



# Program Years

## 2017 – 2020

### Workforce Plan

July 1, 2016 – June 30, 2020

## Local Workforce Development Area 09

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## INTRODUCTION

CareerSource North Central Florida (NCFL), the local workforce development board in Alachua and Bradford Counties, is pleased to present to our local elected officials, local stakeholders and the public at large, this 2016-2020 Workforce Services Plan. Input and ideas are invited and needed to determine the service strategy for our community, funded by federal dollars that pass through the state to our local area, as is also done in the other 23 local areas across Florida. The final version of this plan will be submitted to the state, as defined in federal legislation.

Nationally, the Workforce Innovation and Opportunity Act (WIOA), was passed with bipartisan, bicameral support and signed into law by President Obama July, 22, 2014. Additionally this reauthorization of the America's workforce development system was supported by the National Governor's Association, the U.S. Conference of Mayors, AFL-CIO, AFSCME, the U.S. Chamber of Commerce, corporations including IBM, Siemens and many others, the American Association of Community Colleges, American Federation of Teachers and a long list of others in both the public and private sector.

It is rare to find such uniform and consistent support of laws or regulations that spend tax dollars on anything, yet most agree that helping business find talent and helping people become qualified to work and obtain long term prosperity is important to our country's success. The heart of the workforce development system is both businesses and workers. The public workforce system benefits both, by authorizing business leaders and community stakeholders to define the policies for training the local workforce to be globally competitive for success.

WIOA refined the definition of local workforce development boards (LWDBs or local boards) which, by law, must have more than 50% directors from local businesses. It requires local boards to develop and submit to the state, in partnership with the local chief elected official (our county commissioners), a comprehensive plan that defines how our area's workforce investment will be structured. This is that plan. This WIOA four-year plan will be effective July 1, 2016 – June 30, 2020. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. All entities and the public have the opportunity throughout March and April 2016 to provide input in the development of the plan. It will be available for comment on the <http://careersourcencfl.com> website. The calendar on that site also shows public meetings available for in person comments to the board. The public has been invited to submit ideas, opinions and comments in hopes of improving this plan.

This plan has been developed with broad stakeholder involvement including local elected officials, CareerSource NCFL board members, core program partners and mandatory one-stop partners. We are evolving toward an enhanced, even more integrated system including Vocational Rehabilitation, Blind Services and Adult Education.

The plan is based on current and projected needs of the workforce investment system, with an increased emphasis on greater coordination and collaboration at all levels to ensure a seamless system for workers, including those with disabilities, and employers in a customer centric approach. It includes an ongoing assessment and analysis of the education and skill needs of



the workforce and employment needs of local businesses and provides a complete view of the system-wide needs of the local workforce development area.

This plan also addresses the ability of the workforce system to support self-employment, company creation and job growth in alignment with our economic development partners. Through the use of direct federal funding, evaluations of programs to include the ability for workers to create a job as well as find a job are ongoing and remain a high priority. Additionally efforts to earn and learn simultaneously through paid internships, work experience and apprenticeships will increase in priority and continue to drive growth of lifelong learning for all.

The plan is aligned with the economic needs of the area and retains as its priority the matching of employers with skilled workers. This plan also addresses current and future strategies and efficiencies and the continuous improvement of Florida's workforce system as state and aligns with the business- and market-driven principles of the CareerSource Florida network.

## PROCESS FOR PLAN SUBMITTAL

CareerSource Florida, Inc. in partnership with Florida's Department of Economic Opportunity have provided processes for local boards, such as ours, to submit their plans and required attachments, no later than the required deadline of 5:00 p.m. (EST) April 30, 2016.

Prior to plan submission, we will ensure:

- The local board has reviewed and approved the plan;
- The board chair and the chief elected official have signed the signature page prior to submission.
- The structure and numbering follows the plan DEO provided instructions format;

Upon submission, all plans will be reviewed immediately for completeness and adherence to plan requirements. If there are questions or concerns, LWDBs will be notified. The content of plans will be reviewed by both DEO and CSF staff with a recommendation for approval/disapproval provided to the CSF Board of Directors at its meeting scheduled for May 26, 2016 which is currently scheduled to be held in Gainesville, Fl. A recommendation for approval will be made unless the staff review indicates that: (1) there are deficiencies in local workforce investment activities that have not been addressed, or (2) the plan is determined inconsistent with WIOA and the regulations of WIOA, including required public comment provisions.

## KEY DATES

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

## VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

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

Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and workers in Alachua and Bradford Counties with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers, lifelong learning and self-employment support with an emphasis on preparing workers for the future of work in the 21<sup>st</sup> Century where technology takes on a much greater importance .

Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system. We will emphasize quantitative and qualitative evaluations to guide future strategies.

Improve career exploration, educational attainment and skills training for in-demand and emerging industries and occupations that lead to enhanced employment and self-employment, career development, credentialing and post-secondary education opportunities.

Additionally, CareerSource North Central Florida will continue to engage in leadership roles that align with the needs of our business community, local economic development priorities and specifically to promote the growth of our new companies poised for high growth in job creation.

## ORGANIZATIONAL STRUCTURE

### (1) CHIEF ELECTED OFFICIAL(S) (CEO)

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

Per the region's Interlocal Agreement, the Chief Elected Official for Alachua County is the Alachua County Board of County Commissioners (ABoCC).

Name: Alachua County Board of County Commissioners  
Title: Alachua County Board of County Commissioners  
Mailing Address: 12 S.E. 1st Street, Gainesville, Florida 32601  
Phone: 352.264.6900  
Email: boccc@alachuacounty.us

The Chief Elected Official for Bradford County is:

Name: Eddie Lewis  
Title: Chair of the Bradford Board of County Commissioners (BBoCC)  
Address: 945 North Temple Avenue, Starke, Florida 32091.  
Telephone: 904.966.6280.  
Email: rachel\_rhoden@bradfordcountyfl.gov

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

The current Interlocal Agreement between CareerSource NCFL and Alachua and Bradford County is attached.

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

The current Interlocal Agreement between CareerSource NCFL and Alachua and Bradford County is attached.

- Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations:
- The nomination process used by the CEO to elect the local board chair and members;

The Board's Bylaws state that:

Section 3.2: Membership Nominations and Appointments – Voting Board members shall be nominated as set forth by law, and pursuant to the process established in the Interlocal Agreement shall be appointed by the Chief Elected Officials of Alachua and/or Bradford Counties.

The Interlocal Agreement, Section 6.1, which will be amended in April of 2016 to comply with new federal and state statutes, specifies:

*(1) Appoint the members of the Board, in accordance with Section 117 of Title I of the WIA, Chapter 445, F.S. and Section 9 of this Agreement, which shall serve the functions as described in Section 106 of Title I of the WIA; and*

Interlocal Agreement, Section 8, specifies appointments of board members by the Chief Elected Officials:

*A majority of the members of the Board shall include representatives of business in the local area who (1) are owners of businesses, chief executives operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority; (2) represent business opportunities that reflect the employment opportunities of the local area; and (3) are appointed from among individuals nominated by local business organizations and business trade associations.*

*Private sector nominations, and the individuals selected by each chief elected official from such nominations made by general business organizations or economic development agencies in each chief elected official's respective county, shall reasonably represent the industrial and demographic composition of the business community. Whenever possible, at least one-half of such business and industry representatives shall be representatives of small business (500 employees or less), including minority business. **The Chairman of the Board shall be elected from among members of the Board who are representatives of the private sector.***

*The private sector representatives for Alachua County on the Board shall be selected by the chief elected official from the individuals nominated by the following organizations within their respective county. Any chamber in Alachua County may make nominations to fill any private sector seat vacancy in Alachua County as soon as such vacancies occur. The allocation of the number of nominations are as follows: Alachua Chamber of Commerce (two (2) nominees), Archer Chamber of Commerce (two (2) nominees), Gainesville Area Chamber of Commerce (eleven (11) nominees), Hawthorne Chamber of Commerce (two (2) nominees), High Springs Chamber of Commerce (two (2) nominees), Newberry Chamber of Commerce (two (2) nominees), Council for Economic Outreach (six (6) nominees).*

*The private sector representatives from Bradford County on the Board shall be selected by the chief elected official (Chairman of the Bradford County Board of Commissioners) from the individuals nominated by the following general purpose business organizations or economic*

*development agencies, within their respective county. The allocation of the number of nominations is as follows: The North Florida Regional Chamber of Commerce/Bradford County Development Authority (seven (7) nominees).*

As noted above in Section 8 of the Interlocal Agreement: “The Chair of the Board shall be selected from among members of the Board who are representatives of the private sector. “

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

The Bylaws state in Section 3.3: Terms of Appointment – Voting members shall be appointed for fixed and staggered terms and may serve until their successors are appointed. Terms of each Board member shall be three (3) years. Any vacancy in the membership shall be filled in the same manner as the original appointment.

The Interlocal Agreement specifies that Board members shall be appointed for fixed and staggered terms and may serve until their successors are appointed. Terms of Board members shall be three years after the original terms of one, two or three years are served.

- **The process to notify the CEO of a board member vacancy to ensure a prompt nominee;**

Board Member terms that expire or resignations are reported to the CEO at a meeting of the Dual County Consortium, described in Article II Purpose of the Bylaws and defined in Section 6 Chief Elected Officials of the Interlocal Agreement, which includes “*a four-member consortium may be created with two members of each county commission*”. This Consortium meets quarterly and stays informed of any current or upcoming vacant seats.

Finally, the Executive Director of the Board works with the commissioners, their staff and various agencies in our communities to identify interested candidates for Board membership when seats become available. Subsequent nominations by these agencies are submitted to the chief elected officials for selection and appointment. Either County may choose to solicit Board member nominations directly from the appropriate agencies.

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

CareerSource NCFL’s Bylaws Section 5.2 specifies that “a voting Board member, who is unable to attend a Board meeting, may designate a non-Board member to appear in his/her place. The designee may participate in the Board’s discussions but may not vote. The designee shall not be counted toward a quorum, but the Board member shall receive credit for attendance.” The identification of designees is determined when the roll call is taken at the beginning of the Board meeting.

