WIA funding.

Under WIA, workforce investment boards served youths ages 14 through 21; 30% of the funding was to be set aside to provide activities to out-of-school youth. WIOA places a priority on out-of-school youth (75% of funding at State and Local level must be spent on this population). There is an increased focus on career pathways for youth, drop out recovery, and education and training to lead to high school diploma and a recognized postsecondary credential. The act also includes a strong emphasis on work-based learning activities.

CSNEFL has redesigned its service model for youth based on these new guidelines. Our goal is to provide a world class service delivery system that serves as a model for the national workforce system. We believe that youth who access the CSNEFL career service system are best served when they receive the full array of opportunities that all our job seekers are provided (Please see Description of Program Services item 3 which describes service flow for CSNEFL job seekers including youth). In addition, to ensure that youth receive the support and services required to meet their unique needs and challenges, and move them to economic self-sufficiency CSNEFL has assembled effective partnerships, both contractual and volunteer. Building on the service matrix described in item 3, CSNEFL specifically supports the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants through the provision of all 14 WIOA designated program elements directly or in partnership with local organizations. The 14 elements are provided as shown below:

	Program Elements	Provider	Referral, CS, Both
1	Tutoring, studying skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	Learn to Read Youth Build Adult Education Programs	Referral
2	Alternative secondary school services or dropout recovery services, as appropriate	Catapult Academy	Referral
	Paid and unpaid work experiences that have as a		

3	component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	CareerSource Various Apprenticeship Programs	Both
4	Occupational skill training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area involved	FSCJ / UNF / FCTC / SJRC Earn Up	Referral
5	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Fresh Ministries A-Step Contractors	Referral
6	Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	HandsOn Jacksonville CareerSource SOS	Both
7	Support Services	Various	Both
8	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	Previous WIA Adult Participants	CareerSource
9	Follow up services for not less than 12 months after the completion of participation, as appropriate	CareerSource Contractors	Both
10	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	River Region Gateway Services	Referral
11	Financial literacy education	Real Sense	CareerSource
12	Entrepreneurial skills training	Small Business Administration	CareerSource
13	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	CareerSource	CareerSource
14	Activities that help youth prepare for and transition to post-secondary education and training	CareerSource	CareerSource

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

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

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

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

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

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

REGIONAL PLANNING ANALYSIS

The Workforce Innovation and Opportunities Act (WIOA) offers an opportunity to continue to modernize the workforce system, and achieve key hallmarks of a strong workforce system: a customer-centered system, where the needs of business and workers drive workforce solutions; a system where one-stop career centers and partners provide excellent service to job seekers and businesses, and where the workforce system supports strong regional economies.

Proposed Rule § 679.210(d), implementing sec. 106(a)(2) of WIOA, outlines the types of regions and how local areas may be assigned to regions. A region may consist of a single local area, two or more contiguous local areas with a State, or two or more contiguous local areas in two or more States.

CSNEFL believes that our local area qualifies as a region as defined both in WIOA, the Proposed Rule and the Proposed Joint Rule for Unified and Combined State Plans. Our region's land area covers 4,428 square miles and the population surpasses 1.5 million. Forty-three percent of the region is dedicated to agriculture, two percent to industry and commercial use, thirteen percent is otherwise urbanized and the remaining forty-two percent is covered by a variety of other uses.

Our region is characterized by an abundance of natural resources and a diversity of habitats. Its central feature is the lower St. Johns River. With 140 miles of coastline and five barrier islands boasting some of the state's most magnificent, pristine beaches, the region is truly "Florida's First Coast."

Jacksonville is the major urban center, with a good mix of industrial manufacturing, transportation, financial services, health care, and military employment. Surrounding counties are more rural in nature, relying on agriculture and service sectors, and a limited industrial base often focused on a single sector. However, they are increasing in their rate of urbanization and beginning to develop more economic diversity. Please see the section, Analysis of Need and Available Resources for a full analysis of the regional economy, labor market areas and industry sectors.

CSNEFL has a long history of working closely with many of the workforce boards across the State of Florida. In every case our goal was to provide greater efficiencies and more effective services to not only our CSNEFL customers but also those in other regions. Examples of successful initiatives where we partnered in a grant or provided training to another board on effective practices is Start-up Quest, Ticket-to-Work, Florida Youth Challenge, Sector Strategies, etc. We consistently seek opportunities to work with other workforce areas to establish effective service strategies to further workforce development in the State of Florida.

PUBLIC COMMENT PROCESS

PUBLIC COMMENT PROCESS

DESCRIPTION OF PLAN DEVELOPMENT PROCESS

CSNEFL held extensive focus and planning meetings with job seekers, employers, partners, stakeholders, board and staff as part of the development process for both the initial and revised strategic plans issued in 2002, 2005, 2009, 2011 and 2012. The result of that intensive process ensured a blueprint for workforce development on Florida's First Coast which synthesized divergent views and needs into a common vision, and in turn was supported by tangible goals and measurable outcomes. Our 4 Year Plan is built on the vision articulated in these important documents. Our approach simultaneously refines and forwards successful local initiatives while aligning our vision with the essential imperatives identified in the strategic plans developed by CareerSource Florida.

PROCESS FOR PROVIDING PUBLIC COMMENTS

Significant steps in the development process:

09/2015-11/2015	Focus groups held
11/2015-01/2016	Workforce development data analyzed and updated
12/2015-01/2016	Planning groups held
01/2016-02/2016	Draft of 4 Year Local Plan written
03/2016-03/2016	Draft presented to CSNEFL leadership group and revised
03/2016-03/2016	Draft presented to Key Partners and Stakeholders - comments accepted
04/01/2016	Draft posted at: http://www.careersourcenortheastflorida.com/about/public_policy.aspx comments/questions received via email at : 4yearplancomments@CareerSourcenefl.com
04/01/2016	Draft advertised in all local papers on date of largest circulation
04/01/2016	Draft presented to CSNEFL Board of Directors – comments accepted
04/01/2016	Draft presented to First Coast Workforce Consortium
04/20/2016	Comments incorporated into draft and plan finalized
04/30/2016	Presented to CareerSource Florida –April 30, 2016

Public Comment

As noted above, received comments were incorporated into the plan as it was reviewed by our partners, stakeholders and elected officials. Please see Attachment VI - Comments and Responses and Attachment VII - Copies of Published Notices.

SIGNATURE PAGE



SIGNATURE PAGE

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

- Baker
- Clay
- Duval
- Nassau
- Putnam
- St. Johns

Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Ronald A. Avery

Name (printed or typed), Title

Name (printed or typed), Title

4/28/2016

Date

Date

Attachment I - First Coast Workforce Consortium Agreement

INTERLOCAL AGREEMENT CONTINUING THE FIRST COAST WORKFORCE DEVELOPMENT CONSORTIUM

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

WITNESSETH

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

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

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

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

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

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

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

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

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

1. CONTINUATION OF THE FIRST COAST WORKFORCE DEVELOPMENT CONSORTIUM

a. A multi-jurisdictional consortium called the “First Coast Workforce Development Consortium” or “Consortium” shall continue for the express purpose of carrying out the individual responsibilities of each party to this Agreement under the WI-2000, WIOA and PRWOR-1996.

b. The Consortium shall consist of six members. The Chairman of the Board of County Commissioners of Baker, Clay, Nassau, Putnam and St. Johns Counties shall serve as each County’s representative on the Consortium; however, any such Board of County Commission may appoint another member of the County Commission to the Consortium and any such Commissioner shall have full voting rights and privileges. Likewise, the Mayor of the City of Jacksonville on behalf of Duval County shall serve as the City of Jacksonville’s representative on the Consortium; however, the Mayor may appoint any member of the Jacksonville City Council to the Consortium and any such Council Member shall have full voting rights and privileges.

2. PARTIES TO THIS AGREEMENT

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

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

Board of County Commissioners
Clay County, Florida

477 Houston Street
Green Cove Springs, Florida 32043

Mayor, City of Jacksonville
Jacksonville (Duval County), Florida

117 West Duval Street
Jacksonville, Florida 32202

Board of County Commissioners
Nassau County, Florida

P.O. Box 456
Fernandina Beach, Florida 32034

Board of County Commissioners
Putnam County, FL

514 St. Johns Avenue
Palatka, Florida 32177

Board of County Commissioners
St. Johns County, FL

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

3. CONSIDERATION

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

4. GEOGRAPHICAL AREA SERVED BY THIS AGREEMENT

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

5. FEDERAL AND STATE REQUIREMENTS

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

6. CREATION OF ADMINISTRATIVE ENTITY

Pursuant to Section 163.01(7), Florida Statutes, the Consortium employs staff which comprises First Coast Workforce Development, Inc. to operate and implement

workforce and welfare programs as well as related programs in the six-member workforce development area.

7. JOINT UNDERSTANDING

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

8. MEMBERSHIP

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

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

- a. To appoint the members of the First Coast Workforce Development, Inc. ("FCWD, Inc."), in accordance with the WIOA, WI-2000, and Attachment (1) of this Agreement. The FCWD, Inc. Board shall consist of members as provided for under WIOA.
 - i. The Consortium may add individual organizational representatives to the membership of FCWD, Inc. as provided for in WIOA, provided sufficient additional private sector appointments are made to assure a 51% private sector majority.
 - ii. Nominations to FCWD, Inc. shall be made in accordance with the WIOA and such instructions as may be received from the Governor of the State of Florida.
 - iii. The general purpose local government representatives on FCWD shall be the Chief Elected Officials (Mayor of Jacksonville and the Chairs of the County Commissions) or designee(s) from the counties in LWDB area. *However, no single local government elected official may represent a local government on both the Consortium and FCWD.*

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

10. MEETINGS

- a. The chair shall preside over Consortium meetings and shall perform all duties incident to that office. The vice chair shall preside in the absence of the chair and shall have the power to exercise and perform all duties of the chair. In the absence of both the chair and vice chair, the chair pro tempore shall preside over the meetings and shall assume and exercise the duties of the chair.
- b. Meetings shall be held at the discretion of the chair.
- c. Meetings shall be noticed and declared public meetings, open to the public, in accordance with the Sunshine Law, Section 286.011, Florida Statutes.

- d. A quorum at any Consortium meeting shall consist of any four - (4) members or their designated alternates. A quorum is required to transact Consortium business.
- e. At all meetings of the Consortium at which a quorum is present, all matters shall be decided by the majority vote of said members.

11. FINANCIAL SUPPORT

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

which may attach due to its operation of WIOA, WI-2000 or other Federal or State workforce development programs.

- e. For WI-2000 (Temporary Assistance to Needy Families portion) purposes financial responsibility for acts of the administrative entity are assumed by FCWD, Inc. The Consortium shall act as the fiscal agent only.

12. POWERS OF THE CONSORTIUM

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

- a. The power to create a separate legal administrative entity to carry out Consortium policies and perform as described in Chapter 163 and Section 163.01(7)(b), Florida Statutes..
- b. The Consortium may contract with any individual Consortium member for the provision of services to the Consortium pursuant to Section 163.01(7)(b), Florida Statutes.
- c. The manner in which accountability for fund expenditures shall be provided for including an independent audit to be done in accordance with the Florida Statutes, and 2 CFR 200 (Uniform Guidance) - Code of Federal Regulations or any subsequent revision or updates.
- d. The acceptance of grants, gifts, or other types of financial assistance as allowed by law.
- e. The manner in which any fee for service income, unrestricted income or surplus funds may be expended.
 - i. Surplus funds, which are characterized as carry over moneys from one grant year to the next, shall be expended in accordance with USDOL or State instructions.
 - ii. Surplus funds, which may be characterized as program income as defined by Federal or State regulations shall, be expended in accordance with applicable regulations.

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

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

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

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

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

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

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

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

13. SIGNATORY

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

14. PRIOR AGREEMENTS

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

15. AMENDMENT

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

16. NOTICE

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

FOR:

Board of County Commissioners
Baker County, Florida

55 North 3rd Street
Macclenny, FL 32063

Board of County Commissioners
Clay County, Florida

477 Houston Street
Green Cove Springs, FL 32043

Office of the Mayor for the
City of Jacksonville, Florida

117 W. Duval Street
Jacksonville, FL 32202

Board of County Commissioners
Nassau County, Florida

P.O. Box 456
Fernandina Beach, FL 32034

Board of County Commissioners
Putnam County, Florida

514 St. Johns Avenue
Palatka, FL 32177

Board of County Commissioners
St. Johns County, Florida

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

17. CONSTRUCTION

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

18. INVALID PROVISION/SEVERABILITY

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

19. WAIVER OF RIGHTS

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

20. COUNTERPARTS

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

[The remainder of this page is intentionally left blank]

Baker County, Florida

By: _____

Date: _____

Attest: _____
Clerk

Clay County, Florida

By: _____

Date: _____

Attest: _____
Clerk

City of Jacksonville, Florida

By: _____
Mayor

Date: _____

Attest: _____
Clerk

Nassau County, Florida

By: _____

Date: _____

Attest: _____
Clerk

Putnam County, Florida

By: _____

Date: _____

Attest: _____
Clerk

St. Johns County, Florida

By: _____

Date: _____

Attest: _____
Clerk

Attachment II - Administrative Plan

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Section I. - Description of the Administrative and Sub state Grantee

This plan is for LWDA # 8. It serves the counties of Baker, Clay, Duval, Nassau, Putnam and St. Johns.

The administrative entity, grant recipient and the designated sub state grantee is First Coast Workforce Development, Inc. d/b/a CareerSource Northeast Florida.

Section II. - Financial Management

1. Accounting Procedures

The financial system provides fiscal control by following accounting procedures that are in accordance with generally accepted accounting principles. The revenue and expenditures are maintained on an accrual basis.

An annual budget is the basis for controlling financial operations during the program year. Revenues are recorded when they are collected and/or available to pay liabilities of the current period. Expenditures are recorded in the period in which goods and services are received. Funds expended are charged to appropriate cost categories. Expenditures are tracked by title and then allocated to individual contracts on a first-in, first-out basis. All items of value that are either owned or controlled by FCWD are recorded in the accounting system as assets. Capital assets are recorded as expenditures in the year of acquisition for reporting purposes, but they are recorded as fixed assets and subsequently depreciated on the FCWD's corporate financial statements. Unliquidated obligations are recorded and reported to the State. These obligations include the amounts of orders placed, contracts awarded and goods/services received, for which payment has not yet been made.

All prepaid items are appropriately safeguarded, managed, tracked and reported. Prepaid items will be tracked on a first-in first-out basis and, as applicable, FCWD will ensure that only a reasonable amount of prepaid items are on-hand.

2. Financial Reports

Monthly financial reports are produced that provide a comparison of actual to budgeted expenditures. These reports also display obligations through the end of the current reporting period and line item budget variances. Monthly budgets and expenditures are allocated to individual sub grants/contracts on a first-in, first-out basis. Additionally, expenditures and obligations are recorded in the State's financial reporting system (OSMIS) on a monthly basis.

3. Charging of Costs and Cost Allocation

FCWD follows the state approved cost allocation plan.

4. Program Income/Stand-In Costs

If Program Income is earned and expended by FCWD or its sub recipients, it will be deducted from total allowable costs to determine net allowable costs. A sub recipient may retain Program Income if it is used for purposes that are authorized under appropriate laws and regulations and with the pre-approval of FCWD, otherwise it must be deducted from a request for reimbursement of allowable contract costs. If stand-in costs must be used as substitutes for unallowable costs, they will be from the same title, cost category and funding period as the costs they are replacing. Stand-in costs will be documented and accounted for in the same manner as all other costs.

5. Interest

Interest earned amounts up to \$500 per year may be retained for administrative expense. Any additional interest earned on Federal advance payments deposited in interest-bearing accounts must be remitted annually to the Department of Health and Human Services Payment Management System (PMS) through an electronic medium using either Automated Clearing House (ACH) network or a Fedwire Funds Service payment. Remittances must include pertinent information of the payee and nature of payment in the memo area (often referred to as “addenda records” by Financial Institutions) as that will assist in the timely posting of interest earned on federal funds.

6. Cash Match and In-Kind Contributions

Contractual matching requirements are budgeted and expenditures recorded in the books of account. Costs that are considered allowable are accepted as match. The financial records of the FCWD include source documentation necessary to disclose providers of match as well as in-kind contribution calculation methodology.

7. Supporting Documentation

The financial records of FCWD include all source documentation necessary to permit the tracing of funds to a level of expenditure adequate to ensure that the funds have not been spent unlawfully. Examples of source documents include vouchers, payroll files which include time sheets, travel expense forms, check/direct deposit registers, payroll registers and quarterly payroll reports. Vendor/customer files include approved invoices, contracts, purchase orders, purchase requisitions, copies of checks issued, and any other documentation necessary to support the disbursement of funds.

8. Cash Management

State warrants are wire transferred directly to the FCWD checking account via the Electronic Federal Tax Payment System (EFTPS). FCWD maintains deposits in one non-interest bearing checking account that is a Qualified Public Depository. The bank account is reconciled on a monthly basis. Cash requirements are forecasted from historical data and from invoices currently being processed, to minimize the time elapsing between receipt of advanced funds and disbursement.

All grant information is compiled and reported to the State as required.

9. Payroll Procedures

Payroll data is compiled and processed bi-weekly. The President or Executive Vice President initiates all hire authorizations. Documentation of employment will be in the form of either a hire letter or a status change form. Personnel records are maintained in the Human Resource office and only authorized individuals are allowed access.

10. Travel

All requests for approval and payment for travel expenses will be accomplished in accordance with Section 112.061, F.S. and the procedures outlined in the FCWD travel policy. The requirements contained therein apply to all travel whether paid for with State or Federal funds. In addition, the requirements apply whether paid by reimbursement, contractual agreements, or other methods of payment, including payment to a contractor or volunteer. The authority for the policy is contained in Section 445.007(10), Florida Statutes, which requires FCWD to reimburse standard travel in accordance with rates established in Section 112.061, Florida Statutes, and in compliance with applicable state and federal requirements. Rule 691-42.007, where applicable, has been relied on in drafting this template in compliance with Section 445.007(10), Florida Statutes. Travel expense reports are submitted for travel reimbursements. All allowable expenses, except meal allowances and mileage, are supported by receipts. Travel expense reports require President or Executive Vice President approval.

11. Bonding

A fidelity bond in the amount of \$1,000,000 is maintained by FCWD. Sub recipients shall carry an employee fidelity bond on officers, directors, agents, subcontractors or employees authorized to receive or deposit funds or issue financial documents, checks or other instruments of payment of program costs. Bond shall be in the amount of \$100,000 or the highest planned single payment by the FCWD during the contract period, whichever is less. Sub recipients may be required to furnish the FCWD with a copy of their Bonding Insurance Certificate.

12. Audits/Monitoring

Programs are monitored by FCWD internal monitor as well as contracted monitors periodically throughout the fiscal year. An independent financial and compliance audit is conducted annually by a certified public accountant. The audit is procured through competitive procurement in accordance with Federal and Florida Statutes. Proposals are received which are based upon predetermined specifications. FCWD will limit auditor retention to no more than five years, at which time a new qualified auditor will be selected.

Upon completion of the audit, the financial statements and audit reports are presented to management for review. The reports are then presented to the Finance Committee and forwarded to the Board. Within 30 days after completion of the audit, FCWD transmits copies of the audit

report to DEO. If the report contains any findings related to the programs, a corrective action plan is prepared and submitted to DEO. This is followed by an audit resolution report detailing all corrective actions taken.

Each non-federal entity that expends a total amount of Federal awards equal to or in excess of \$750,000 in any fiscal year of such non-federal entities shall have an audit performed for such fiscal years in compliance with the Single Audit requirements; 2 CFR 200; and applicable Federal and State audit regulations.

For-profit sub recipients are required to have a Single Audit or program specific annual independent financial and compliance audit conducted and prepared in accordance with generally accepted audit standards. Additionally, the State of Florida, Rules of the Auditor General, Chapter 10.600 states that for-profit organizations that are awarded grants and aids appropriations of \$750,000 or more must produce an audit in accordance with the rules of the Auditor General promulgated pursuant to s. 11.45, in addition, the Single Audit requirements and 2 CFR 200, when applicable. Audit reports must be submitted to FCWD within 30 days after their completion but no more than 180 days after the Contractor's fiscal year end.

If findings exist, the sub recipient must provide written evidence that corrective actions have been implemented within sixty (60) calendar days of the audit's completion. The administrative office then forwards a written determination to the sub recipient stating whether or not corrective actions are adequate and whether questioned costs will be allowed, subject to State and Federal review. If any costs are disallowed, a debt is established and debt collection procedures are implemented.

13. Debt Collection

The monitoring/auditing system within the administrative office detects most erroneous billings prior to the time funds are disbursed to sub recipients/vendors. If a discrepancy is found after disbursement has been made, it is deducted from the next billing. If a contract has already expired when the discrepancy is discovered or if a debt is established after an audit, a certified letter is sent to the sub recipient requesting reimbursement within 30 days. If the funds have not been repaid at the end of the 30- day period, another certified letter is sent advising the sub recipient that the FCWD's attorney will begin debt collection procedures at the end of the next 30-day period. If the funds are not received by the end of the second 30-day period, the FCWD's attorney is notified and legal proceedings are initiated.

14. Advance Payments

FCWD will allow advance payments to contractors under the following conditions:

- A. The contractor has shown sufficient evidence that they lack sufficient working capital.
- B. The contractor must meet the standards of 2 CFR 200.305 for advances to sub recipients;
- C. Advance payments must meet the standards of 2 CFR 200.305; and

D. Advance payment is in the best interests of FCWD.

Contracts with providers will clearly define the conditions of advance payment in cases where FCWD ascertains the aforementioned conditions are met. FCWD will maintain close accounting of related expenditures and liquidation to ensure receipt of the contracted goods and/or services.

Section III. - Property Management

Property will be purchased in accordance with FCWD, Inc. purchasing policy.

Property (whose value is \$5,000 or more) will be maintained on a computerized property inventory system by location. New property will be added to the inventory system when it is paid for. The Property Custodian will tag the new item with approved tags with the item number encoded thereon. The property inventory system will be maintained by the Property Custodian. Property records will include all federally required elements to ensure property accountability.

An annual physical inventory of all property will be conducted. When completed, the detail inventory list by location will be dated, signed and filed by the Property Custodian in the Administrative Office. If the Property Custodian is changed, a special inventory will be performed at that date.

FCWD will insure that the property inventory system is a standard part of program monitoring and evaluation.

Property will be disposed of in accordance with policies and procedures. Donations of surplus property must be made to certified 501(c)3 or governmental agencies. Records will be maintained for a period of three years after final disposition of property.

A report of the inventory at June 30th will be compiled and transmitted as required on an annual basis.

Capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval from DEO.

Capital expenditures for special purpose equipment are allowable as direct costs, provided that items with a unit cost of \$5,000 or more have the prior written approval from DEO.

Capital expenditures for improvements to land, buildings, or equipment which materially increase their value or useful life are unallowable as a direct cost except with the prior written approval from DEO.

Special arrangements and alterations costs incurred specifically for a Federal award are allowable as a direct cost with the prior approval from DEO.

Title to federally-owned property remains vested in the Federal government and FCWD will follow the requirements as outlined in 2 CFR 200.312.

Title to equipment acquired under a Federal award will vest in the non-Federal entity, subject to the conditions set forth in 2 CFR 200.313.

Equipment will be used by FCWD in the program or project for which it was acquired as long as needed, whether or not supported by the Federal award, and FCWD will not encumber the property without prior approval of the Federal awarding agency. FCWD will follow the requirements as outlined in 2 CFR 200.313.

FCWD will follow the disposition requirements for equipment acquired with federal awards identified in 2 CFR 200.313.

Section IV. - Records Management

FCWD will utilize a centralized state client Management Information System (MIS) for all programs operated under federal and state statute. FCWD will operate in accordance with the requirements of those laws, the State's Program Guide for all Records and Reports, and the State's Division Policy on Accounting and Reporting Requirements for Property.

The MIS will be operated from a Wide Area Network (WAN), hosted at an independent data center offering secure and hardened colocation and disaster recovery services. The dedicated facility provides state-of-the-art security, redundant power systems, and a robust fiber network optimized for performance and speed to a host of demanding customers. Located in Jacksonville, Florida, the company's core infrastructure is rated to withstand hurricane category 5 forces to ensure maximum reliability and peace of mind. The data center is designed to accommodate the changing power density and cooling needs of the colocation market while maintaining consistently superior levels of customer service and support.

While a participant is in training, information from the intake and enrollment forms should be entered by the offsite staff into the State MIS system on a daily basis. The FCWD administrative staff will conduct verification of client eligibility through review which requires an objective substantiation of all information provided. Subsequent status change, termination, and follow-up information will be entered daily electronically or on original forms into the MIS System, and filed with other original records of the participants. Since the FCWD has now invested in a state-of-the-art, document management system, all permanent files will be retained in this system. This system stores these records in secure formats and also utilizes electronic signature verification. In order to protect Personally Identifiable Information (PII), access to this system will be strictly controlled and delete capability will be limited to appropriate management staff only. When and if a file is deleted the audit tracking function within the document management system will retain all relevant information about who deleted the file and when it was deleted. Original documents will not be

modifiable. Last, all electronic data will be backed up on a daily basis.