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

CareerSource NCFL’s Bylaws Section 5.2 specifies: “In addition, a Board Member who is unable to attend a Board meeting in person may attend, participate, and vote by telephone conference.” The Board uses the SUNCOM system to enable members and the public to telephonically attend Board meetings. The phone number and meeting identification number are included on the meeting agenda, which is posted on CareerSource NCFL’s web site calendar.

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

CareerSource NCFL Board membership represents a wide variety of interests and sectors including local county government, private businesses, economic development, community based organizations, educational and training institutions, labor, and service providers. This representation has led to the development of strong ties within each sector and ongoing collaborative working relationships throughout the region. The results have been a continuing process of generating feedback regarding the employment and other essential needs of the region.

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

Working with the CEO’s of Alachua and Bradford Counties, Chambers of Commerce, Economic Development organizations, school superintendents, post-secondary institutions, and private business, CareerSource NCFL strives to obtain a diverse membership that represents and promotes the goals, aspirations, leadership, development, sustained growth, and well-being of our communities.

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

Seats 34 and 35 of the CSNCFL Board are held by county commissioners from each county, thus the CEO is involved in all activities at the bimonthly Board meetings, in addition to any committee meetings these two commissioners sit on (as all Board members are required to sit on and participate on at least one sub-committee). Additionally a Dual County Consortium meeting is held each quarter with representatives from each county commission. CareerSource NCFL communicates frequently with the Chief Elected Officials in both Alachua and Bradford Counties by providing public presentations at the County Commission meetings. Several workshops were also held in Alachua and Bradford County that were open to the public to discuss the work being done by CareerSource NCFL (including workshops for Gainesville’s City Commission). Community outreach include such workshops to keep all elected officials aware of all Board activities, including the review of this plan



Additionally, CareerSource NCFL participated in the Envision Bradford and Envision Alachua processes which brought together the Chief Elected Officials and other county stakeholders to discuss strategy for each county that included economic and workforce development.

The draft plan was submitted to the two boards of county commissioners for review comment, and approval.

**(2) LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB)**

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

Board Chair: Don Davis, President, Capital City Bank, 5200-A West Newberry Road, Gainesville, FL 32607, 352-339-1339, [davis.don@ccbfg.com](mailto:davis.don@ccbfg.com)

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

CareerSource NCFL's Administrative Entity, Focused Management Solutions (FMS), took the lead on the development of the plan in December, 2015. FMS worked closely with other service providers and partners to obtain information to incorporate into the plan. The plan was discussed at public workshops for Bradford County in February and at a City Commission Workshop on March 2016. The plan was discussed at the both County Commissions and the Dual County Consortium during the month of April, 2016. The plan went before the CareerSource NCFL Executive Committee on March 22, 2016 for approval and before the Full Board on March 28, 2016. The plan was then posted on the CareerSource NCFL website with notices sent to the two county newspapers of the availability of the plan for public comment. Concurrent to posting the plan for public comments, the plan was sent to the Alachua Board of County Commission and the Bradford Board of County Commission for approval.

**(3) LOCAL GRANT SUBRECIPIENT WIOA 108(b)(15)**

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

Grant funds are received into and disbursed from the bank account of the Alachua Bradford Regional Workforce Board (d/b/a CareerSource North Central Florida) who serves as the fiscal agent of the federal funds that pass through to the Board from DEO. The Board delegates, in its contract with the administrative entity, the financial services duties, including audit preparation as described below in the section on administrative entity. The written certification of internal controls is provided to the state after Board review and approval quarterly. Financial statements and budgeted versus actual reports are approved by the Board monthly. The

administrative entity does not sign checks. Board members and contracted CPAs cosign all checks.

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

The designated Administrative Entity (AE) for the Board is Florida Management Solutions, Inc., d/b/a Focused Management Solutions (FMS). In lieu of hiring Board staff, the Board contracts with the AE, as a management consultant firm, to provide the necessary administrative and fiscal expertise on behalf of the Board. This includes hiring and paying an Executive Director, who is embedded 100% (along with other staff) in service to the Board.

FMS was competitively procured by the Board to serve as its administrative entity, which includes providing fiscal services for the Board. With the approval of the Board, FMS subcontracts with James Moore & Company (Financial Services Subcontractor) to provide sub-contracted financial services, to assure separation of duties and a check and balance system for overall financial oversight. Expenses are reviewed and approved for correctness by FMS, then submitted to James Moore for a second review of backup documentation and procurements for compliance. Both organizations monitor expenses in real-time to assure they are reasonable, allocable and allowable. Board officers sign all contracts and checks, with second signatures on checks provided by James Moore & Company. FMS does not sign contracts or checks.

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

The CareerSource NCFL Board's design for service delivery has all of its services competitively procured and contracted with independent contractors.

(1) The Board serves as the sub-awarded fiscal agent.

(2) Focused Management Solutions (FMS) is contracted to serve as local board staff that provides administrative and financial services. FMS then subcontracts some financial services (AP, AR, Bank reconciliations, etc.) to James Moore & Co. (JM&Co.), a Florida-based accounting firm. FMS' contract as the administrative entity and the oversight of JM&Co. provides the necessary firewall between acting as board staff and acting as the fiscal agent. FMS and JM&Co. were competitively procured through the Board's established procurement processes.

(3) Kaiser Group, Inc. d/b/a/Dynamic Workforce Solutions (DWFS) was competitively procured and contracted in 2015 to be the One-Stop Operator and the direct provider of career services. DWFS has a contract with CareerSource NCFL that separates the duties of the one-stop operator and the career services. Additionally, the career services duties have performance

based contract requirements that are reviewed by the Administrative Entity and the CareerSource NCFL Board on a monthly and quarterly basis.

(4) To maximize a WIOA eligible/ITA participant’s freedom to choose an approved training provider, CareerSource NCFL does not contract with any training providers. State universities, colleges and private non-profit and for-profit training providers are on the Eligible Training Provider List to provide occupational training. Decisions as to which provider to use is left up to individual customer choice. CareerSource NCFL uses training vouchers to provide training from Individual Training Accounts (ITA) for individual participants. CareerSource NCFL does not contract for ITA training. Purchase orders are used for employability skills training or teen pregnancy prevention training with competitive procurements for private trainers (not state universities or colleges).

**(4) One-Stop System WIOA 108(b)(6)**

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

The CareerSource NCFL one-stop system is rooted in the concept of providing quality employer and worker services and universal access to a variety of programs and services in a seamless and integrated manner, and is designed to facilitate the effective and efficient delivery of workforce services in the region. Information and access to a comprehensive array of employer services, educational, vocational, job training and other workforce development services, including occupational skills training and lifelong learning, job development and support services will be available to all Alachua and Bradford Counties’ residents in a single, customer-focused, user friendly system. CareerSource NCFL has two comprehensive physical centers, located in Starke and Gainesville, providing all required core services and access to programs operated by one-stop partners. Information about each center is listed below.

Alachua County Career Center  
10 NW 6<sup>th</sup> Street  
Gainesville, FL 32601  
(352) 955-2245

Bradford County Career Center  
819 South Walnut Street  
Starke, FL 32091  
(904) 964-8092

The local vision fulfills the integrated universal access approach by electronically interconnecting all partners (service providers and customers – employees and employers) in order to transfer, share and provide universal access to information and services from anywhere within the two-county area. This process, facilitated through a combination of physical location where providers are co-located in one central facility, and “virtual” connection of service providers through a computer network, demonstrates the concept of universal access.

The success of the one-stop system is dependent on the development of an integrated team that is represented by staff drawn from the various system partners to work efficiently together to serve customers. This integration is accentuated by the Employ Florida Marketplace system

that will be used by all agencies throughout the system to obtain and document customer information. The data collected will constitute the basis of the initial participant file that will be maintained in the system from which partners will access common data elements.

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

The career centers are open with access for programs, services and activities Monday, Tuesday, Wednesday and Friday from 8:00 a.m. to 5:00 p.m. On Thursdays the career centers are open from 10:00 a.m. until 5:00 p.m. When evening activities are ongoing, such as providing space for training activities or community events, the center is open after hours.

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

The Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS) was selected in 2015 through a competitive procurement process to be the one-stop operator and provider of career services by the CareerSource NCFL Board through a competitive procurement process.

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

DWFS provides career services within the one-stop system.

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

DWFS, as the one-stop operator and the provider of career services, provides career services including WIOA Adult, Dislocated Worker, Youth, Welfare Transition, SNAP and other services. DWFS also supervises state DEO staff that provides Wagner Peyser and Veterans services. DWFS as defined above was competitively procured in 2015.

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

Per the CareerSource Florida Administrative Policy for One-Stop Certification, both of CareerSource NCFL's one-stop centers meet the comprehensive one-stop certification requirements.

## ANALYSIS OF NEED AND AVAILABLE RESOURCES

### Strategic Planning Elements - WIOA 108(b)(1)

- **Please provide an analysis (or existing analysis pursuant to WIOA section 108(c)) of the regional economic conditions), which must include:**
- **Information on existing and emerging in-demand industry sectors and occupations; and**

### Analysis of Regional Economic Conditions – WIOA 108(b)(1)(A)

Attached is an economic analysis from Alachua County’s Business and Economic Growth Plan from 2015 that contains key indicators, demographics, land use in 9 municipalities, employment and income data and an overall economic outlook. From the report:

- According to the U.S. Department of Commerce Bureau of Economic Analysis, in 2013 the real Gross Domestic Product (GDP) in 2009 dollars was \$10.43 billion dollars for the Gainesville MSA.
- According to the UCF’s Institute for Economic Competitiveness Florida Forecast 2014-2044, the forecasted Real Gross Metro Product (GDP) average level is expected to be at \$16.3 billion dollars in 2044
- Cost of living is 4% below the national average in the Gainesville MSA
- For the Gainesville MSA, the average wage for all jobs was \$40,218 in 2010, while the average wage for manufacturing jobs was \$48,627.

The community is collectively promoting manufacturing and 4 other sectors, as detailed below, in the Emerging Industries and Emerging Occupations sections, in order to increase wages and family prosperity.