All applicant records will be retained in the document management system by FCWD for a minimum of three years after the completion of the program year in which they were enrolled. A master file of applicant records -- those not enrolled and those declared ineligible -- will be maintained by the administrative entity for a minimum of three years from the application date. Further, if any audit, claim, litigation, negotiation or other action involving records thereto has been started before the expiration of this three year period, the records shall be retained until completion of the action and resolution of all issues which arise from it, or till the end of the three year period, whichever is greater. Records will be maintained in the electronic document management system.

Archival cases that have not yet been entered into the document management system may be stored by an offsite custodian. The custodian of offsite storage records shall be designated from FCWD administrative staff. Public Records policy complies with all relevant state and federal public record requirements.

FCWD program staff will prepare regular periodic reports and special information summaries from the MIS data and local information sources to assist FCWD, contractors and staff in tracking program and contractor performance. The results of this procedure will enable the FCWD staff to evaluate the effectiveness of the programs and correct any program deficiencies.

PARTICIPANT REPORTING:

POLICY

It shall be the policy of the FCWD to assure that service providers and FCWD staff timely, collect, and enter all pertinent data in MIS, and report information necessary for quarterly and annual reports made to the State in accordance with the regulations.

BACKGROUND

Federal law that governs FCWD requires that local delivery systems collect data on applicants and participants with respect to their characteristics, eligibility, services and outcomes. To comply with statutory and regulatory requirements information collected must be entered into the State's management information system on a timely basis as eligibility determinations, and services are performed or assigned.

PROCEDURE

1. Staff required to collect, record and enter data relating to participants shall complete forms in accordance with guidance provided by the State.
2. Information shall be entered on a timely basis of any action taken requiring data to

be entered or updated with respect to any individual participant or applicant for services.

3. Documentation entered shall be correct and truthful in all regards.
4. Any correction to data after entry shall be supported by case notes or memo explaining the correction by the individual authorized to make the data entry.

SECTION V. - Complaint Policy and Procedures

1. Policy

FCWD will maintain effective and timely complaint resolution procedures to be utilized by a workforce program participant, employee, employers, sub-grantee, subcontractor, or other interested party when filing a complaint alleging violation of administrative and/or service provisions and performance requirements of the Workforce Innovation and Opportunity Act (WIOA), Supplemental Nutrition Assistance Program (SNAP), Welfare Transition Program (TANF/WT), and the Wagner-Peyser (WP) Program.

2. Background and Underlying State/Federal Policy

The WIOA, TANF/WT and SNAP programs require the State, the local areas, and direct recipients of program funds to establish and maintain grievance/complaint and hearing/appeal procedures for handling program-related complaints. The grievance/complaint requirements may vary from program to program.

To simplify instructions and to have a unified format, the following grievance/complaint and hearing/appeal procedures will be essentially the same for WIOA, TAA, SNAP, and TANF/WT workforce programs. Wagner-Peyser procedures will be addressed separately.

3. FCWD Original Grievance/Complaint and Hearing/Appeal Process

A. Overview

i. Any participant or other interested party adversely affected by a decision or action by the local workforce system, including decisions by career center partners and service partners, has the right to file a grievance/complaint with the RWB, with the exception of complaints alleging unlawful discrimination. Discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, and Discrimination Complaint Procedures. The discrimination complaint procedures are available on line at: www.floridajobs.org/civilrights/moa/tabs/8-A-1.doc .

ii. TANF/WT work activity and support services grievances/complaints shall be filed with FCWD (work activity is defined in Chapter 445, Florida Statutes). Pursuant to 45 CFR

261.56(c)(2) we will inform customers of and provide a fair hearing regarding non-compliance with work requirements. TANF cash assistance eligibility or benefit entitlement grievances/complaints shall be filed with the local Department of Children and Families (DCF) office, the cognizant agency responsible for administering this part of TANF (20 CFR 662.280), except for complaints alleging unlawful discrimination.

iii. SNAP food stamp eligibility or benefit entitlement grievances/complaints shall be filed with the local DCF office (See 7 CFR 271.6 and 273.15), except for complaints alleging unlawful discrimination. The SNAP reimbursement shall be treated as a support service, and grievances/complaints shall be filed with FCWD.

iv. Grievance/complaints, except complaints alleging unlawful discrimination, shall be filed at the State level only when based upon actions or decisions made by the State recipient or administrative entity. Any grievance/complaint filed with an inappropriate entity will be forwarded to the proper entity/agency for action. The entity's/agency's 60-day timeframe to handle the grievance will start upon receipt of grievance/complaint.

v. A grievance may be filed by regular employees regarding displacement by a WIOA, TAA, TANF/WT, or SNAP program participants and by program participants regarding displacement for reasons other than unlawful discrimination. Displacement action prohibitions and available relief specifications are described in WIOA (20 CFR 683.600), TANF (45 CFR 261.70), and SNAP (7 CFR Parts 271 and 273). The filing of all other grievances/complaints alleging, employment, and health and safety violations shall be filed as described in Section I. b., Process for Filing a Grievance/Complaint with RWB. As noted above, discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, and Discrimination Complaint Procedures.

All local workforce grievances/complaints shall be filed with FCWD using the procedures contained herein. The exceptions are Job Corps grievances/complaints that are processed according to requirements of 20 CFR 670.990.

As specified in Rule 65A-4.205, the DCF has delegated to FCWD the responsibility for TANF/WT work activity non-compliance determinations. This rule is incorporated herein by reference. Additionally, in the TANF State Plan, DCF has assigned to CareerSource Florida Incorporated (CFI) and the Department of Economic Opportunity, Division of Workforce Services (DEO) the responsibility for providing a grievance.

B. Process for Filing a Grievance/Complaint with FCWD

Under WIA, TAA, TANF/WT and SNAP, career center partners, service providers, participants, and other interested parties affected by the local workforce system have the right to file a grievance/complaint. Grievances/complaints that do not allege unlawful discrimination shall be filed using the procedures established herein.

i. FCWD shall receive, review, and attempt to informally resolve the initial WIOA, TAA, TANF/WT, and SNAP grievance/complaint.

ii. If the grievance/complaint cannot be resolved informally, then a hearing shall be held and a decision issued within the required 60 calendar days from receipt of complaint/grievance.

iii. Employment, and health and safety complaints/alleged violations for reasons other than unlawful discrimination will be forwarded to the Department of Economic Opportunity, Division of Workforce Services, or may be mailed directly to the appropriate federal agency as allowed by federal regulation. The last page of Section C has a list of addresses for federal agencies. A copy of the complaint/alleged violation report shall also be mailed to DEO at the above address.

C. FCWD Grievance/Complaint Review and Hearing Process

Complaint documents must be in writing, providing clear factual specifics upon which the complaint is based, properly signed and appropriately submitted.

i. Upon receipt at FCWD, complaint documents shall be date-stamped, copied and distributed as follows:

- One copy to the Chief Executive Officer (CEO)
- One copy to the Executive Vice President (EVP)
- One copy to the Equal Opportunity Officer (EOO)

ii. Upon receipt at FCWD, the CEO, the EVP and the EOO shall conduct a collaborative evaluation, and designate a Hearing Officer within fifteen (15) working days.

iii. The Hearing Officer shall schedule a hearing and notify the grievant/complainant by certified mail, return receipt, at a minimum of fifteen (15) calendar days prior to the hearing. The hearing notice shall advise the following:

- The date, time, and place of the hearing;
- The pertinent sections of the WIOA, TAA, TANF/WT, and SNAP, or any other federal regulations involved;
- Affected parties may present witnesses or documentary evidence at the hearing;
- Affected parties may be represented at the hearing by an attorney or other representative; and
- The parties will receive the decision within 60 calendar days from receipt of the grievance or complaint.

The hearing will be conducted according to the procedures established by FCWD. The Hearing Officer will ensure that the hearing proceeds in an equitable, orderly and expeditious manner. The Hearing Officer may elicit testimony from witnesses without acting as an advocate for any party. The Hearing Officer will ensure that the process, including the contents of the hearing dialogue, is transcribed or has the potential of being transcribed. The Hearing Officer will attempt to negotiate a settlement between the parties any time prior to the conclusion of the hearing.

D. Resolution

i. The Hearing Officer's decision: The Hearing Officer shall issue a written decision within 60 working days of the filing of the complaint. The decision shall be in clear, simple, non-technical language and will include the following information:

- a. Date, time and place of the hearing;
- b. Appearances entered at the hearing;
- c. A statement that the involved parties, their representatives and witnesses were given an opportunity to present oral or written evidence in support of their position;
- d. A clear and concise statement of the issues;
- e. Findings of fact, based exclusively on the evidence of record, and conclusions of law, separately stated;
- f. The decision of the Hearing Officer based on the findings of fact, conclusions of law and evidence introduced at the hearing; and
- g. The procedures by which the grievant may request an appeal.

ii. The Hearing Officer will furnish to all parties a copy of the decision by certified return receipt requested mail or by facsimile, followed by a hard copy.

iii. Failure to accept the certified mailing will constitute a waiver of the right to notice by such means. The Hearing Officer shall thereafter serve the copy by regular mail.

iv. The Hearing Officer will preserve the record of the entire hearing. Any transcription will be done at the initiation and expense of the requester. Any party requesting a copy of the recorded hearing will pay the cost of duplication.

E. Process for Filing an Appeal of FCWD Decision or Lack of Action

Should a decision not be rendered within 60 calendar days of filing the complaint, or if there is an adverse decision, the complainant will be notified in writing that a request for appeal may be made accordingly:

- The appeal should be concise (if possible, not to exceed five pages not including exhibits and attachments) and shall be sent by certified mail (return receipt), to the Department of Economic Opportunity, Office of General Counsel, 107 East Madison Street, MSC 110, Tallahassee, Florida 32399-4128.
- The appeal request shall state the facts, laws, procedures, etc. that the grievant/complainant believes to be relevant for review. The appeal must be filed with DEO within 30 calendar days of receipt of the RWB Hearing Officer's decision or within 30 calendar days after the required 60- calendar day timeframe for FCWD to act has elapsed.
- The request must include the grievant' s/complainant's address where official notices will be mailed.

The state can remand the grievance/complaint back to the RWB to hold a hearing or impose other remedies to resolve the grievance/complaint.

F. Finality of Decisions

With the exception of complaints alleging violations of the labor standards under section 143 of the Act, the State of Florida's decision(s) shall be final unless the United States Secretary of Labor exercises authority for federal level review, or the Grievant timely requests a review of the State level hearing action, pursuant to 20 CFR, 627.601, Subpart F.

G. Alternative Dispute Resolution

Nothing contained within this policy shall prohibit pursuit of any rights pursuant to 20 CFR Sections 627.600 through 627.607, (appendix A).

H. Retaliation Prohibited

No person or agency may discharge, or in any other manner discriminate or retaliate against any person, or deny to any person a benefit to which that person is entitled under the provisions of the Act or the regulations because such person has filed any complaint, instituted or caused to be instituted any proceedings under or related to the Act has testified or is about to testify in any such proceedings or investigation or has provided information or assisted in an investigation.

Section VI. Complaint Procedures for Wagner-Peyser Employment Service Activities

1. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State

and Federal level for processing these complaints. In addition, any person who believes he or she, or any specific class of individuals, has been subjected to unlawful discrimination in a Wagner-Peyser program (including employees and/or applicants for employment with the agency administering the program) may file discrimination complaints by following the procedures in the DEO Discrimination-Complaint Procedures.

Special handling procedures are required for complaints filled by Migrant and Seasonal Farm Workers (MSFW) that do not allege unlawful discrimination. FCWD will attempt to resolve the MSFW complaint. IF MSFW complaints cannot be resolved within five working days of receipt of complaint by FCWD, the complaint form and copies of all documents in the complaint file are forwarded to the DEO. Complaints alleging unlawful discrimination in the MSFW program may be filed in accordance with DEO.

Federal regulations at 20 CFR 658.415 state that non-ES related complaints (employment, health and safety, etc.) must be forwarded as soon as possible after being received. These complaints shall be sent to DEO, or to the appropriate federal agency with a copy of the complaint sent to DEO.

2. FCWD/One-Stop ES Complaint/Resolution Procedures

Complaints that are related to the Wagner-Peyser employment services that do not allege unlawful discrimination are handled by the career center manager. The manager will maintain a separate file for each complaint and enter the complaint on the complaint log. FCWD will attempt to resolve all ES related complaints. The complaint is resolved when the complainant is satisfied with the outcome; the complainant chooses not to elevate to the next level; or when the complainant has not responded within 20 working days after correspondence has been mailed for ES complaints and within 40 working days for MSFW complaints.

If the ES complaint is not resolved within 15 working days, then the complaint and associated file documents are forwarded to DEO Attention: ES Complaint Coordinator. Within five days after the end of the quarter, the local career center manager will mail the Complaint Logs to the Senior Monitor Advocate at the address included in the MSFW procedures above.

The MSFW complaints involving an allegation of noncompliance with assurances regarding wage and hour law or other employment conditions are to be forwarded to the nearest USDOL Wage and Hour office.

For MSFW violations of Occupational Safety and Health Administration (OSHA) Directives, complaints should be forwarded to the USDOL, Occupational Safety and Health Administration.

The following conditions are identified in 20 CFR 658.501(a) as the basis for discontinuation of services to employers:

- a. Employer submits and refuses to alter or withdraw job orders containing

specifications which are contrary to employment related laws;

- b. Employer submits job order and refuses to provide assurances that the jobs offered are in compliance with employment-related laws;
- c. Employer is found through field checks or otherwise to have misrepresented the terms or conditions of employment specified on the job order or to have failed to comply fully with assurances made on the job orders;
- d. The career center is notified by enforcement agency that the employer has violated an employment related law;
- e. Employer, following investigation of complaint, is found to have violated employment service regulations;
- f. Employer refuses to accept qualified workers referred;
- g. Employer refuses to cooperate in field checks; and
- h. Employer repeatedly causes discontinuation proceedings to be initiated.

Nothing included in this procedure precludes a grievant/complainant from pursuing a remedy authorized under another federal, State, or local law.

Criminal fraud and abuse, discrimination, health and safety, and employment, complaints that violate federal laws, regulations, and directives are handled differently than the program related complaints/grievances handled by local and state hearing and appeal procedures.

3. Reporting Criminal Fraud and Abuse

WIOA Section 683.620 describes the process for reporting complaints and/or reports of criminal fraud and abuse. Complaints/reports must be reported immediately to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210.

The complaint or report can also be mailed to the USDOL Southeast Regional Inspector General for Investigations, Office of Investigations, Sam Nunn Atlanta Federal Center, 61 Forsythe Street, SW, Suite 6T1, Atlanta, Georgia 30303 with a copy simultaneously provided to the Employment and Training Administration.

Reports or complaints alleging criminal fraud and abuse may also be reported through USDOL's Hotline at 1-800-347-3756.

A. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State and Federal level for processing these complaints.

Wagner-Peyser participants may file discrimination complaints against the Department of Economic Opportunity, Division of Workforce Services (DEO) or its employees or complaints alleging discrimination by an employer. Title 29 CFR Part 34, provides the authority for the following:

- a. Complaints involving an employer in another state or another state agency;
- b. Complaints involving more than one office, another One-Stop Center, or statewide system;
- c. Complaints involving the violation of the Job Service Regulations by an office or One-Stop Center;
- d. Complaints involving the violation of an employment related law by an employer; and
- e. Complaints involving a violation of the terms and conditions of a job order by an employer.

Section VII. - Monitoring, Oversight, and Performance Evaluation Plan

The First Coast Workforce Development, Inc. (FCWD) will evaluate each sub recipient's risk of noncompliance with Federal statutes, regulations, and the terms and conditions of the sub award for purposes of determining the appropriate sub recipient monitoring. FCWD utilizes an oversight, monitoring, and performance evaluation process which includes:

- a. Periodic on-site monitoring visit to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing review and assessments of service providers performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- d. Sub-recipients submit the required audit reports in accordance with 2 CFR 200
- e. The following requirements on sub-recipients:
 - Funds shall not be used to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II for ETA approved funds.
 - FCWD requires an approved federally recognized indirect cost rate or a rate negotiated between the Board and the sub-recipient in compliance with 2 CFR 203.331, or a de minimis indirect cost rate.
 - The sub-recipient will permit FCWD and its auditors access to the sub recipients records and financial statements, as necessary.

These activities/services are required to fulfill FCWD mandated oversight responsibilities as Region 8 in accordance with the regulation and guidance provided through the federal and state programs it operates.

The monitoring process serves as an outreach tool for both FCWD and its service providers to provide feedback to management through findings and recommendations. The monitoring process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems whereby improvement measures or corrective action can be taken by management in a

timely manner.

FCWD will perform monitoring as a regular and systematic review of program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and FCWD policies and procedures.

1. Independent Monitoring

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

2. Internal Monitoring

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

FCWD will be responsible for monitoring program activities and services, management systems, and practices in Region 8 to ensure legal, fiscal, administrative and programmatic compliance. Compliance monitoring will ensure thorough desk review and on-site visits that Service Providers comply with legislative and contractual requirements.

FCWD's monitoring staff will establish a schedule of regular scheduled, as well as periodic on-site monitoring reviews of service providers in Region 8. These visits will be designed to assure any abuses in program operations are immediately identified and eliminated, as well as to prevent any misuse of funds by Service Providers, sub grantees, etc.

Performance monitoring will be conducted to validate actual program performance against performance standards as established in the contract. The results of this review will be used to assess progress toward goals and objectives, to identify existing or emerging problems and to trigger explanations, corrective actions and/or contract actions, as appropriate. Performance monitoring will be conducted through a desk- review and on-site visits. Program Managers will ensure that contract providers submit a monthly report, which after review, will be forwarded to the Executive Vice President. This monthly report should clearly indicate progress toward program goals/outcomes.

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

3. Report and Corrective Action

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

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

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

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

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

Each in-house system, program component/area and service provider will be monitored at least

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

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

The abovementioned description provides FCWD procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWDA 8.

Section VIII. Purchasing Guide and Procurement of Services

Staff authorizing and purchasing goods and services are aware of and adhere to 2 CFR 200.403 regarding factors affecting allowability of costs.

Records will be maintained for a three year period after the end of the resulting contracting period to trace each service provider procurement process. These records shall include documentation to explain the rationale for the method of procurement, contractor selection or rejection, cost/price analysis, and the basis for the contract price.

Rationale for Procurement Method - For competitive procurement, the Request for Proposal (RFP)/Invitation to Negotiate (ITN), which describes the procurement process, will be kept on file for each procurement. Rationale for all non-competitive procurement will be documented according to applicable regulations.

Contractor Rejection or Selection - The evaluation criteria will be kept on file for each procurement, including the individual evaluation forms completed for each proposal submitted. Also kept on file will be copies of any correspondence sent to service providers regarding the procurement.

Basis for Contract Price - The service provider proposal, cost price analysis and contract will serve as the basis for documentation of the contract price. Any miscellaneous correspondence regarding proposed costs will also be maintained in the appropriate file.

Sub-recipient/Contractor Determinations - FCWD staff will evaluate the substance of each relationship to determine whether the features represent a contractor or sub-recipient relationship. The Sub-recipient and Contractor Determination Checklist will be completed by FCWD staff in distinguishing between sub recipient and contractor relationships.

1. Contract Signature Authority

The President, Executive Vice President or the Executive Board Chair of the FCWD are the only official individuals authorized to sign and execute contractual agreements and modifications. The President is also authorized to terminate any contractual agreement.

Code of Conduct /Standard of Conduct/Conflict of Interest - Award/administration of contracts -

FCWD adheres to the standard of conduct/conflict of interest governing the performance of employees, officers and contractors engaged in the award and administration of contract as prescribed by the Florida Commission on Ethics, Guide to the Sunshine Amendment and Code of Ethics for Public Officers.

No staff, regular or temporary, or authorized agent, FCWD board member or officer shall bid to provide service, participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or apparent, is involved. Such a conflict would arise when the individual (employee, agent, FCWD member or officer), or any member of the individual's immediate family, the individual's partner, or an organization which employs or is about to employ any of the above, has a financial or other interest in the firm or organization selected for award.

No employee or authorized agent, FCWD member or officer shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any sub-agreement.

Control for conflict of interest is exercised through the FCWD's procurement process. Proposals are evaluated by a team of staff using a point system based on evaluation criteria published in each Request for Proposals/Invitations to Negotiate or sealed bids, with recommendations submitted to the Executive Board or full Board of Directors for funding levels in excess of \$500,000.

Board of Directors Contracting Rules

In accordance with CareerSource Florida Inc. (CFI) guidance (*Modifications to Workforce Florida Inc. Contracting Policy*, May 2012) (CFI Contract Guidance), FCWD will not enter into a contract with one of its own Board members, with an organization represented by its own Board member or with any entity where a Board member has any relationship with the contracting vendor/sub-recipient.

At the Board's discretion, the following may be exempted from the above paragraph:

- a) A contract with an agency (as defined in Florida Statute 112.312[2], including, but not limited to, those statutorily required to be board members) when said agency is represented by a Board member and said member does not personally benefit financially from such contracts;

- b) A contract with a Board member or a vendor (when a Board member has any relationship with the contracting vendor) when the contract relates to the member's appointment to the board under Pub. L. No. 113-128, ("Workforce Innovation and Opportunity Act").
- c) A contract with a member receiving a grant for workforce services under Federal, state or other governmental workforce programs.
- d) A contract between a Board and a Board member which is not exempted under paragraphs (a), (b) or (c) where the board documents exceptional circumstances and/or need and the Board member does not personally benefit financially from the contract. Based upon criteria developed by CFI, the Florida Department of Economic Opportunity shall review the Board's documentation and assure compliance.

Each contract which is exempted from the general prohibition in the paragraph above must meet the requirements set forth in the Workforce Innovation and Opportunity "conflict of interest" provisions.

Rules Regarding Contracting with a Board Member - Definitions:

"has any relationship with the contracting vendor" means the member is an owner or a principal of the vendor, or a principal of the vendor has retained the member, or the parent organization or subsidiary of a corporate principal of the vendor has retained the member or a member's known relative or member's business associate is an owner of the vendor. For purposes of this policy, vendor, contractor and sub-recipient are the same.

"benefit financially from a contract" means the special private financial gain to a member, a special private financial gain to any principal which retains the member, the special private financial gain of the parent organization or subsidiary of a corporate principal which retains the member or the special private financial gain to any member's relative or business associate or to a board employee or a board employee's relative and such benefit is not remote or speculative. "Personally benefit financially" means a special private financial gain to a member only.

Additional definitions are in Part I (Definitions) of CFI Contracting Guidance.

The Board must comply with all requirements of section 445.007, Florida Statutes, prior to contracting with a Board member or other person or entity that could benefit financially from a contract (as defined above). These requirements are:

- a) All contracts between FCWD and a Board member or other person or entity who may benefit financially from a contract (as defined above) must be approved by a two-thirds vote of the Board when a quorum has been established and the approval of such contracts shall not be delegated to staff or committees. The Board member who abstains from voting due to conflict of interest will not be counted towards the quorum.
- b) The fact that a Board member or other person or entity could benefit financially from the contract (as defined in the CFI Contract Guidance) must be disclosed in the meeting, and made part of the minutes of the meeting before the vote is taken. The Board member's absence from the meeting does not relieve the Board from the disclosure and 2/3 vote requirements. All other known conflicts must be disclosed before the vote. If a board member or employee discovers a conflict of interest after the vote, then the conflict must be disclosed in a procedure consistent with section 112.3143(4)(b), Florida Statutes. Board members who could benefit financially from the contract or who have any relationship with the contracting vendor (as defined in the CFI Contract Guidance) must abstain from voting on the contract. A Board member's designee cannot vote in the place of a Board member who is required to abstain.
- c) Board contracts (i.e., contracts with Board members) equal to or greater than \$25,000 shall not be executed prior to the written approval of CFI.
- d) FCWD must submit all contracts equal to or greater than \$25,000 with Board members or other persons or entities who could benefit financially from the contract to the Department of Economic Opportunity ("DEO") along with documentation, as specified by CFI Contract Guidance, demonstrating compliance with section 445.007, Florida Statutes.
- e) A contract under \$25,000 between FCWD and a member of the Board or between a relative of a Board member or of an employee of the Board is not required to have the prior approval of CFI but must be approved by a two-thirds vote of the Board, a quorum having been established, after full disclosure with the member's abstention and must be reported to DEO and CFI within 30 days after approval.
- f) Contracts with a Board member or other persons or entities who

could benefit financially from the contract (as defined the CFI Contract Guidance) in which the Board is receiving monies or other compensation (such as a Board member paying rent to the Board or paying for Board services) are exempt from this policy.