### Existing and emerging in-demand industries and occupations WIOA 108(b)(1)(A)(i)

The unemployment rate in Region 9 has declined by 0.6 percentage point over the year to 4.5 percent in September 2015. From the high point of the recent recession (unemployment rate = 7.8 percent), the unemployment rate has decreased by 3.3 percentage points. The labor force has been fairly constant over the years (September 2015 labor force = 139,324). In addition, the number of unemployed persons has been declining over the years (September 2015 unemployed persons = 6,292) and the number of employed persons has been increasing (September 2015 employed persons = 133,032).

**Persons with Barriers to Employment** - The most recent information on unemployment rates for persons with barriers to employment is for 2013. The Region 9 2013 unemployment rate was 21.7 for disabled persons, 9.3 percent for American Indians and Alaska Natives, 0.0 percent for Native Hawaiians and Other Pacific Islanders, and 5.6 percent for persons 55 and older.

**Education of the Workforce** - In 2013, the most common educational attainment level of Region 9 workforce participants from 25 to 64 years old was bachelor’s degree or higher at 42.4

percent, followed by some college or Associate degree at 31.5 percent, and then high school diploma (including equivalency) at 20.5 percent. Only 5.6 percent of workforce participants had attained less than a high school diploma.

## EXISTING INDUSTRY AND OCCUPATIONAL SECTORS

**Mining, Logging, and Construction:** In September 2015, the employment was 4,400. The over the year change in September 2015 (-100 jobs, -2.2 percent) was 400 less when compared to September 2014 (+300 jobs, +7.1 percent). The number of jobs in this sector has remained fairly constant over the past two years.

**Manufacturing:** In September 2015, the employment was 4,200. The over the year change in September 2015 (+0 jobs, +0 percent) was 200 more when compared to September 2014 (-200 jobs, -4.5 percent). The number of jobs in this sector has remained fairly constant over the past six years.

**Trade, Transportation, and Utilities:** In September 2015, the employment was 19,500. The over the year change in September 2015 (+400 jobs, +2.1 percent) was 500 less when compared to September 2014 (+900 jobs, +4.9 percent). The number of jobs in this sector has remained fairly constant for almost a year.

**Information:** In September 2015, the employment was 1,600. The over the year change in September 2015 (+100 jobs, +6.7 percent) was 100 more when compared to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past five years.

**Financial Activities:** In September 2015, the employment was 6,300. The over the year change in September 2015 (+100 jobs, +1.6 percent) was 100 more when compared to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past three years.

**Professional and Business Services:** In September 2015, the employment was 12,900. The over the year change in September 2015 (-100 jobs, -0.8 percent) was 1,600 less when compared to September 2014 (+1,500 jobs, +13 percent). The number of jobs in this sector has been fairly constant over the past year.

**Education and Health Services:** In September 2015, the employment was 25,200. The over the year change in September 2015 (+1,300 jobs, +5.4 percent) was 700 more when compared to September 2014 (+600 jobs, +2.6 percent). The number of jobs in this sector has been trending upward for over two decades.

**Leisure and Hospitality:** In September 2015, the employment was 14,700. The over the year change in September 2015 (+600 jobs, +4.3 percent) was 800 more when compared to September 2014 (-200 jobs, -1.4 percent). The number of jobs in this sector has been fairly constant over the past six years.

**Other Services:** In September 2015, the employment was 4,300. The over the year change in September 2015 (+0 jobs, +0 percent) was 200 less when compared to September 2014 (+200

jobs, +4.9 percent). The number of jobs in this sector has remained fairly constant over the past year.

**Government:** In September 2015, the employment was 43,400. The over the year change in September 2015 (+500 jobs, +1.2 percent) was 100 more when compared to September 2014 (+400 jobs, +0.9 percent). The number of jobs in this sector has been fairly constant over the past four years.

The current top occupational categories for 2015 are displayed in the table below:

SOC Code	Occupational Categories	Number employed
430000	Office and Administrative Support Occupations	21,485
250000	Education, Training, and Library Occupations	19,507
290000	Healthcare Practitioners and Technical Occupations	14,222
410000	Sales and Related Occupations	14,157
350000	Food Preparation and Serving Related Occupations	12,710
130000	Business and Financial Operations Occupations	8,040
370000	Building & Grounds Cleaning & Maintenance Occupations	6,814
530000	Transportation and Material-Moving Occupations	5,997
110000	Management Occupations	5,273
490000	Installation, Maintenance, and Repair Occupations	5,057
310000	Healthcare Support Occupations	4,839
470000	Construction and Extraction Occupations	4,567
390000	Personal Care and Service Occupations	4,070
510000	Production Occupations	3,873
330000	Protective Service Occupations	3,274
150000	Computer and Mathematical Occupations	3,153
270000	Arts, Entertainment, Sports, and Media Occupations	2,782
210000	Community and Social Services Occupations	2,140
190000	Life, Physical, and Social Science Occupations	1,837
170000	Architecture and Engineering Occupations	1,703
230000	Legal Occupations	1,214
450000	Farming, Fishing, and Forestry Occupations	821

#### EXISTING DEMAND OCCUPATIONS

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

Most of the top five existing demand occupations are related to customer service and hospitality. The only exception is registered nurses.

Combined food preparation and serving workers, including fast food is the top existing demand occupation, with 2,284 projected total job openings between 2015 and 2023.

Three of the top 15 existing demand occupations require significant technical training: registered nurses, postsecondary health specialties teachers, and accountants and auditors.

Two of the top 15 existing demand occupations are registered nurses and postsecondary health specialties teachers, which reflects the prevalence of medical education employment in Alachua County and the high demand for medical services resulting from population aging, expanding medical insurance coverage, and technological innovation.

### EMERGING INDUSTRY SECTORS

Currently, according to state Labor Market Information, hospitality and service industries, healthcare, administrative and support, professional, scientific and technical services are the top five fast growing industries. Emerging industries tend to employ a higher percentage in professional occupations.

Industry Code	Title	Employment		2015 - 2023 Change	
		2015	2023	# of Jobs	Percent
236	Construction of Buildings	915	1,320	405	44
238	Specialty Trade Contractors	3,331	4,269	938	28
623	Nursing and Residential Care Facilities	2,698	3,372	674	25
621	Ambulatory Health Care Services	6,618	8,139	1,521	23
610	Educational Services	2,022	2,493	471	23
425	Wholesale Electronic Markets and Agents and Brokers	324	388	64	20
441	Motor Vehicle and Parts Dealers	1,602	1,901	299	19
561	Administrative and Support Services	6,271	7,415	1,144	18
493	Warehousing and Storage	1,287	1,515	228	18
446	Health and Personal Care Stores	1,077	1,266	189	18
550	Management of Companies and Enterprises	594	702	108	18
540	Professional, Scientific, and Technical Services	6,222	7,296	1,074	17
444	Building Material and Garden Supply Stores	1,079	1,264	185	17
442	Furniture and Home Furnishings Stores	437	511	74	17
488	Support Activities for Transportation	389	456	67	17
722	Food Services and Drinking Places	12,003	13,893	1,890	16
448	Clothing and Clothing Accessories Stores	1,180	1,372	192	16
813	Membership Associations and Organizations	2,728	3,136	408	15
811	Repair and Maintenance	824	936	112	14



Industry Code	Title	Employment		2015 - 2023 Change	
		2015	2023	# of Jobs	Percent
111	Crop Production	885	1,004	119	13

The Gainesville Area Chamber of Commerce (GACC) and North Florida Regional Chamber of Commerce have been a contracted business services providers with the Board since 2006. The Board recognizes that Chambers are better positioned and have better knowledge and skills to serve business needs than any other organization in our community.

GACC oversees the Council for Economic Outreach (CEO) and Innovation Gainesville, iG 2.0, their goals include helping “to drive the five-year economic development strategy, transforming Greater Gainesville, bringing 3,500 new jobs and \$250 million in capital investment to the region. Advocate teams represent each of the targeted industry sectors of the Greater Gainesville area: Advanced Logistics, Advanced Materials, Agricultural Life Sciences, Human Life Sciences, and Software/IT. Teams will work to identify and assist with recruitment of top companies to relocate or expand in Greater Gainesville.”

The Board’s broader targeted sector categories align with the sectors defined by CEO while recognizing that the high growth sectors today are not all in these 5 sector groups.

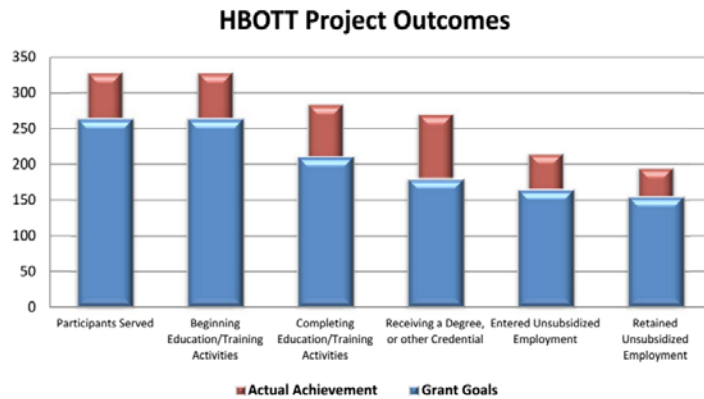
- Logistics
- Advanced Manufacturing (Including Advanced Materials)
- Biotechnology (including Agricultural Life Sciences)
- Healthcare
- Technology (in general, including Software and IT)

## EMERGING OCCUPATIONS

The Board is committed to serving both the current industry growth demands in the near term while also aligning training and skill capacity with the community’s targeted sectors. Our community can better recruit and grow companies and jobs if we have a workforce ready with those new skills. Creating career pathways that align with these sectors, while simultaneously providing needed opportunities for skilled workers and for industries in demand now such as construction and hospitality and others is challenging, but critical.