- g) The term "contract" includes the initial contract and all amendments, renewals, or extensions. Renewals or extensions of contracts with a Board member or persons or entities who could benefit financially from the contract must be approved under the same procedure as if the renewal or extension were an original contract. Any amendments to a contract which could benefit financially a Board member or another person or entity (as defined in the CFI Contract Guidance) must be approved under the same procedure as if the amendment were an original contract. Any amendments which do not benefit financially a Board member or other person or entity (as defined the CFI Contract Guidance) may be approved by a regular majority vote where there is a quorum according to Board rules and/or bylaws.
- h) All other requirements of section 445.007(1) must be met. For example, a Board member must continue to disclose any conflict of interest in a manner that is consistent with the procedures outlined in section 112.3143, Florida Statutes.
- i) In order to comply with the requirements of section 445.007, FCWD shall advise and require Board members to disclose known conflicts of interest and notify the Board of any contracts which may benefit them personally. In order to comply with the requirements of section 445.007, FCWD shall advise and require all parties to a contract to disclose all known conflicts of interest and notify the Board of all Board members or other persons or entities known to benefit financially from the contract (as defined the CFI Contract Guidance).
- j) A contract which is initially subject to the requirements of section 445.007 due to a Board member's, an employee's or another person's or an entity's conflicts of interest at the time of approving the contract is not subject to these procedures after the departure of the member from the Board membership, the departure of the employee from FCWD's employ or other actions have removed the conflicts of interest.
- k) The above requirements do not eliminate or diminish the Board's obligations to comply with the Workforce Innovation and Opportunity "Conflict of Interest" procedures.

Required documentation

For each contract equal to or greater than \$25,000, FCWD must electronically submit after the Board's approval of the contract a completed contract information form certified by the Board chair as correct and true to workforcecontract.review@deo.myflorida.com containing the following information:

Identification of all parties to the contract.

- a) Description of goods and services to be procured.
- b) Value of the contract, contract renewal or contract extension.
- c) Contract term
- d) Contract number or identifying information, if any
- f) Identification of board member or employee whose conflict of interest required the board's approval of the contract by 2/3 vote.
- g) The nature of the conflict of interest in the contract.
- h) A certified board membership roster listing all members on the board at the time of the vote on the approval of the contract with a vote tally indicating attendance or absence at the meeting and for those in attendance, the affirmative and negative votes and abstentions for each member.
- i) Dated and executed conflict of interest forms, which are consistent with the procedures outlined in section 112.3143, Florida Statutes, submitted at or before the board meeting, for board members who have any relationship with the contracting vendor (as defined the CFI Contract Guidance).
- j) Other information as specified on the contract information form.

2. Purchase Thresholds

The following monetary thresholds have been established by FCWD for procurement of goods and services for which the aggregate cost is \$150,000 or less. These Small Purchases do not require a formal request for proposals or bids

- a) Micro-purchases – purchases of \$3,000 or less may be awarded without soliciting competitive quotations if FCWD considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers.
- b) Purchases of \$3,000.01 - \$24,999.99 shall require a minimum of two written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.
- c) Purchases of \$25,000 - \$150,000 shall require at least three written quotes, which shall be

attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.

A cost or price analysis will be made and documented in the procurement file in connection with every purchase in excess of the Simplified Acquisition Threshold. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

Where appropriate, an analysis is made of lease and purchase alternatives to determine which would be the most economical and practical procurement.

FCWD will identify the portion of membership dues in associations (Economic Development, Chambers, etc.) that are spent on political activities (lobbying) and, for this portion of the dues, either deduct from the payment or utilize unrestricted funds to eliminate any possible appearance of contributing to lobbying activities, which is strictly unallowable per 2 CFR 200.

Sole Source Procurement:

Examples of when sole source procurement may be used are when:

- a) There is an immediate danger to the public health, safety or welfare, or where FCWD will suffer substantial loss related to delays incident to competitive bidding. A contractor/supplier may be selected without following standard procedures due to the nature of the emergency. If possible, it is recommended that at least two quotes are received, but this is not required. The procurement will be awarded based upon the contractor/supplier's capability and availability to handle the emergency to immediately alleviate any danger or concern; or
- b) Only one supplier has the unique capacity to provide the goods or services required; or
- c) Solicitation results in inadequate competition; or
- d) Other solicitations described in Section III.

All sole source procurements will be justified in writing and approved by the President. Sole Source justification documentation may contain the following:

- a) A description of the goods or services required.
- b) Justification for sole source-sole supplier, emergency or unique capacity.
- c) Description of emergency or problem and where it exists.
- d) Description of the proposed supplier's unique capacity to fill requirement.
- e) Description of actions taken to get one or more quotes.
- f) Any other documentation that supports the recommendation and decision.

Annually, FCWD shall submit a request to the state to purchase items requiring prior approval in

accordance with 2 CFR 200 and Prior Approval Administrative Policy for Workforce Boards issued by DEO (DEO Policy 87). For the remaining items that require prior approval and are not on the Annual Prior Approval Form, FCWD will complete and submit the "Prior Approval Request Form" prior to incurring expenditures.

3. Method of Procurement

The purchase of goods and services is conducted in an open manner with competitive pricing, proper management and oversight controls to ensure finance accountability and efficiency and to prevent waste, fraud and abuse.

Purchases over \$150,000 will be publicly advertised and a formal solicitation will be issued.

FCWD will maintain a list of previous and prospective proposers who have asked to be included on the proposer/bid list for various types of goods and services. FCWD will ensure all prequalified lists of persons, firms, or products which are current and potential bidders will not be precluded from qualifying during the solicitation period. Qualified small and minority businesses and women's business enterprises will be included on solicitation lists.

Solicitations for goods and services shall provide for all of the following:

- a) Clear and accurate descriptions of the goods or services being procured. The description must not contain features that restrict competition.
- b) All requirements that must be fulfilled and all other factors used in evaluating bids or proposals.
- c) Technical requirements described in terms of functions to be performed or performance required, including a range of acceptable or minimum acceptable standards.
- d) Specific features of -brand-name or equal descriptions, if included in the solicitation.
- e) If procuring goods or certain types of services, the acceptability of metric measurements.
- f) Preference for ecologically sound and energy-efficient products.
- g) Experience, qualifications, and capacity.
- h) Cost.
- i) Timeliness.
- j) Evaluation process and criteria.
- k) Assurances and certifications.
- l) Appeal process.

To the extent practicable, service providers for Region 8 will be selected competitively in accordance with the standards established in Federal Circulars governing the financial operation of FCWD. Non-competitive or sole source procurement shall be minimized, but may be

authorized if justified.

Upon receipt of proposals by the published deadline, FCWD staff will review, rate and prepare summary recommendations for the FCWD Executive Board for funding levels in excess of \$500,000.

Contracts for all programs will be either cost reimbursement/performance expected or fixed unit price, with documentation required for each. The cost-plus-percentage-of- cost method of contracting should not be used. Profit may be built in, at a rate of no greater than 10% of the whole, for private-for-profit service providers. Contracts can be renewed on a year-to-year basis, up to the period identified in the original procurement. Renewal will be based on a review of the effectiveness of services delivered and continued cost being within the original price analysis.

Where possible, FCWD will utilize federal, state and local government approved contracts and SNAPS agreements for the purchase of equipment, goods and services or use of common or shared goods and services. When possible, FCWD uses Federal excess and surplus property in lieu of purchasing new equipment and property.

All procurement contracts and other transactions between FCWD and units of state or local governments using WIOA funds must be conducted only on a cost reimbursement basis. No provision for profit is allowed. Any excess of revenue over costs incurred for services provided by a governmental or non-profit entity must be included in program income.

FCWD will negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed.

Costs or prices based on estimated costs for contracts are negotiated using the Federal cost principles.

The following contractual services and commodities are not subject to the competitive sealed bid requirements of this section:

- a) Artistic services.
- b) Academic program reviews.
- c) Lectures by individuals.
- d) Professional services to include Legal services, including attorney, paralegal, expert witness, appraisal, or mediator services, monitoring, evaluative and consulting.
- e) Health services involving examination, diagnosis, treatment, prevention, medical consultation, or administration.
- f) Services provided to persons with mental or physical disabilities by not- for-profit corporations which have obtained exemptions under the provisions of s. 501(c)(3) of the United States Internal Revenue Code or when such services are governed by the provisions of 2 CFR 200. However, in acquiring such services, the agency shall consider

the ability of the contractor, past performance, willingness to meet time requirements, and price.

- g) Medicaid services delivered to an eligible Medicaid recipient by a health care provider who has not previously applied for and received a Medicaid provider number from the Agency for Health Care Administration. However, this exception shall be valid for a period not to exceed 90 days after the date of delivery to the Medicaid recipient and shall not be renewed by the agency.
- h) Family placement services.
- i) Prevention services related to mental health, including drug abuse prevention programs, child abuse prevention programs, and shelters for runaways, operated by not-for-profit corporations. However, in acquiring such services, the agency shall consider the ability of the contractor, past performance, willingness to meet time requirements, and price.
- j) Training and education services provided to injured employees pursuant to Florida s. 440.49(1).
- k) Services or commodities provided by governmental agencies.
- l) Continuing education events or programs that are offered to the general public and for which fees have been collected that pay all expenses associated with the event or program are exempt from competitive sealed bidding.
- m) If less than two responsive bids or proposals for commodity or contractual services purchases are received, FCWD may negotiate on the best terms and conditions. FCWD shall document the reasons that such action is in its best interest in lieu of re-soliciting competitive sealed bids or proposals.

4. Selection of Service Providers

FCWD will take necessary affirmative steps to assure that minority firms, women's business enterprises and labor surplus area firms are used when possible; including dividing total requirements of the procurement action, when economically feasible, into smaller tasks or quantities to permit maximum participation and establishing delivery schedules, where the requirements permit, which encourage participation by small and minority business and women's business enterprises.

The primary consideration in the selection of service providers shall be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and characteristics of job seekers.

Consideration shall be given to proposals submitted by public educational agencies and community based and minority organizations; however, this consideration shall in no way prevent the FCWD from choosing alternative organizations to provide services.

Requirements and other factors used in the proposal evaluation process for submitting a bid will be outlined in each Request for Proposal/Invitation to Negotiate or sealed bid. Factors used in the proposal evaluation process will include, but not be limited to:

- a) Demonstrated ability, including consideration as to whether the organization has adequate financial resources or the ability to obtain them.
- b) A satisfactory record of integrity, business ethics and fiscal accountability.
- c) Necessary organizational experience, accounting and operational controls.
- d) Programmatic design.
- e) Reasonableness of cost.

Ability to Perform - A determination will be made by staff and the Board of whether a potential service provider has the means and resources to operate the proposed program.

Record of Past Performance - Requests for Proposals/Invitations to Negotiate include a questionnaire, which must be included with each proposal, on the agency background and administrative ability. In the evaluation of proposals, points are awarded based on previous experience and success in operating the same or similar employment and training activities.

Technical and Financial Resources - The FCWD staff will analyze service provider technical and financial resources. A copy of the proposer's most recent audit is required for those proposing organizations that have not contracted with the FCWD or demonstrated satisfactory performance within the past two years.

Controls for Avoiding Duplication of Services - FCWD reviews all proposals in order to reduce duplication of facilities or services available in the area.

5. Reasonableness of Cost

In Region 8, the reasonableness of cost for goods and services is determined by different criteria such as:

- a) Comparison of competitive price quotations.
- b) Comparison of prior quotations and contracts with current quotations for the same or similar training.
- c) Analysis of services or products offered.
- d) Comparison of prices on published price lists with published market prices of commodities, together with discount schedules.
- e) Comparison of proposed prices with independent estimates of cost developed within Region 8 (cost price analysis).

As part of the proposal review, FCWD staff will evaluate the reasonableness of cost/price for the program. This analysis is done using a cost and price analysis worksheet that analyzes each cost based on units, amounts, rates, or other. Items impacting program cost may include such factors as complexity of the service to be performed, the risk borne by the service provider, the target population to be served and length of training.

A cost or price analysis will be performed with every service provider procurement action in excess of the Simplified Acquisition Threshold, to include modifications, as described above.

6. Procurement Files

All documentation detailing the historical process of a specific procurement action will be maintained in a procurement file and maintained for a minimum of three years after the end of the contract.

Procurement records and files for purchases in excess of the small purchase threshold shall include the following at a minimum: (a) Basis for contractor selection; (b) Justification for lack of competition when competitive bids or offers are not obtained; and (c) Basis for award cost or price.

A procurement file for Request for Proposals (RFP) / Invitations to Negotiate (ITN) and Request for Quotes (RFQ and sealed bids) will be maintained in the fiscal office. FCWD will utilize the Grievance Policies as detailed in Section V of the Administrative Plan for all procurement protest procedures.

7. Contract Management

The contract manager will provide ongoing oversight, technical assistance, and quality assurance. Each contractual agreement requires the contractor to submit monthly reports and monthly requests for payment, with supporting documentation. The contract manager will review these reports, to determine if the contractor is performing in accordance with the contractual agreement, and to identify corrective measures to be taken, if required.

Contract Program Status Report - Contract program status reports are to be produced monthly and will provide a narrative/summary describing key contract activities and expenditures during the reporting period. The contract manager will compare program performance against contract goals. The contract manager will also initiate any required technical assistance training.

Monthly Request for Payment - Each monthly request for payment will include a summary of line item costs expended during the reporting period. The report will include general ledger detail, and applicable supporting documentation to justify expenditures, (such as copies of payroll registers reflecting allocation of staff time, salary, and benefit payments). The report may also include copies of paid invoices/receipts for all equipment, supply, and service purchases; and other justifications supporting cost allocations within the line item budget. Each contractor is required to maintain all supporting documentation on file for easy access by the contract manager, monitor, or other authorized parties.

8. Contract Files

A separate contract file will be maintained for each individually awarded contract, and will

contain documentation of all actions relating to the administration of the contract. Contract files will be maintained for a minimum of three years after the close out of the contract. Each contract file will contain, at a minimum, the following documentation:

- a) Original signed and executed copy of the contractual agreement to include statement of work and all attachments.
- b) Original signed and executed copy of all approved contract modifications, if applicable.
- c) Original signed and executed copy of all approved change orders, if applicable.
- d) Copy of initial proposal submitted by the awarded contractor.
- e) Copies of monthly requests for payments, program status reports, and records of staff review/actions.
- f) Appropriate records of written communications between contractor and staff during the life of the contract.
- g) Contract closeout report, upon completion of the contract.

A contract modification, authorized by the President, will be required when adjustments to contract such as: statements of work, contract amount, term or total performance are made.

9. Contract Closeout Report

Each service provider agreement requires contractors to provide FCWD with a contract closeout report and program income report, if applicable, within 45 days after expiration of contract. The close-out report will summarize all contract expenditures during the contract, as well as provide an inventory of all property purchased under the contract which is valued at \$5,000 or more. The contract manager will review the report before final payment is issued to contractor.

Section IX. - Sarbanes-Oxley Act of 2002

FCWD strives to ensure it and its service providers afford good stewardship over the program funds awarded to the organization. We encourage customers and service provider staff to bring to the attention of any appropriate FCWD authority or the USDOL Office of Inspector General, Office of Investigations any actions that they feel is a situation on fraud or abuse by service provider contractors. FCWD will notify the Department of Economic Opportunity (DEO) along with the USDOL Office of Inspector General, Office of Investigations of any allegation of fraud or abuse.

The FCWD and its contractors are prohibited from punishing or taking any retaliatory actions against any employee who reports suspected cases of fraud or abuse.

FCWD and its contractors are also prohibited under threat of criminal prosecution from altering, covering up, falsifying, or destroying any document that may be relevant to an official investigation.

III - LWDA 8 Approved Training Vendors

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Affordable Training Program - Certified Nursing Assistant	23 Jackson Avenue North	Jacksonville	Florida	32220	904-378-0102	Faye Evan	Owner
American Red Cross Jacksonville Training Center	751 Riverside Avenue	Jacksonville	Florida	32204	727-898-3111 x 7562	Sheila South	Florida Program Manager
Baker County School District (Adult ED)	392 S. Blvd East	Macclenny	Florida	32063	904-259-0408	Ann Watts	Director, Career & Adult Ed
Bradford-Union Area Voc Tech Center	609 N. Orange Street	Starke	Florida	32091	904-966-6760	David Harris	Director
Programs - Accounting, Administrative Office Specialist, Automotive Service Technology, Carpentry, CDL Truck Driving, Computer System & Information Technology, Licensed Practical Nurse, Welding Technologies.							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
City College	7001 NW 4 th Blvd	Gainesville	Florida	32608	352-335- 4000	Bryan Quirk	Campus Director
Programs- Business Management, Medical Assisting, Medical Office Administration, Paralegal, EMT/Paramedics							
Columbia College	Navy College Office	Jacksonville	Florida	32212- 0137	904-778- 9769	Lori Henry	Campus Director
Programs- Computer Information Systems, Business Administration							
CDA Technical Institute	91 Trout River Drive	Jacksonville	Florida	32208	904-766- 7736	Linda Brown	Director of Financial Aid
Programs - Medical Assistant, EMT, Maritime Welding							
Concorde Institute	7259 Salisbury Road	Jacksonville	Florida	32256	904-725- 0525	Melissa Ryan	Campus President
Programs - Dental Assistant, Medical Assistant, Medical Office Administration, Nursing, Physical Therapist Assistant, Practical							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Nursing, Respiratory Therapy,							
Surgical Technician							
ConsulTECH Institute of Technology	1001 Kings Avenue	Jacksonville	Florida	32207	904-399-3555	Maria Smith	Asst. Director
Program - Computer Desktop Support Specialist (A+/Network+/Security+)							
First Coast Technical College	2980 Collins Avenue	St. Augustine	Florida	32084	904-824-2367	Sandra Raburn	President
Programs - Air Conditioning Refrigeration & Heating, Aircraft Fabrication,							
Automotive Services Technology, Carpentry, Dental Assisting, Digital Design,							
EMT & Paramedic, Firefighter, Medical Assisting, Medium & Heavy Duty Truck & Bus							
Technology (Diesel), Patient Care Technician, Pharmacy Technician, Practical Nursing,							
Welding Technologies							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Florida Career College, Jacksonville Campus	6600 Youngerman Circle	Jacksonville	Florida	32244	904-418- 5200	Dan Dominisac	Executive Director
Programs- Computer&Network Technician, Air Conditioning, Refrigeration							
and Heating (HVAC), Computer & Network Technician, Information Technology							
Medical Assistant, Nursing, Patient Care Technician							
Florida Gateway State College	149 SE College Place	Lake City	Florida	32025	386-754- 4278	Tracy Hickman	Dean of Occupational Programs
Programs - Business Administration/Managem ent, Computer Science, Corrections							
Officer, EMT/Paramedics, Engineering Technology, Firefighter, Graphic							
Design, HVAC and Commercial Refrigeration (ACRV), Health Information Technology,							
Nursing, Patient Care Technician, Physical Therapist Assistant, Practical Nursing,							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Welding Technology							
Florida State College at Jacksonville	501 State Street	Jacksonville	Florida	32202	904-632-5049	Linda Woodard	VP of Workforce Development
Programs- Accounting, Aircraft Airframes Mechanic, Aircraft Powerplant							
Mechanic, Air Conditioning, Refrigeration and Heating (HVAC), Automotive							
Service Technician, Aviation Maintenance Management, Business Management/							
Administration, Cardiovascular Technology, Carpentry, CDL Truck Driving,							
Computer Information Technology, Computer Programming Specialist, Computer							
Systems Networking, Correctional Officer, Database Development Specialist,							
Dental Assisting, Dental Hygiene, Digital Media Technology, Electricity, Emergency							
Medical Services, EMT/Paramedics,							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Financial Services, Fire Science Technology,							
Firefighter, Graphics Design, Engineering Technology, Health Information Technology							
Information Technology, Insurance General Line Agent, IT Security, Medical							
Assisting, Medium & Heavy Duty Truck & Bus Technician, Network Systems							
Technology, Nursing, Occupational Therapy Assistant, Office Administration/							
Management, Ophthalmic Technician, Paralegal, Pharmacy Technician, Physical							
Therapist Assistant, Practical Nursing, Radiography, Respiratory Care, Surgical							
Technology, Web Development Specialist, Patient Care Technician, Nursing Assistant							
Building Construction Technology							
Florida School of Traditional Midwifery,	810 E University	Gainesville	Florida	32601	352-338- 0766	Rachel Hargy	Financial Aid Coordinator

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
<i>Inc.</i>	Avenue						
<i>Program</i> -Direct-Entry Midwifery							
Fortis College (North Florida Institute Orange Park)	560 Wells Road	Orange Park	Florida	32073	904-269- 7086	Wyman Dickey	Campus President
<i>Programs</i> -Dental Assisting, Medical Assistant, Nursing, Surgical Technician							
Jacksonville Academy of Electrical Technology	4951 Richard Street	Jacksonville	Florida	32207	904-737- 7533	Linda Sparks	Regional Director
<i>Program</i> - Electrical Apprenticeship							
Jacksonville University	2800 University Blvd. North	Jacksonville	Florida	32211	904-256- 8000	David Healy	VP of Finance & Administration
<i>Program</i> -Nursing							
Jones College	1195 Edgewood Avenue	Jacksonville	Florida	32205	904-743- 1122 ext. 105	Dee Thornton	President
<i>Programs</i> - Business Administration, Computer Information Systems, Legal Assistant, Medical Assistant							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Jones Technical Institute (J-Tech)	8813 Western Way	Jacksonville	Florida	32256	904-328- 5600	Deborah Brodbeck	President's Assistant
Program - CDL Truck Driving							
Keiser University (Everglades)	6430 Southpoint Pkwy	Jacksonville	Florida	32216	904-296- 3440	Lisamarie Winslow	Campus President
Programs - Business Administration, Health Service Administration, Information							
Technology, Medical Assisting, Nursing, Occupational Therapy Assistant, Paralegal,							
Physical Therapist Assistant, Radiological Technology							
LifePoint Career Institute	1225 W Beaver Street	Jacksonville	Florida	32204	904-355- 0000	Michelle Hughes	Director
Program- Hospitality (TANF Job seekers Only)							
Mayo School of Health Sciences	4500 San Pablo Road	Jacksonville	Florida	32224	507-284- 9387	David Dahlen	Assistant Director of Financial Aid
Program- Radiography							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
National Training Inc.	188 College Drive	Orange Park	Florida	32065	904-272- 4000 x216	Lisa Butler	Controller
Program- CDL Truck Driving, Heavy Equipment Operator							
New Horizons Computer Learning Center of Gainesville	6933 NW 4th Blvd	Gainesville	Florida	32607	352-642- 1979	Louann Williams	Student Services Manager
Programs - CISCO, Cixtrix Administrator, CompTIA (A+/Network+/Security+), Consumer							
Support Technician, Database Administrator, Desktop Infrastructure, Enterprise							
Support Technician, Information Security, Lync Server Administrator, Microsoft							
Certified Office Specialist, Microsoft Certified Technology Specialist, Microsoft							
Certified IT Professional, Microsoft Exchange Administrator, Microsoft SharePoint							
Administrator, Microsoft SQL Server Administrator, Networking							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Fundamentals,							
Server Administrator for Windows, VMware, Web Developer, Windows Developer,							
Windows Server 2008							
New Horizons Computer Learning Center of North Florida	7020 AC Skinner Parkway	Jacksonville	Florida	32256	904-564-9500	Dan Vohs	President
Programs- CISCO, Cixtrix Administrator, CompTIA (A+/Network+/Security+), Consumer							
Support Technician, Database Administrator, Desktop Infrastructure, Enterprise							
Support Technician, Information Security, Lync Server Administrator, Microsoft							
Certified Office Specialist, Microsoft Certified Technology Specialist, Microsoft							
Certified IT Professional, Microsoft Exchange Administrator, Microsoft SharePoint							
Administrator, Microsoft SQL Server Administrator, Networking							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Fundamentals,							
Server Administrator for Windows, VMware, Web Developer, Windows Developer,							
Windows Server 2008							
Roadmaster Drivers School of Jacksonville, Inc.	11300 4th Street North	St. Petersburg	Florida	33716	727-342-6420x238	Rose Lynn Green	Compliance Director
Program - CDL Commercial Truck Driving							
Sanford Brown Institute - Closing in October 2016	10255 Fortune Parkway	Jacksonville	Florida	32256	904-363-6221	Romina Xhahysa	Director of Student Finance
Programs - Cardiovascular Sonography, Dental Hygiene, Medical Assistant, Nursing							
Surgical Technology							
Southeastern College	6700 Southpoint Pkwy	Jacksonville	Florida	32216	904-448-9499	Christopher Sawyer	Campus Vice President
Programs - Medical Assisting, Medical Records and Health Information Technology,							
Practical Nurse, Surgical Technician							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Southeastern Welding	6973 Highway Avenue	Jacksonville	Florida	32254	904-781-8701	Katina Burks	Office Administrator
Program- Welding							
St. Johns River State College	5001 St. Johns Avenue	Palatka	Florida	32172	386-312-4061	Anna Lebesch	VP for Workforce Development
Programs- Accounting, Business Administration, Computer Information Technology,							
Computer Network Engineering Technology, Computer Programming Specialist,							
Emergency Medical Services - EMT/Paramedics, Fire Science Technology, Graphic							
Design, Health Information Technology, Health Services Management, Help Desk							
Support Technician, Information Technology Support Specialist,							
Legal Office Specialist, Network Infrastructure (CISCO), Network Security,							
Network Enterprise							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Administration, Nursing, Nursing Assistant, Office Administration/Management (Legal, Medical, Office), Radiologic Technology							
Radiologic Technology, Respiratory Care, Web Development Specialist							
<i>The Airline Academy</i>	340 S. Beach Street	Daytona	Florida	32114	386-252- 3054	Cynthia Fisher	VP of Administration
<i>Program</i> -Customer Service Technology							
<i>Jersey College</i>	8131 Baymeadows Circle W	Jacksonville	Florida	32256	90-733- 3588	Steven Litvack	President
<i>Programs</i> - Nursing, Licensed Practical Nursing							
<i>Tulsa Welding School</i>	3500 Southside Blvd	Jacksonville	Florida	32216	904-646- 9353x22 2	Brandon Milligan	Regional Campus President
<i>Programs</i> - Electro- Mechanical Technologies (HVAC), Professional Welder							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title
Ultimate Medical Academy (Online)	3101 W. Dr Martin Luther King Jr Blvd	Tampa	Florida	33607	813-676- 2254	Sue Edwards	Chief Compliance Officer
Programs- Health Information Technology, Medical Administrative Assistant, Medical Office Specialist							
University of North Florida	12000 Alumni Drive	Jacksonville	Florida	32224	904-620- 4288	Robert Wood	Dean
Programs- Accounting, Business Administration/Managem ent, Building Construction, Computer Information Technology, Computer Information Systems, Financial Services, Nursing							
Virginia College	5940 Beach Boulevard	Jacksonville	Florida	32207	205-283-5730	Nichole Booker	Director of Student Finance
Programs- Business Administration, Medical Assistant, Medical Office Management Network Engineering, Pharmacy Technician							