The Board continues to balance current need with future targets by focusing strategic training in targeted sectors where it can create the most jobs, such as technology combined with entrepreneurial training to create more technology companies. Since many tech workers in the 21<sup>st</sup> century are becoming independent contractors or self-employed, this type of training remains a priority for the CareerSource NCFL Board. Success can be documented through this strategy with prior DOL H-1B funded grants. CSNCFL

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labeled the program as the Healthcare, Biotechnology, Occupational Technology and Training (HBOTT) program as a way to effectively market and brand the program and create community interest. The community has come to know and value “HBOTT” as a more than only a training program. A total of 30 companies were awarded OJT contracts through the \$5 million total grant. One company cited HBOTT funding as one of the major factors in growth from a startup with six employees one that sold in 2014 for \$15 million in cash and stocks, bringing the purchasing company to Gainesville and growing more jobs.

[\(http://www.gainesvillechamber.com/2014/09/strength-in-numbers-gainesville-based-internet-marketing-company-hires-through-training-grant-sells-for-15-million/\)](http://www.gainesvillechamber.com/2014/09/strength-in-numbers-gainesville-based-internet-marketing-company-hires-through-training-grant-sells-for-15-million/)

Most of the job training achieved through this program was for new, emerging technology jobs within our region that did not exist prior to this program. The decision was made to focus on new companies who were hiring for new positions that did not previously exist. Many of the employers were able to expand their organization’s workforce, creating jobs both through the subsidized training provided by the H-1B Technical Skills Training grant but also through additional unsubsidized positions.

We focus on current need of current high growth industries. The majority of top existing emerging occupations occur in the professional services (six of top 15) and healthcare (five of top 15) industry sectors.

The professional services industry sector emerging occupations reflect an increasing demand for advanced engineering, quantitative, computer software, and scientific skills.

The growth in the construction industry sector of the emerging occupation first-line supervisors of construction and extraction workers is related to increasing residential and commercial use of solar photovoltaic or thermal systems. Luckily, the Board trained hundreds in energy auditing and solar installation technician occupations in 2010-2012 using ARRA funding, in preparation for this targeted growth. More are needed, which is a positive sign that a prior targeted industry is indeed growing after recovery from the Great Recession.

## FASTEST-GROWING OCCUPATIONS

Workforce Development Area 9 - Alachua and Bradford Counties								2015
Occupation		Employment		2015 - 2023			Median Hourly Wage (\$)**	
Rank	Code	Title	2015	2023	Growth	Percent Growth	Total Job Openings*	Wage (\$)**
1	395094	Skin Care Specialists	75	102	27	36.0	32	14.19
2	131051	Cost Estimators	225	296	71	31.6	128	21.92
3	312021	Physical Therapist Assistants	109	143	34	31.2	53	26.19
4	292032	Diagnostic Medical Sonographers	88	114	26	29.6	35	25.79
5	472051	Cement Masons and Concrete Finishers	92	119	27	29.4	36	14.35
6	471011	First-Line Superv. of Construction and Extraction Workers	627	808	181	28.9	236	25.99
7	499062	Medical Equipment Repairers	126	161	35	27.8	63	19.45
8	311011	Home Health Aides	120	153	33	27.5	51	9.65
9	436013	Medical Secretaries	332	421	89	26.8	121	12.77
10	151133	Software Developers, Systems Software	108	136	28	25.9	39	42.14
11	372021	Pest Control Workers	177	221	44	24.9	82	14.36
12	152031	Operations Research Analysts	102	127	25	24.5	43	23.75
13	131161	Market Research Analysts and Marketing Specialists	369	459	90	24.4	129	26.22
14	499041	Industrial Machinery Mechanics	161	200	39	24.2	76	23.06
15	251072	Nursing Instructors and Teachers, Postsecondary	100	124	24	24.0	36	50.84
16	319092	Medical Assistants	590	730	140	23.7	228	13.27
17	291171	Nurse Practitioners	216	264	48	22.2	80	37.13
18	472141	Painters, Construction and Maintenance	295	360	65	22.0	101	12.10
19	492098	Security and Fire Alarm Systems Installers	96	117	21	21.9	36	17.19
20	472031	Carpenters	454	552	98	21.6	143	16.68
21	472152	Plumbers, Pipefitters, and Steamfitters	425	515	90	21.2	133	17.48
22	472081	Drywall and Ceiling Tile Installers	175	212	37	21.1	51	14.33
23	493093	Tire Repairers and Changers	90	109	19	21.1	44	12.62
24	251071	Health Specialties Teachers, Postsecondary	2,663	3,221	558	21.0	872	77.23
25	119021	Construction Managers	544	657	113	20.8	178	34.96

### Employment Needs of Employers in Industry Sectors WIOA 108(b)(1)(ii)

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

Employers state that they need workers who possess basic employability and soft skills combined with strong technical skills. Many employers state that they are unable to find workers that meet their needs. This is why CareerSource NCFL promotes an ‘earn and learn’ training component that is funded through an H-1B Ready to Work grant for STEM occupations. The specific STEM occupations that we are promoting are science, information technology, healthcare, engineering and mathematics.

Healthcare is a growing industry that requires trained specialists. CareerSource NCFL provides training for registered nurses and other healthcare workers to meet the needs of an aging society.

### Analysis of knowledge and skills – WIOA 108(b)(1)(B)

- **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)**

As stated above, four of the top industry sectors that have been selected by industry leaders, the workforce system and the economic development system include the following sectors that align closely with those of the local Council for Economic Outreach:

- Advanced Manufacturing
- Technology
- Healthcare

- Logistics

The following table shows the academic and technical competencies for the four industry sectors:

Industry Sector	Academic Competencies	Industry Wide Technical Competencies
Advanced Manufacturing	<ul style="list-style-type: none"> <li>* Science</li> <li>* Basic Computer Skills</li> <li>* Mathematics</li> <li>* Reading</li> <li>* Writing</li> <li>* Communication - Listening &amp; Speaking</li> <li>* Critical &amp; Analytical Thinking</li> <li>* Information Literacy</li> </ul>	<ul style="list-style-type: none"> <li>* Manufacturing Process Design &amp; Development</li> <li>* Production</li> <li>* Maintenance Installation &amp; Repair</li> <li>* Supply Chain Logistics</li> <li>* Quality Assurance/Continuous Improvement</li> <li>* Sustainable &amp; Green Manufacturing</li> <li>* Health, Safety, Security &amp; Environment</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>* Reading</li> <li>* Writing</li> <li>* Mathematics</li> <li>* Science</li> <li>* Communication</li> <li>* Critical &amp; Analytical Thinking</li> <li>* Fundamental IT User Skills</li> </ul>	<ul style="list-style-type: none"> <li>* Principals of Information Technology</li> <li>* Databases and Applications</li> <li>* Networks, Telecom, Wireless &amp; Mobility</li> <li>* Software Development &amp; Management</li> <li>* User &amp; Customer Support</li> <li>* Digital Media and Visualization</li> <li>* Compliance</li> <li>Risk Mgmt., Security &amp; Info Assurance</li> </ul>
Healthcare	<ul style="list-style-type: none"> <li>* Reading</li> <li>* Writing</li> <li>* Mathematics</li> <li>* Science &amp; Technology</li> <li>* Communication - Listening &amp; Speaking</li> <li>* Critical &amp; Analytical Thinking</li> <li>* Basic Computer Skills</li> <li>* Information Literacy</li> </ul>	<ul style="list-style-type: none"> <li>* Health Industry Fundamentals</li> <li>* Healthcare Delivery</li> <li>* Health Information</li> <li>* Health Industry Ethics</li> <li>* Laws &amp; Regulations</li> <li>* Safety Systems</li> </ul>
Logistics	<ul style="list-style-type: none"> <li>* Communication - Visual &amp; Verbal</li> <li>* Reading</li> <li>* Locating &amp; Using Information</li> <li>* Writing</li> <li>* STEM</li> <li>* Critical &amp; Analytical Thinking</li> <li>* Information Technology Fundamentals</li> </ul>	<ul style="list-style-type: none"> <li>* Industry Fundamentals</li> <li>* Design &amp; Development</li> <li>* Operations &amp; Management</li> <li>* Maintenance &amp; Repair</li> <li>* Technology Applications</li> <li>* Regulations</li> <li>* Safety &amp; Security</li> </ul>

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**Analysis of the workforce in the region – WIOA 108(b)(1)(C)**

- **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)**

Alachua and Bradford Counties have a total population of 234,171. Of that population 136,004 is in the civilian labor force. Current unemployment rates (not seasonally adjusted) for the two-county local area (as of January 2016) are at 4.5%, up from a low in December of 4.0% but down significantly from January 2015 at 5.2%. This is the lowest unemployment rate of all 24 workforce areas.

Current labor force employment for Alachua and Bradford Counties:

<b>Population 16 years and over</b>	<b>Alachua County</b>	<b>Bradford County</b>	<b>Total Local Area</b>
Total Population	211,436	22,735	234,171
Civilian Labor Force	125,360	10,644	136,004
Employed	114,660	9,100	123,760
Unemployed	10,700	1,544	12,244

The education level of the two counties is displayed in the table below:

<b>Education Level</b>	<b>Alachua County</b>	<b>Bradford County</b>
Education for population 25 years	148,913	19,800
Less than 9th grade	2.9%	7.1%
9th to 12th grade, no diploma	5.3%	16.8%
High School Graduate	21.7%	36.2%
Some College, no degree	19.0%	22.0%
Associates degree	10.3%	7.5%
Bachelor's degree	20.8%	7.4%
Graduate or professional degree	19.9%	3.0%

Employment of persons with barriers is significantly higher than the numbers presented above. Persons with disabilities have a significantly higher unemployment rate nationally. Additionally persons without a high school diploma have a 7.3% unemployment rate.

**Analysis of the workforce development activities – WIOA 108(b)(1)(D)**

- **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)**

The local workforce development activities in the region provides services to all programs, including WIOA, TAA, Wagner Peyser, SNAP, and TANF to assist all workers to obtain employment and self-sufficiency through an individualized mix of career and training-related activities and work experience.