TRAINING PROVIDER	Address	City	State	Zip Code	PHONE #	Contact Person	Title

Attachment IV - Youth Service Providers

ORGANIZATION	#OF EMPLOYEES	COUNTIES	BUDGET	COST PER YOUTH	POPULATION TARGETED	# OF YOUTH SERVED	SERVICES	OUTCOMES
Northeast Florida Community Action Agency	26-50	<ul style="list-style-type: none"> Baker Clay Duval St. Johns Putnam Nassau Flagler 	\$100,000-\$250,000	\$1500	Poverty Zone in School (ages 14-16)	240	<ul style="list-style-type: none"> Tutoring Study Skills Training Paid/Unpaid Exp. Placement in work Leadership activities Support Services 	Raising literacy/Numeracy to 10 th grade level
Take Stock in Children	1-10	*Duval (nationwide program)	\$850,000	\$9000	In school Youth (7 th – 12 th grade)	500	Adult Mentoring	High School/ College Degree Attainment
Nassau County Adult Education	11-25	Nassau	Skipped	unknown	<ul style="list-style-type: none"> Basic Skills Deficient Youth Dropouts Foster Care Youth Juvenile Offenders Pregnant or Parenting Youth Runaway or homeless youth Youth in a poverty zone 	100	<ul style="list-style-type: none"> Instruction GED/HS Diploma concurrent w/ workforce preparation activities 	GED/HS Degree Attainment
Teen Parent Services Center	11-25	Duval	\$500,000	Varies	<ul style="list-style-type: none"> Foster Care Youth Pregnant or Parenting Youth Youth in a poverty zone 	300	<ul style="list-style-type: none"> Support Services 	GED/HS Degree Attainment
Fresh Ministries	11-25	Duval	\$250,000-\$500,000	\$2000	<ul style="list-style-type: none"> Foster Care Youth Juvenile Offenders Pregnant or Parenting Youth Youth in a poverty zone 	131	<ul style="list-style-type: none"> Tutoring Training Instruction Paid/Unpaid Exp. Placement in work Leadership activities Support Services Adult Mentoring 	Success is measured by grade promotion, employment and training surveys

ORGANIZATION	#OF EMPLOYEES	COUNTIES	BUDGET	COST PER YOUTH	POPULATION TARGETED	# OF YOUTH SERVED	SERVICES	OUTCOMES
Florida Support Services of North Florida	100+	Duval, Nassau	\$500,000+	\$5000	<ul style="list-style-type: none"> • Basic Skills Deficient • Dropouts • Foster Care Youth • Juvenile Offenders • Out of School • Pregnant or Parenting Youth • Runaway or homeless • Youth in a poverty zone 	550	<ul style="list-style-type: none"> • Adult Mentoring • GED/HS Diploma • Instruction • Leadership activities • Paid/Unpaid Exp. • Placement in work • Study Skills • Support Services • Training • Tutoring 	<p>Entry into employment or military service</p> <p>GED or high school degree attainment</p>
The Bridge of Northeast Florida	100+	Duval	\$500,000+	\$1412	<ul style="list-style-type: none"> • Basic Skills Deficient • Foster Care Youth • Juvenile Offenders • Pregnant or Parenting Youth • Runaway or homeless • Youth in a poverty zone 	4016	<ul style="list-style-type: none"> • Alternative secondary school services • English Lang. Skills • Evidence-based dropout prevention • Leadership activities • Paid/Unpaid exp. • Placement in Work • Study Skills • Support Services • Training • Tutoring 	<p>Raising literacy/Numeracy to 10th grade level</p> <p>GED/HS Degree Attainment</p> <p>Entry into employment or military service</p>
Jacksonville Urban League	1-10	Clay, Duval	\$100,000-\$250,000	\$379	<ul style="list-style-type: none"> • Basic Skills Deficient • Dropouts • Foster Care Youth • Juvenile Offenders • Out of School Youth • Pregnant or Parenting Youth • Youth in a poverty zone 	3000	<ul style="list-style-type: none"> • Evidence-based dropout prevention • GED/HS Diploma • Instruction • Leadership activities • Occupational Skills • Paid/Unpaid Exp. • Study Skills • Support Services • Training • Tutoring 	<p>Raising literacy/Numeracy to 10th grade level</p> <p>GED/HS Degree Attainment</p> <p>Entry into employment or military service</p>

ORGANIZATION	#OF EMPLOYEES	COUNTIES	BUDGET	COST PER YOUTH	POPULATION TARGETED	# OF YOUTH SERVED	SERVICES	OUTCOMES
United Way of Northeast Florida - Youth Program	50-100	Baker, Clay, *Duval, Nassau, St. Johns	\$100,000-\$250,000	\$1505	Students ages 16-19	104	<ul style="list-style-type: none"> • Paid six-week internships • JTA Star Cards for students need transportation to internship sites 	Youth develop critical skills necessary for 21st century jobs.
United Way of Northeast Florida - RealSense	50-100	Baker, Clay, Duval, Nassau, St. Johns	Less than \$100,000	N/A	RealSense target audience is individuals and families who are eligible for the Earned Income Tax Credit (EITC)	18,000 Adults 18+	<ul style="list-style-type: none"> • Free tax preparation • Free financial counseling/coaching • Free financial education 	N/A
Youth Build	1-10	Duval	\$100,000-\$250,000	\$833	<ul style="list-style-type: none"> • Basic Skills Deficient • Dropouts • Homeless • Juvenile Offenders • Out of School Youth • Youth in a poverty zone 	30	<ul style="list-style-type: none"> • Tutoring • Study Skills • English Lang. Skills • Training • Instruction • Paid/Unpaid Exp. • Occupational Skills • GED/HS Diploma • Leadership activities • Support Services 	<p>Raising literacy/Numeracy to 10th grade level</p> <p>GED/HS Degree Attainment</p>

Attachment IV (Continued) - Youth Providers with Disability Focus

Agency for Persons with Disabilities (APD)

Angelwood Supported Employment

The ARC of St Johns

ARK Nassau

Baker County School District Transition Group

Black Creek Supports and Services

CARD (Center for Autism and Related Disorders) University of Florida College of Medicine, Jacksonville

Center Academy Independent Private School for Special Education

CHADD of Duval County

Challenge Enterprises

Child Guidance Center, Inc.

City Of Jacksonville Disabled Services Division

Clarke Schools for Hearing and Speech

Clay Behavioral Services

Clay County School District Transition

Crown Florida Diagnostic and Learning Resource System

Daniel Memorial/Daniel Foundation

Disability Rights Florida

Down Syndrome Association of Jacksonville

Duval County School District Transition Group

Empowerment Programs (EPI)

FAAST (Florida Alliance for Assistive Services and Technology)

Family Support Services (Foster Care)

Family Life Care

FL Department of Education, Division of Blind Services

FL Dept. of Education, Bureau of Exceptional Education and Student Services (BEES)

Florida Association for the Deaf / Blind and Multi-Handicapped

Florida Mentor Network - Jacksonville Office

Florida School for the Deaf and Blind (FSDB)

Florida Spinal Cord Injury Resource Center

Foster Care

Florida State College Jacksonville Mentoring Program

Florida State College Jacksonville Services for Students with Disabilities

FSCJ V.E.R.T.I.C.A.L (Vocational and Employment Readiness Training in Comprehensive Adult Learning)

Full Service Schools of Jacksonville

Gateway Community Services

Goodwill Industries of NE Florida

Goodwill Industries of NE Florida: Job Junction

High School/High Tech (ABLE Trust)

Hope Haven Children's Clinic and Family Center

Independent Living Resource Center of NE FL

Jacksonville Area Legal Aid

Jacksonville School for Autism

Jacksonville Speech and Hearing Center

Jacksonville Transit Authority

Job Corps

Job Opportunities Consortium (JOC)

JP Expression Ministries

Lindamood-Bell Learning Processes — Jacksonville

May Institute Center for Autism Spectrum Disorders Orange Park Florida

Mental Health Resource Center (MHRC)

Nassau County Transition

New Heights

North Central Center for Independent Living

North Florida Community Action Agency

North Florida of Special Education

North Florida School Of Special Education

Northeast Florida Community Achievement Network (NEFCAN)

Northeast Florida Community Action Agency

Opportunities Unlimited, Inc.

Opportunity Services

PCA Plus

Pine Castle
Project 10
Putnam County School District Transition
Quality Life Centers
RAMP (Ready to Achieve Mentoring Program)
Regional Travel Training
River Point Behavioral Health
River Region Human Services
St. Johns River State College (SJRCC) Services for Students with Disabilities
SEDNET (Multiagency Network for Students with Emotional/Behavioral Disabilities)
St. Johns County Transition
State Plan Services Private Schools for Developmental Disability
Stewart Miller Institute for Excellence, Inc.
Sulzbacher Center (Behavior Health)
Sunshine Bus Company
Supporting Individuals with Disabilities, Inc.
Temple Sisterhood Braille Group
The ARC North Florida
The ARC of Bradford County
The ARC of Jacksonville
The ARC of Putnam County
The Good Shepherd Support Services
The Ride Solution
Transition Academy
University of North Florida Disability Resource Center
Work Incentives Planning and Assistance (WIPA)

Attachment V - Partners

LIST OF ONE-STOP MEMORANDUM(S) OF UNDERSTANDING

Banner Center for Aviation and Aerospace
Banner Center for Creative Industries
Banner Center for Financial and Professional Services
Banner Center for Global Logistics
Community Action Agency – Putnam County
Community Rehabilitation Center
Corner Drug Store – Putnam County
Department of Revenue
Department of Children and Families
Department of Juvenile Justice – Yes Program
Episcopal Children Services – Clay County
Experience Works
Florida State College at Jacksonville
Florida Department of Education
Forward March
Fresh Ministries
Fraternal Order of Police
Gateway Community Services
Jacksonville Children’s Commission
Jacksonville Urban League
Job Corp
Health Ease
Hubbard House
Housing and Urban Development
Lutheran Social Services
Operation New Hope
Putnam County Farmworker Jobs and Education Program
Redlands Christian Migrant Association of Putnam County

Sisters Inc.
Veterans Affairs
VITA
Vocational Rehabilitation

List of Partners

Adecco RPO
ASTD
Blue Cross Blue Shield of North Florida
Concorde Career Colleges, Inc.
Cornerstone Nassau County Economic Development Board
CSX
Department of Children and Families
Department of Children and Families Refugee Program
Dinsmore Work Release
Duval Youth Academy
eLearning Special Interest Group (eSIG)
Empowerment of Florida
EverBank
Expense Reduction
Experience Works, Inc.
Fidelity
Florida State College at Jacksonville (FSCJ)
Fresh Ministries
Gateway Community Service Center
Goodwill of North Florida
Home Builders Institute
Jacksonville Public Libraries
Jacksonville Urban League
JCCI
Job Corps

Jobs Direct USA
Keiser University
Lutheran Social Services
Mayo Clinic
Modis
Mt. Olive Baptist Church
Navy Region SE Naval Station Mayport/Family Employment Readiness Program
Northeast Florida Builders Association (NEFBA)
Northwest Support Services, Inc.
Oasis Staffing/Florida Staffing Association
Operation New Hope
Pace Center for Girls
Putnam County Migrant Education Program
Shands Jacksonville
Society for Human Resource Management
St. Johns Youth Academy
Thorm Inc.
United Education Institute (UEI)
United Way of NEF/Real Sense Campaign
University of North Florida/Small Business Development Center
Webster University
Winn Dixie Corporate Headquarters/BI-LO
Wounded Warrior Project Jacksonville

Memorandum of Understanding

Between

First Coast Workforce Development, Inc., DBA CareerSourceNEFL

And

XXX

I. PARTIES TO THE AGREEMENT

First Coast Workforce Development, Inc. (CareerSourceNEFL), and XXX are hereby entering into this collaborative relationship to provide for Career System Services in Local Workforce Development Area 8 (LWDA 8). THIS IS A NON-FINANCIAL AGREEMENT. Analysis for the exclusion of XXX from the CareerSourceNEFL one-stop is in the cost allocation plan.