Career Services

Career services will be available to all individuals through the local One-Stop service delivery system and will be offered in a variety of formats including self-service, limited assistance and will, at a minimum include the following:

- Determinations of whether the individuals are eligible to receive assistance;
- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop service delivery system;
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- Labor exchange services including:
  - Job search and placement assistance, and where appropriate, career counseling; provision of information on in-demand industry sectors and occupations; and provision of information on non-traditional employment
  - Appropriate recruitment and other business services on behalf of employers;
- Provision of referrals to and coordination of activities with other programs and services;
- Provision of labor market information including information on job vacancies, information on job skills necessary to obtain jobs, and information related to local occupations in –demand;
- Provision of performance information and program cost information on eligible providers of training services;
- Provision of how the local area is performing, the local performance measures and any additional performance information with respect to the one-stop delivery system in the local area;
- Provision of accurate information relating to the availability of supportive services, including child care, housing and transportation, available in the local area and referral to such services, as appropriate;
- Referral to supportive services;
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing financial aid eligibility;
- Services, if determined to be necessary for an individual to obtain or retain employment:
  - Comprehensive and specialized assessments including diagnostic testing and in-depth interviewing to identify employment barriers;
  - Development of an individual employment plan;
  - Group counseling;
  - Individual counseling;
  - Career planning;
  - Short-term pre-vocational services;
  - Internships and work experience linked to careers;
  - Workforce preparation activities;
  - Financial literacy services;
  - Out of area job search assistance and relocation assistance;
  - English language acquisition and integrated education and training programs;
  - Follow-up services, including counseling regarding the workplace for participants in workforce investment activities authorized under this subtitle that are placed in

unsubsidized employment, for not less than 12 months after the first day of employment as appropriate.

Our primary job is to match jobseekers (workers) with employers with job vacancies. Often this is a difficult job and CareerSource NCFL works with employers to build workers to meet the needs of the job.

Employer needs as identified through surveys, focus groups and team meetings continues to identify jobseekers with greater skills to meet the continuing growth of new technologies.

CareerSource NCFL offers a wide range of training options for our customers, some funded through WIOA formula dollars but most funded through special grants received from the Department of Labor. Traditional classroom occupational training is mostly used for our WIOA participants in need of training to gain self-sufficiency. However, many are co-enrolled and benefit from work experience, internships and experienced based training such as those provided from Startup Quest, HBOTT and Stem Ready programs, funded directly from non-formula dollars.

Our employer customers are interested in on-the-job and internships to train their own employees in skills that the individual business needs. They are also interested in incumbent worker training to upskill their current, proven employees in the newest technologies.

Additionally CareerSource NCFL is increasing registered apprenticeships in non-traditional apprenticeship occupations such as information technology.

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### Description and assessment of adult and dislocated worker employment and training activities- WIOA 108(b)(7)

- **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)**

In addition to the career services listed above, CareerSource NCFL may provide the following training services to eligible Adults and Dislocated Workers, based on availability of funding:

#### Training Services

Training activities, most of which will be provided through Individual Training Accounts (ITAs), will be available through the One-Stop System and may include, based on funding and Board priorities:

- Occupational skills training;
- On-the-job training;
- Incumbent worker training;
- Programs that combine workforce training with related instruction;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;

- Job readiness training provided in combination with training services above;
- Adult education and literacy activities, including English language acquisition and integrated education and training programs; and
- Customized training.

When an eligible Adult of Dislocated Worker has completed training and received a credential they are referred back to career services for assistance in finding self-sufficient employment. Support services are provided as necessary and documented in the individual's career plan. Follow-up activities are conducted for 12 months after employment is achieved.

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### Description and assessment of youth employment and training activities including youth with disabilities - WIOA 108(b)(9)

- **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)**

CareerSource NCFL works closely with the local community college and Chambers of Commerce to identify and develop training opportunities that are in line with Alachua and Bradford County labor market needs. Training in customer service, maintenance, retail sale and entrepreneurship are offered to all youth participants. Youth participate in occupational training and job shadowing to ensure an adequate translation of skill sets.

The youth program is partnered with multiple community agencies that work with out-of-school youth. In most instances we work to co-enroll participants so that we may offer layered services to ensure participant success. In addition, staff works with business services to disseminate information at area workforce events—such as job fairs. The youth program is also a close partner with the area community college and housing authority. The year round youth program works with out of school youth to ensure retention by offering work experiences and training opportunities to expose the participant to local employment and education opportunities.

To serve youth most at-risk, including those with disabilities, those who have aged out of foster care, youthful offenders, out-of-school youth, and those who are basic skills deficient, CareerSource NCFL has developed a comprehensive partnership with area agencies to identify the needs and resources available to this population. These partnerships include educators, employers, human services agencies such as juvenile justice, youth with disabilities and local law enforcement agencies, and organizations that have experience relating to youth activities; the Job Corps, the chambers of commerce, trade associations; and economic development entities, public and private educational institutions (including Alachua and Bradford County Public Schools and Santa Fe College); community-based organizations; organized labor; the area's local elected officials; and state agencies, including Department of Children and Families and the Department of Juvenile Justice. The youth services program provides assessment services for this targeted population to identify what services can be provided by the workforce



system, and any additional and complementary services that can be provided by partner agencies. CareerSource NCFL provides the targeted youth with referrals to the additional services

## LOCAL BOARD STRATEGIC VISION AND GOALS – WIOA 108(B)(1)(E)

- 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).

The mission of CareerSource NCFL is “Everybody Works”. This mission guides us in everything we do as our focus is to provide self-sustaining work for all jobseekers and to provide well-trained and qualified individuals to fill the increasing demand by employers for skilled workers.

The following strategic objectives were determined to be those that the CareerSource NCFL Board chose to work toward:

Strategic Goals and Objectives	Action Plan for Achievement
<b>Goal 1:</b> Strongly support job creation through entrepreneurship training.	
Strategic Objective 1	Expand the Startup Quest training to train CareerSource NCFL participants in entrepreneurship and the resources available to commercialize technology at the University of Florida’s Office of Technology Licensing. Promote and support our community’s professional unemployed to leverage their skills and education, keeping them in our community, helping them prosper and become employed and create new companies.
Strategic Objective 2	Realign our TANF participant training programs to a more entrepreneurial self-empowered approach to promote self-employment, self-confidence and self-esteem among those received subsidies. Expand our Opportunity Quest entrepreneurial programs.
Strategic Objective 3	Expand entrepreneurial training to our youth through our Tech Quest entrepreneurial and Opportunity Quest programs. Expose our youth at highest risk of dropping out of high school to technology innovation in our community and teach them how they can tap into the innovation culture of Alachua and Bradford counties.
<b>Goal 2:</b> Develop and implement an alternative route to employment and increased education. Create an “Earn while you learn” system.	
Strategic Objective 1	Expand apprenticeship programs in our region.
Strategic Objective 2	Expand pre-apprenticeship programs in our region.
Strategic Objective 3	Expand year-round internships for youth with local businesses.
Strategic Objective 4	Expand the outreach to place our experienced senior workforce in paid mentorships and internships in our local businesses.
Strategic Objective 5	Focus on methods to provide opportunity for higher education to those

Strategic Goals and Objectives	Action Plan for Achievement
	who must work full time and do not have the time or the tuition to increase their skills.
<b>Goal 3:</b> Develop and implement a robust “Soft Skills” training program (professionalism, interpersonal communication, customer service, personal accountability, interviewing...).	
Strategic Objective 1	Expand the use of Disc Personal Profile, Conover Success Profile, Personal Responsibility Software, and other Entrepreneurial Quotient based tools in our community.
Strategic Objective 2	Expand employability training, customer service training, and workshops on emotional intelligence in our community.
<b>Goal 4:</b> Establish CareerSource NCFL as a Subject Matter Expert (SME) and national authority on workforce development.	
Strategic Objective 1	Research, locate, and recruit expertise in workforce development.
Strategic Objective 2	Research the types of data needed in longitudinal workforce activity tracking, integration of workforce outcomes to education, and resources of this data today.
Strategic Objective 3	Engage expertise in documenting and messaging the effectiveness and ROI of workforce development activities in our region and state.
Strategic Objective 4	Document the effect workforce development will make on the economic development of our region and the nation.
<b>Goal 5:</b> Act as an SME and catalyst in shaping the future direction of workforce development, the welfare system and the education system in both the state and the Nation.	
Strategic Objective 1	Develop industry cluster, service, and data distribution partnerships. Use existing successful medical, education, and economic development partnerships to expand awareness of the benefits of workfare, welfare, and education reform.
Strategic Objective 2	Leverage workforce data to affect policy change.
Strategic Objective 3	Engage legislators to effect change to support workforce development in our region and nationally.

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**Strategy to Work With Core Entities WIOA 108(b)(1)(F)**

- **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.**

CareerSource NCFL’s strategy to work with entities carrying out the core programs is to convene partner meetings on a regular basis to collect information on how each agency/organization can work together to reduce duplication of services while providing better, streamlined services to our customers. Core programs that have met with CareerSource NCFL

include Vocational Rehabilitation and Adult Education. CareerSource NCFL is advocating for a state-level memoranda of understanding that will provide guidance at the local level.

CareerSource NCFL also meets regularly with our business consumers and our economic development collaboratives to ensure that the workforce strategy is consistent with the needs of the business community.

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### High-Performing Board WIOA 108(b)(18)

**(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.**

As part of our plan, in accordance with WIOA 108(b)(18), CareerSource NCFL will continue its practices and processes that have, to date, resulted in a high-performing board that is business-led, market-responsive, results oriented and integrated with other workforce development system partners. Our performance to date in our negotiated standards demonstrates CareerSource NCFL's commitment to maintaining these high standards.

The design of the CareerSource NCFL system has multiple providers working together to meet high standards. Each provider's contract has performance standards built in that incentivize the provider to meet the regional standards. Monthly review of performance is conducted and reviewed with the Board committees. Quarterly performance improvement plans are developed for any standards that do not meet contract and negotiated goals.

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

CareerSource NCFL has and will continue to work diligently to provide workforce services to target populations to enhance the ability of individuals to become employed. CareerSource NCFL ensures that priority for receipt of career services is given to individuals with disabilities, veterans, older workers, recipients of public assistance (including food stamps, subsidized housing, Medicaid, etc.) ex-offenders, those who are basic skills deficient, homeless, unemployed, employed, and other economically disadvantaged individuals. Through special grant programs and partnerships, CareerSource NCFL strives to provide viable opportunities for individuals of targeted populations to enter the workforce.