II. TERMS AND CONDITIONS OF AGREEMENT

The services described within this agreement are made in accordance with the provisions required by WIOA section 121(a)(1) as defined in detail within CareerSourceNEFL's Four Year Plan as approved by CareerSource Florida Inc. These provisions cover services that are provided through the One-Stop delivery system; the funding of the services and operating costs of the system; and methods for referring individuals between the One-Stop operators and partners. All services described herein are consistent with WIOA Title I and the WIOA regulations agreed to by the parties. (WIOA sec. 121)

The parties to this Agreement recognize that a full partnership is critical to the success of our common job seeking customers reaching economic self-sufficiency. To ensure this goal we herein agree to a common vision for the delivery of services across the programs we administer within the CareerSourceNEFL career system. Attachment 1 of this MOU describes how the job seeker moves through the system, how they may be co-enrolled when appropriate and how partners work together to create meaningful career pathways leading to economic self-sufficiency for our job seekers.

To this end CareerSourceNEFL agrees to:

To this end XXX agrees to:

This partnership and collaterally the sharing of data between partners are contemplated in federal legislation. Thus, CareerSourceNEFL hereby agrees to make available to XXX, for the limited purpose of performing their duties, workforce program information that includes but is not limited to data which is maintained in the CareerSourceNEFL Employ Florida Marketplace (EFM) system.

XXX, their staff, employees and contractors, subcontractors, partnering agencies and their employees agree to retain the confidentiality of employer, employee and job seeker identity and all related information pursuant to state and federal regulations. XXX will sign this "Non-Disclosure and Confidentiality Certification" statement and return the agreement to CareerSourceNEFL.

XXX will ensure that staff, contractors, subcontractors, partnering agencies and their employees are sufficiently trained relative to applicable workforce programs.

XXX will require staff, contractors, subcontractors, partnering agencies and any subsequent subcontractors and their employees to sign and comply with the "Non-Disclosure and Confidentiality Certification". CareerSourceNEFL shall maintain these certifications on file.

XXX will advise staff, contractors, subcontractors, partnering agencies and their employees that they are not to make copies of confidential documents or to access, allow access to and/or use any confidential information for personal intent.

All security officers must complete this "Non-Disclosure and Confidentiality Certification" which shall be maintained by CareerSourceNEFL. The purpose of this agreement is:

- A. Share information between agreeing parties, assess community needs, and define a more accurate service that will assist personnel in referring and recommending appropriate services.
- B. Improve the level of service to the client/customer and ultimately make the process convenient, reduce duplication, prevent fragmented services and provide services in a holistic team approach.
- C. Provide a base of basic information that will make it easier to identify the needs of the client/customer.
- D. Assess community needs, service gaps, and evaluate the service delivery system.
- E. Create universal knowledge by staff of services available to assist the client/customer.
- F. Create a means for staff to communicate with each other resulting in better plans for the client/customer.

III. CONFIDENTIALITY

Client names, addresses, social security numbers and telephone numbers will only be released to XXX employees for the express purpose of labor exchange and training services. Information may be restricted from agencies working with XXX.

At no time will client names, addresses, social security numbers or telephone numbers be given out to any organization or individual outside this agreement for any purpose without the expressed written permission of each client/customer.

From time to time, reports showing usage of services or other information may be obtained.

All documents, papers, computer files, letters or other materials made or received in conjunction with this Agreement will be subject to the applicable legal requirements for maintaining confidentiality in conformance with federal, state, and local laws.

Public access to these records will be in accordance with Chapter 119 of the Florida Statutes and all other applicable laws or regulations.

Although XXX, their staff, employees, contractors, subcontractors, and partnering agencies and their employees may obtain access to information that is otherwise confidential, that access does not alter the confidential nature of the information. It is incumbent upon XXX, contractors, subcontractors, partnering agencies and their employees to maintain confidentiality requirements. Any requests for release of information covered under this agreement by parties other than those specified in this agreement shall be referred to CareerSourceNEFL.

IV. INFORMATION TO BE SHARED:

- A. **CORPORATE ACCOUNTS** CareerSourceNEFL will provide training to XXX on the use of the EFM expressly for XXX to assist their clients with job search and reemployment services offered through this system. XXX agrees that they will only provide job order information to those clients that meet the requirements of the job, and that their clients will follow the employer's contact requirements as outlined in the job order summary.
- B. **LADDERING/JOB UPGRADES** XXX will collaborate with CareerSourceNEFL to assist clients/customers access skill upgrade training. XXX and CareerSourceNEFL will explore the possibility of combining funding to afford our targeted clients/customers enhanced services.
- C. **DATA** XXX will provide CareerSourceNEFL with data to include name, Social Security Number, Alien Registration Number, employment information and any other required data to properly record services rendered within the EFM system.

- D. XXX will assist appropriate common clients/customers with the registration filing process for Re-employment Benefits.
- E. XXX will assist CareerSourceNEFL with appropriate language translation to assist identifying refugee clients' access labor exchange and training services.

V. WHO WILL HAVE ACCESS TO THE INFORMATION:

XXX will provide CareerSourceNEFL with a list of users containing the name and title of each person who has successfully completed a Level II background check and who will have access to the information. XXX shall certify that the individual has been trained on the use of the data including the confidential nature of the data. It is the responsibility of XXX to update CareerSourceNEFL immediately with any change of staff users of data. It is the responsibility of XXX to get an approved confidentiality form signed by any staff that will have access to data, and to keep this information on file for the duration of this MOU.

VI. PARTY ASSURANCE

XXX agrees to maintain the confidentiality of the information contained within the CareerSourceNEFL system. In addition, XXX agrees to use the forms approved by CareerSourceNEFL. Any violation of this agreement should be reported immediately to CareerSourceNEFL. All staff with access to data contained in the central database will sign a form approved by CareerSourceNEFL that pledges they will follow the confidentiality guidelines.

VII. INDEMNITY

XXX shall carry out, exercise and execute its duties under this agreement and shall exercise due diligence, responsible care and shall comply with all assurances contained herein. XXX agrees to defend, indemnify, and hold CareerSourceNEFL, its officers, agents, and employees harmless and blameless from liability of any kind whatsoever, including costs, reasonable attorney's fees, and expenses which arise out of, or are the result of negligent performance or negligent non-performance of this agreement.

VIII. USE OF THE CAREERSOURCENEFL NAME

XXX may use the terms "in partnership with CareerSourceNEFL" or "A CareerSourceNEFL Partner" in advertising, marketing, contractual or other collateral materials only with prior approval from the CareerSourceNEFL marketing department. A version of the CareerSourceNEFL logo (the "partnership" logo) will be made available to XXX. The use of the logo will be subject to CareerSourceNEFL's policies and guidelines for brand

management, and placement of the logo in any materials must be approved in advance by the CareerSourceNEFL marketing department.

No staff member of the organization may represent himself as an employee of CareerSourceNEFL or use the CareerSourceNEFL logo on business cards or identification badges.

IX. MOU TERM

This agreement shall remain in effect until XXX, or until either partner decides to terminate this MOU. Notice of agreement cancellation must be in writing.

All amendments to this agreement shall be mutually agreed upon by all signatories and shall be made in writing.

CareerSourceNEFL and XXX mutually agree to hold each other harmless from any/all liabilities that result from performance of this assessment and other than those caused by the negligence of one party or its agents or subcontractors. This agreement is governed by the laws of the State of Florida.

Endorsements

For: First Coast Workforce Development, Inc.

For: XXX

Bruce Ferguson Jr.

President and CEO,

First Coast Workforce Development Inc., (FCWD) dba CAREERSOURCENEFL
1845 Town Center Blvd., Suite 250
Fleming Island, FL 32003

Date:

Federal ID: 59-3385658

Title:

Address:

Date:

Federal ID:

Attachment 1.

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

Self-Assessments	Job Search	Workshops	Referrals	Other
EFM Initial Skills Assessment	Job Search (006 Code)*	EFM Overview	Vocational Rehabilitation	Complete EFM Registration*
Workforce Skills for the 21st Century	Self-Referrals to Jobs	Resume	Adult Basic Education/Literacy	Orientation Video*
My Next Move	Recruitment Event	Job Search Strategies	Childcare Services	Labor Market Research*
CareerTRAX	Job Fair		Henkels & McCoy (Youth)	
	Special Event		Experience Works	
	ONET		Operation New Hope (Youth Offender)	
			Work Incentives Planning and Assistance	
			Homeless Community Partners	
			McKinsey Social Initiative (Youth)	
			Job Corps (Youth)	

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

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

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

Questions like:

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

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

The New Path to Success is the pathway to eligibility for individualized career services across appropriate partner programs. At this point we will formally refer job seekers for appropriate partner services and support.

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

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

- First, New Path candidates have to be ready to go to work. We need to know that any barriers they have are being resolved (like childcare and transportation.) They need to have work experience and be serious about passing a drug test if that's a requirement for getting hired. They have to be willing to take a suitable job when one appears; we'll work together to define and understand your criteria for a "good" job.
- We expect a bit more from our New Path job seekers. They must dress for success every time they come into the center. They also need to be on time and prepared with any assignments they have been given. This level of professionalism is important to us, since

we'll be making direct referrals to our list of preferred employers. We want to make sure we can vouch personally for their professionalism and motivation.

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

Readiness Checklist:

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

Willing Checklist:

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

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

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

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

- Referral to community agencies for supportive services

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

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

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

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

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

We expect that most New Path job seekers will work regularly with a career coach for up to 8 weeks. The coach will work with the jobseeker to develop a viable career plan and timeline. The coach will assign company and labor market research homework and help the job seeker determine 2 – 3 viable job targets. Then the coach helps the job seeker evaluate and improve the tools of the job search, including resume, social network profile(s), and interviewing techniques.

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

Follow up during the coaching period is personal, conducted via email, phone calls and meetings. After the job seeker is prepared to conduct his search on his own, we will automate follow up services. Information gathered through these means will be shared with appropriate partners as outlined in the Memorandum of Understanding.

ATTACHMENT VI – Comments and Responses

No comments were received.

ATTACHMENT VII - Copies of Published Notices

WIOA 4 Year Plan for Local Workforce Development Area 8

Legal Notice

PUBLIC COMMENTS NOTICE

The First Coast Workforce Development, Inc., (DBA CareerSourceNEFL) is seeking comments on the draft WIOA 4 Year Plan for Local Workforce Development Area 8. A copy of the plan will be available on April 1, 2016 at www.careersourcenortheastflorida.com/about/public_policy.aspx or can be viewed in hard copy at 1845 Town Center Blvd., Suite 250, Fleming Island, FL. Please submit comments to 4yearplancomments@CareerSourceNEFL.com by 4/20/16 11:00 AM. For additional information contact: Diane Nevison at 904.213.3800, ext. 2010.

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

- | | |
|-------------------------------|------------------------|
| • Baker County Press | March 30, 2016 |
| • Clay Today | March 31, 2016 |
| • Nassau County Record | March 31, 2016 |
| • Fernandina Beach Newsleader | March 30, 2016 |
| • Florida Times Union | March 27, 2016 |
| • Florida Star | Affidavit not received |
| • Palatka Daily News | March 29, 2016 |
| • St. Augustine Record | March 27, 2016 |