CareerSource NCFL partners with local behavioral health and rehabilitative providers to host Diversified Job Fairs in an effort to assist individuals with disabilities enter the workforce. We also have an MOU in place with Vocational Rehabilitation and are looking into expanding more integrated services with VR, for example - to increase transition services and opportunities to youth with disabilities.

**(5) Describe the process used to develop your area's vision and goals, including a**

**description of the participants in the process.**

The CareerSource NCFL Board participated in robust strategic planning, mission and vision planning sessions in 2011 that resulted in our strategic goals and visions defined in (1) above. The CareerSource NCFL Board will be engaging in another strategic planning session in 2016 to update goals. Members of the Board of Directors met with a proven facilitator to develop the strategic goals in multiple planning sessions. Meetings were publicly noticed and open to the public to ensure that all had a voice in the process.

The CareerSource NCFL Board convened several committees in the latter part of 2010 and two full board strategic planning sessions in the summer of 2011, facilitated by John Spence, author of *Awesomely Simple Essential Business Strategies for Turning Ideas into Action*. Mr. Spence was named one of the TOP 100 Thought Leaders of 2010 by Trust Central and has trained executives at Microsoft, GE, IBM, Abbott Labs, Qualcomm, NCR, AT&T, Merrill Lynch, Verizon, and more.

CareerSource NCFL membership represents a wide variety of interests and sectors including local county government, private businesses, economic development and community based organizations, educational and training institutions, labor, and service providers. This representation has led to the development of strong ties within each sector and on-going collaborative working relationships throughout the region. The results have been a continuing process of generating feedback regarding the employment and other essential needs of the region. This process has directed the development of the local Plan.

**(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)€**

CareerSource NCFL’s goals were designed to provide innovation within the local workforce system. We believe that our strategies and goals will ultimately lead to achievement of the federal performance measures that have been negotiated with the Department of Economic Opportunity for entered employment, employment retention and average wages earned.

**Negotiated Levels of Performance WIOA 108(b)(17)**

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

The negotiated goals for Workforce Region 9 for the 2015-2016 program year are as follows:

Common Measures	PY 2015-2016 Performance Goals
<b>Adults:</b>	
Entered Employment Rate	<b>86.00%</b>
Employment Retention Rate	<b>94.50%</b>
Average 6-Months Earnings	<b>\$17,407.20</b>
<b>Dislocated Workers</b>	

Common Measures	PY 2015-2016 Performance Goals
Entered Employment Rate	78.20%
Employment Retention Rate	83.60%
Average 6-Months Earnings	\$18,404.00
<b>Youth</b>	
Placement in Employment or Education	62.10%
Attainment of a Degree or Credential	78.19%
Literacy and Numeracy Rates	40.80%
<b>Wagner-Peyser</b>	
Entered Employment Rate	73.03%
Employment Retention Rate	78.50%
Average 6-Months Earnings	\$11,000.00

**(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)**

Both the CareerSource NCFL Board and its fiscal agent have annual OMB audits by a competitively procured CPA firm. No audit exceptions have been identified.

CareerSource NCFL uses a variety of methods to measure performance and effectiveness of all contracted service providers. Primarily each contract has performance measures identified that have a funding penalty if not met. Each major program operated by the one-stop delivery system is included. These measures align closely with the annual strategic goals established by the CareerSource NCFL Board. We also use the Monthly Management Report as a tool to assist us in meeting state guidelines and the common measures.

The CareerSource NCFL Work Readiness Committee reviews all performance and programmatic monitoring and approves all performance improvement plans submitted by service providers. Follow-up is routinely conducted to ensure that all performance has been effective in reducing errors.

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

The local definition of economic self-sufficiency for employed workers is defined as an hourly wage that is more than \$25.00 per hour individually earned or 250% of the federal poverty level adjusted for family size, whichever is greater, at the time of first service. For an employed individual who is served with WIOA Dislocated Worker funds, self-sufficiency is defined as income of not less than 80% of the earnings prior to job separation.

The self-sufficiency level for Welfare Transition Program participants is defined as 200% of the federal poverty level.

## COORDINATION OF SERVICES

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

The CareerSource NCFL Administrative Entity set up meetings with regional partners (Vocational Rehabilitation, Adult Education, DCF) and career center staff. These groups met on an as-needed basis to discuss the coordination of individualized career services to prevent duplication and improve services to customers. During these meetings, each partner gave an overview of the services they offer and provided program updates. Representatives of each of the agencies are members of the CareerSource NCFL Board and are present at meetings to provide information on services available.

Services provided to the universal customer at the CareerSource NCFL centers through our contracted one-stop operator and career services provider includes:

- Labor exchange services by Wagner-Peyser staff
- Trade Adjustment Assistance programs
- Veteran's employment programs
- Welfare Transition Programs
- RESEA
- WIOA Adult, Dislocated Worker and Youth programs
- SNAP employment and training program

An understanding of what each agency partner brings to the local area is essential in ensuring that there is no duplication of services. Ongoing meetings with agency stakeholders will be held to continue to explore ways in which the local workforce system can meet the needs of the community while reducing redundancy of service.

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### Coordination of Rapid Response Activities, WIOA 108(b)(8)

In the case of mass job dislocation at a local employer, CareerSource NCFL has established rapid response activities that are designed to respond quickly to employer, worker, and community needs when a mass layoff or plant closure appears imminent. CareerSource NCFL operates under the appropriate State and Federal guidelines and has no local operating procedures for rapid response activities other than those outlined here.

CareerSource NCFL first seeks to avert layoffs, when possible, while maintaining the capacity to return workers to productive employment as quickly as possible if the layoff is unavoidable. The objectives of rapid response are reemployment on or before the affected worker's last day of employment and, upon notification of layoff, the successful transition of dislocated workers to appropriate services (intensive or training services) to help facilitate a quick return to work.

In addition, rapid response is part of the comprehensive system of services to employers. The local Business Services team utilizes the team resources to match the skills of workers being laid off with the skills requirements of companies that are hiring. It is widely recognized that maintaining a positive relationship with an employer that is conducting a layoff creates opportunities to assist the company with future staffing needs. The rapid response team will hold informational meetings at affected employers to provide information on the services available through the local workforce system and community partners.

When mass layoffs occur where state level rapid response funding is needed, CareerSource NCFL will request funds to assist workers in need.

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#### Coordination of Workforce Activities with Economic Development – WIOA 108(b)(5)

- **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)**

CareerSource NCFL partners with the Gainesville Area Chamber of Commerce (GACC) and the North Florida Regional Chamber of Commerce (NFRCC) to provide outreach and recruitment to our business partners. Each Chamber is responsible for economic development activities including the creation of new businesses.

CareerSource NCFL supports entrepreneurial training and microenterprise services. CareerSource NCFL is at the back end of a federal grant that provided entrepreneurship training in eight other workforce regions in Florida. This grant trained more than 1,800 unemployed individuals on how to start a business. CareerSource NCFL also partnered with the Santa Fe College, Center for Innovation and Economic Development (CIED), to provide entrepreneurial skills and microenterprise services workshops to individuals in Bradford County. CareerSource NCFL also will be providing entrepreneurial skills training to WIOA eligible youth during the program year.

CareerSource NCFL will also be initiating a self-employment portal in our comprehensive one-stop centers. This project will include providing workshops on how to use the Internet to find and get business using some of the many self-employment websites available for the self-employed and small businesses.

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#### Coordination of Workforce Activities with Education Programs WIOA 108(b)(10)

- **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)**

CareerSource NCFL has an extensive history of collaboration between the workforce system and the Alachua and Bradford public secondary and post-secondary institutions and agencies.



We will continue to work collaboratively with the local secondary and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

CareerSource NCFL works closely with Santa Fe College and the University of Florida in development of new training programs that meet the need of our regional employers for skilled workers in in-demand technologies and industries.

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### Coordination of Transportation and Support Services WIOA 108(b)(11)

- **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)(11)**

CSNCFL has policies in place to provide transportation and other supportive services to eligible participants. Due to limited funding the majority of support services provided are transportation services in the form of gas cards, bus passes for Alachua County's Regional Transit Authority and a contract with Communities in Schools of Bradford County (CISTO) to provide transportation to low-income individuals in Bradford County to ensure that they are able to get to work.

Other support services include, but are not limited to:

- Eye care to correct vision problems. Elective surgery or cosmetic products such as sunglasses are prohibited unless determined to be necessary as a result of a documented medical condition,
- Dental care to correct deficiencies that impact employment prospects. Elective cosmetic treatments such as braces are prohibited;
- Clothing, footwear, hair care, and personal appearance/hygiene products for adequate presentation at job interviews or work;
- Family or personal mental health or substance abuse counseling;
- Domestic abuse counseling;
- Housing assistance to stabilize the household including security deposits, rent, mortgage payments, and utilities. Consultation regarding credit counseling is required;
- Vehicle repair, replacement, and acquisition;
- Driver and vehicle licensing and required liability insurance, and
- Specialized assistance not otherwise specifically listed that is required to participate in One-Stop services or to accept or retain employment.

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### Coordination of Wagner-Peyser Services WIOA 108(b)(12)

- **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)(12)**

CareerSource NCFL, in accordance with WIOA 108(b)(12) plans for Wagner-Peyser services as a labor exchange program that brings together individuals who are seeking employment and employers who are seeking employees. Self-services are available to all workers and employers. Services may be accessed from computers in the CareerSource NCFL resource room.

The Wagner-Peyser Program provides for a no-cost nationwide public employment system that is fully integrated with all other one-stop partners to provide critical employment and training programs mandated through the Workforce Investment Act. The main focus of the Wagner-Peyser system is to promote employment services and training opportunities that are needed by both employers and workers by facilitating the match between employers to fill vacancies and workers in finding appropriate employment.

Services to Florida Region 9 employers and workers include interviewing and assessment, job development, recruitment, provision of occupational and labor market information, and referrals to the jobs and training; as well as other services relating to preparing people for employment and training opportunities. A continuum of services, ranging from self-help to intensive, individualized services, is available to meet the needs of job applicants. Specific services include intake and assessment, job development, job search, workshops, career management and referral to jobs. Applicants who are not considered job ready can be referred to other partner agencies for appropriate training and assistance, or counseling for problems related to vocational choices, occupational changes or job adjustment. Proficiency and aptitude testing are available to job ready applicants, as well as for those who need further employment preparation.

The Employ Florida Marketplace System uses a variety of techniques to ensure that employers who are in need of workers have access to a wide variety of qualified applicants. The techniques range from the traditional manual order taking and matching process to direct on-line employer input and screening. Employers will have direct on-line input via the Internet. Space is made available to employers to conduct interviews for perspective employees.

Employers also receive help in obtaining workers, filling jobs with special skills or other job requirements and applying personnel management tools, auxiliary services include comprehensive information on employment, unemployment and labor market information on local, state, regional and national levels.

CareerSource NCFL conducts job matching of qualified clients to open job orders. EFM job matching capabilities are used by Worker Services staff as well as Business Services staff to assure that employers and employees are connected. Contracts include shared performance measurable for all service providers that track both job openings filled and jobseekers placed. Emphasis is also placed on Job Fairs and community events that bring workers and employers together on a regular basis. Employers come to the One-Stop throughout each month to meet and interview employees referred by CareerSource NCFL. Training is provided to both jobseekers and employers on how to use the job matching capabilities within EFM.

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### Coordination of Adult Education and Literacy WIOA 108(b)(13)

- **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)(13)**

Title II of the WIOA defines the purpose of adult education and literacy as assisting adults to 1) become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency; 2) to assist adults who are parents or family members to obtain the education and skills that a) are necessary to becoming full partners in the educational development of their children; and b) lead to sustainable improvements in the economic opportunities for their family; 3) to assist adults in attaining a secondary school diploma; and 4) to assist in the improvement of English literacy.

CareerSource NCFL has strong relationships with the School Boards of Alachua and Bradford County. Both organizations are currently represented on our Board. CareerSource NCFL refers youth and adults needing assistance with adult education, remedial education and GED to the Adult Education departments. These collaborative activities will be solidified in jointly-signed memorandums of understanding either at the state or local level.

Coordination between Adult Education and Literacy and the workforce system will include the development of a process that includes the review of applications for providing adult education and literacy activities for demonstrated effectiveness prior to becoming an eligible provider.

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#### **Cooperative Agreements WIOA 108(b)(14)**

- **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.**

CareerSource NCFL understands that individuals with disabilities face significant challenges to obtaining the education, skills, and training needed to obtain and retain employment. CareerSource NCFL has been proactive in working closely with the following organizations to implement service strategies for all individuals seeking services within the region:

- AARP – SCSEP Program
- Alachua County Coalition for the Homeless and Hungry
- Alachua County Housing Authority – HUD
- Alachua County Library District

- Big Brothers/Big Sisters of Mid-Florida
- Bradford County Public Library
- Central Florida Community Action Agency
- Community Housing Partners, Inc.
- Communities in Schools Transportation Organization
- Department of Children and Families – SNAP and TANF eligibility
- Early Learning Coalition of Alachua County
- Gainesville Job Corps
- Partnership for Strong Families
- Putnam County Farmworker Career Development Program
- Santa Fe College Adult Education Program
- School Board of Bradford County
- Suwanee River Economic Council, Inc.
- United Way of North Central Florida
- University of Florida Career Resource Center
- Vocational Rehabilitation Services

Additionally in the current economy there are more workers than there are jobs. As such CareerSource NCFL continues its efforts promoting and enabling entrepreneurship within our workforce region and across the state as an option for all workers, but especially for workers who have any type of work limitation. Startup Quest<sup>®</sup> is an entrepreneurial training program for unemployed adults with college degrees, created in a partnership of CareerSource NCFL, the University of Florida’s Office of Technology Licensing (OTL), the Gainesville Area Chamber of Commerce, 14 successful entrepreneurs and 12 investors. It is replicable and creates jobs, trains unemployed and underemployed people in startup management skills, and provides valuable market analyses for a Technology Transfer office to use in commercializing existing technology. Startup Quest has been replicated in eight Florida workforce regions through a \$12 million grant from the Department of Labor, Employment and Training Administration Workforce Innovation Fund. Grant results are now being analyzed by an independent, competitively procured, evaluation organization.

Opportunity Quest is an entrepreneurial training program focused on assisting Welfare Transition participants with developing home-based and small businesses to increase their self-sufficiency and reduce their reliance on public subsidies. Bradford County Incubator is a product of CareerSource NCFL and the Santa Fe College Center for Innovation and Economic Development partnership to create and deliver a training program that gives participants the skills and knowledge required to create and grow a business and become self-employed. This program is available to residents of Alachua and Bradford counties. Training and support are created around each participant's target business in a process-based approach. Training consists of classroom education, workshops, and one-on-one coaching where participants will learn small business management, marketing 101, basics of money management and accounting, human resources management, branding, and market research.

## DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM WIOA 108(b)(6)

- **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)**

In accordance with the local plan requirements at WIOA 108(b)(6), CareerSource NCFL provide a One-Stop system that utilizes all programs, including WIOA, TAA, Wagner Peyser, SNAP, and TANF to assist all workers to obtain employment and self-sufficiency through an individualized mix of career and training services.

### Career Services

Career services will be available to all individuals through the local One-Stop service delivery system and will be offered in a variety of formats including self-service, limited assistance and will, at a minimum include the following:

- Determinations of whether the individuals are eligible to receive assistance;
- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop service delivery system;
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- Labor exchange services including:
  - Job search and placement assistance, and where appropriate, career counseling; provision of information on in-demand industry sectors and occupations; and provision of information on non-traditional employment
  - Appropriate recruitment and other business services on behalf of employers;
- Provision of referrals to and coordination of activities with other programs and services;
- Provision of labor market information including information on job vacancies, information on job skills necessary to obtain jobs, and information related to local occupations in –demand;
- Provision of performance information and program cost information on eligible providers of training services;
- Provision of how the local area is performing, the local performance measures and any additional performance information with respect to the one-stop delivery system in the local area;
- Provision of accurate information relating to the availability of supportive services, including child care, housing and transportation, available in the local area and referral to such services, as appropriate;
- Referral to supportive services;
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing financial aid eligibility;
- Services, if determined to be necessary for an individual to obtain or retain employment:
  - Comprehensive and specialized assessments including diagnostic testing and in-depth interviewing to identify employment barriers;
  - Development of an individual employment plan;
  - Group counseling;

- Individual counseling;
- Career planning;
- Short-term pre-vocational services;
- Internships and work experience linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out of area job search assistance and relocation assistance;
- English language acquisition and integrated education and training programs;
- Follow-up services, including counseling regarding the workplace for participants in workforce investment activities authorized under this subtitle that are placed in unsubsidized employment, for not less than 12 months after the first day of employment as appropriate.

Career services are offered directly through the one-stop operator and career services provider.

### Training Services

Training activities are funded by normal WIOA and TANF formula funds as well as significant additional grants funded directly from DOLETA from both WIOA and H-1B funds. Training activities, most of which will be provided through Individual Training Accounts (ITAs), will be available through the One-Stop System and may include, based on funding and Board priorities:

- Occupational skills training;
  - On-the-job training;
  - Paid internships and work experience;
  - Apprenticeships;
  - Incumbent worker training;
  - Programs that combine workforce training with related instruction;
  - Training programs operated by the private sector;
  - Skill upgrading and retraining;
  - Entrepreneurial training;
  - Transitional jobs;
  - Job readiness training provided in combination with training services above;
  - Adult education and literacy activities, including English language acquisition and integrated education and training programs; and
  - Customized training.
- **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.**

All of the required partners are included in the CareerSource NCFL one-stop delivery system. All of the WIA mandatory program partners continue to be accessed through virtual or physical means. The one additional partner, TANF, has been a partner in the Florida system since integration of the Workforce Innovation Act of 2000. Services provided on site include Wagner-

Peyser, WIOA Adult and Dislocated Worker, WIOA Youth, Supplemental Nutrition Assistance Program, Welfare Transition Program, Trade Adjustment Assistance, Veteran's services, Reemployment Assistance and other special programs.

Since the CareerSource NCFL Gainesville office has moved to its new location on NW 6<sup>th</sup> Street, a far more accessible location within downtown Gainesville, decreasing the physical distance for access to partners such as the Division of Vocational Rehabilitation and the Division of Blind Services. The previous location was located on the far south side of town, far removed from the areas of town housing those most needing services. Vocational Rehabilitation is in the Starke Career Center on a daily basis; in the Gainesville Career Center several times a week. The Senior Community Service Employment Program offers services within the career center every day.

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

CareerSource NCFL has a referral network with multiple community-based organizations to provide services within the one-stop system. The Supplemental Nutrition and Assistance Program is co-located within the current comprehensive one-stops. MOUs with multiple partners are included as an attachment to this plan.

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#### Roles and Resources of One-Stop Partners WIOA 108(b)(6)(D)

- **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).**

A copy of all executed MOUs is included in the plan attachments.

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

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#### Compliance with Section 188 of the ADA WIOA 108(b)(6)(C)

- 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.**

To include the plan requirement per WIOA 108(b)(6)(C) CareerSource NCFL ensures that individuals with disabilities have equal opportunity to access programs, benefits, and activities. Providers must provide individuals with disabilities the same opportunities to participate in programs, projects, and activities offered to individuals without disabilities. Individuals with disabilities are served through the same channels as individuals without disabilities, while receiving reasonable accommodation, modifications, and auxiliary aids and services, as appropriate. This includes access to employment opportunities and all

functions performed by CareerSource NCFL, including: registration for and provision of aid, benefits, services, training, support services and any right, privilege, advantage, or opportunity enjoyed by others.

Additionally, staff is trained to assist and can access professionals to provide sign language or other services needed to accommodate participants that will benefit from such assistance.

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

Qualified individuals with disabilities will be given a meaningful opportunity to participate in and benefit from aid, benefits, services, or training, and support services in the most integrated setting appropriate. This includes the adoption of effective communication strategies for applicants, participants, and the general public with a wide range of physical, perceptual, communication, and cognitive abilities. The objective is to ensure that universal access is a reality for all persons interested in participating in programs, projects, and activities contracted through CareerSource North Central Florida, including persons with disabilities.

With regard to aid, benefits, services, and training, CareerSource NCFL will provide reasonable accommodations to qualified individuals with disabilities unless providing the accommodation would cause undue hardship. CareerSource NCFL will also make reasonable modifications in policies, practices, and procedures when the modifications are necessary to avoid discrimination on the basis of disability unless making the modifications would fundamentally alter the nature of the service, program, or activity. In those situations, the CareerSource NCFL contracted service provider has the burden of proving that the accommodation/modification would result in such undue hardship, and will work with the region's Equal Opportunity Officer for an alternative accommodation. The reasonableness of an accommodation will depend upon the circumstances of each case. Furthermore, where more than one possible reasonable accommodation exists, the local entity should give primary consideration to the individual's preference in determining what accommodation it will provide. Examples of reasonable accommodations include:

- Providing or modifying equipment, devices or materials (*e.g.*, raising a desk on boards for a person who uses a wheelchair, providing flashing lights and volume controls on intercoms and telephones, installing text telephones [TTYs], utilizing the Florida Relay Service (7-1-1), providing large-print computer display programs, or materials in alternative formats, including Braille, audio tape or enlarged print, etc.);
- Providing qualified readers, interpreters, or other support services for all aspects of programs and activities including the application, interview, and testing processes, and during training and employment-related activities;
- Making facilities physically accessible to and usable by people with disabilities (*e.g.*, providing ramps, rest room grab bars, signage, etc.).



CareerSource NCFL prohibits discrimination in the provision of services on the basis of an individual's race, color, creed, sex, sexual orientation, gender identity, national origin, religion, age, or disability. In utilizing the Section 188 Disability Checklist as a foundation, CareerSource NCFL provides universal access to programs and activities such as:

- Ensuring Equal Opportunity
- Implementing Universal Access and Equal Opportunity through the following:
- Designation of Qualified Equal Opportunity Officer
- Notice and Communication
- Assurances
- Data and Information Collection, Analysis and Maintenance
- Monitoring For Compliance
- Complaint Processing Procedures
- Corrective Actions/Sanctions

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#### Access in remote areas through the use of technology - WIOA 108(b)(6)(B)

- 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)**

CareerSource NCFL facilitates access to services through our website and one stop facilities located throughout the County. To the extent possible one-stops are strategically located to provide physical access to workers and employers. We have worked very closely with our one stop operator to develop online videos and forms for workers, program applicants/participants, and employers to access from external locations.

These on-line services include but are not limited to; program orientation, applications for training services, e-signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EFM.

Additionally, we have worked collaboratively with the county library system to train library staff how to assist job seekers register in the EmployFlorida.com system to do job search and connect with one-stop staff remotely as needed. Once participants are registered, the state Wagner-Peyser staff and one-stop operator collectively manage bulk email outreach efforts using tools that include pulling data through backend SQL calls to capture various groups of job-seekers and contacting them with Constant Contact like email tools that pull users into a call system to follow up with thousands of users that never set foot in the career centers. This allows staff to target for specific employer recruitment needs, target those newly on UC benefits that do not come in to the centers, those on cash benefits or other high-risk groups. These practices increase access by people in rural areas using very cost effective technology tools.

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#### Implementing Integrated, Technology-Enabled Intake and Case Management – WIOA 108(b)(21)

- **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)**

CareerSource NCFL is implementing improved, streamlined processes to better utilize technology in serving customers, including both jobseekers and employers. For example, we are currently developing web-based orientations, short informational videos such as the “5-Minute Countdown,” and online intake and assessments.

CareerSource NCFL uses an electronic records management system, ATLAS. ATLAS is an all in one web-based software solution developed specifically for the Workforce Development industry and includes features such as electronic document management, service tracking by swiping driver’s licenses or logging in manually, and self-service document submission. Customers entering the career centers signs in through the ATLAS kiosk system located in the lobby, and is routed to the appropriate staff person or location based on the reason for his or her visit. The system is also used as a centralized database for programmatic records. Forms and all records are stored in this paperless environment for participants enrolled in case management programs such as WIOA, WTP, SNAP, RESEA, and other special projects. Extensive data reporting and variable information is now available to staff to increase data driven decision-making and trend analysis.

The quality of workforce development services will be improved through the provision of consistent, integrated, and non-duplicative services across education, rehabilitation, economic and workforce activities and a focused communication strategy. CareerSource NCFL providers and partners will infuse strategies so individuals with barriers to employment will be integrated and achieve successful competitive employment. Workforce delivery systems will work in concert to provide workers with the skills, work-based learning opportunities, resources, accommodations and supports needed through the systematic development of career pathways for in-demand industries. ALL jobseekers will have access to the occupational and training resources and skills needed to work to their fullest potential and to secure and maintain self-sustaining employment.

- **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)**

CareerSource NCFL has established procedures for the selection of service providers which follow a Board approved procurement policy which is attached to this plan. The procurement process begins with the development of funding priorities based upon both the local and state goals and strategic objectives. The CareerSource NCFL Board committees develop annual goals that lead to funding priorities. These priorities are the guiding principal for the procurement process Request for Proposals (RFP) or Invitations to Negotiate (ITN). RFPs or ITNs are issued and published on the [CareerSource NCFL website](#). All responses are reviewed by technical consultants for responsiveness to the RFP or ITN requirements. Only those responses that are deemed responsive will continue to move through the process. A series of evaluation materials are provided to the CareerSource NCFL Board review committee appointed for the specific

procurement to aid them in an unbiased and efficient review process. The selection committee may use these rating and scoring materials or define their own processes. The Administrative Entity and other outside professionals review the method chosen for proposal scoring to assure proper compliance and procedures are in place, and are consistent with Board policy and legal requirements. The responses are then rated using a pre-established rating form by the Board review committee. The scores of the responses are recorded, with recommendations for funding presented to the committees and full Board.

The procurement process is a very important part of providing services to our community. While it is a time consuming process it is critical and needs to be done carefully and in complete compliance, openness, and equality for all respondents.

All proposals received, along with rating forms and other pertinent documentation will be maintained at the Administrative Entity offices for review by independent and government auditors or other interested parties.

- **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)**

Both comprehensive one-stop centers in Workforce Area 9 are physically and programmatically accessible to all customers, including individuals with disabilities. We utilize reasonable accommodations for persons with disabilities and utilize language interpretation for those who do not speak English or who are hearing impaired. Once state guidance has been finalized the one-stop system will be reviewed and analyzed for system improvements that exceed state guidelines.

Career center staff have been cross-trained in all programs managed by the career centers as well as referral networks for individuals seeking services not available through the one-stop system.

Individuals can access the CareerSource NCFL services virtually through our website and through the Employ Florida Marketplace.

## DESCRIPTION OF PROGRAM SERVICES

### Description of Local Workforce System - WIOA 108(b)(2)

**(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)**

As CareerSource NCFL has documented throughout this plan, there are two comprehensive one-stop centers in the local area – one in Gainesville in Alachua County and one in Starke in Bradford County. These two cities are the population centers for each county.

Programs that are included in the local workforce system and directly provided by CareerSource NCFL service providers include:

- Wagner-Peyser
- Veterans Services
- WIOA Adult and Dislocated Worker
- WIOA Youth
- Temporary Assistance to Needy Families/Welfare Transition Program
- Trade Adjustment Assistance
- Reemployment Services and Eligibility Assessment (RESEA)
- Supplemental Nutrition Assistance Program (SNAP)
- Federal H-1B grant programming

Additional programs that are available through partner organizations:

- Adult education and literacy
- Vocational Rehabilitation and Blind Services
- Senior Community Service Employment Program
- Housing and Urban Development employment and assistance programs
- Community Block grants

### Describe competitive process used to award subgrants - WIOA 108(b)(16)

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

The procurement process for subgrants begins with the development of funding priorities based upon both the local and state goals and strategic objectives. It follows a Board approved procurement policy which is attached to this plan. The CareerSource NCFL committees develop annual goals that lead to funding priorities. These priorities are the guiding principal for the procurement process and the development of Request for Proposals (RFP) or Invitations to Negotiate (ITN). RFPs or ITNs are issued and published on the [www.careersourcencfl.com](http://www.careersourcencfl.com).

All responses are reviewed by technical consultants for responsiveness to the RFP or ITN requirements. Only those responses that are deemed responsive will continue to move through the process. A series of evaluation materials are provided to the CareerSource NCFL Board review committee appointed for the specific procurement to aid them in an unbiased and efficient review process. The selection committee may use these rating and scoring materials or define their own processes. The Administrative Entity and other outside professionals review the method chosen for proposal scoring to assure proper compliance and procedures are in place, and are consistent with Board policy and legal requirements. The responses are then rated using a pre-established rating form by the Board review committee. The scores of the responses are recorded, with recommendations for funding presented to the committees and/or full Board.

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**Expand services, career pathways, credentials - WIOA 108(b)(3)**

**(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)**

CareerSource NCFL is working with the WIOA core programs in developing a local area plan to reduce redundancies in service. Currently CareerSource NCFL utilized the Employ Florida Marketplace to provide services to our Wagner-Peyser, WIOA and TAA customers. However EFM does not provide the technological connectivity to connect other populations served such as the TANF and SNAP programs. Nor does EFM provide connectivity to other core programs such as Vocational Rehabilitation of Blind Services.

CareerSource does utilize the ATLAS document management system that does allow us to integrate files from all populations directly served by the one-stop system into one localized, integrated location.

Individuals seeking services from the one-stop system have access to career pathway development, co-enrollment amongst various programs, and access to training activities that lead to a recognized credential.

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

The CareerSource NCFL local area promotes key industry sectors within the one-stop system. Some of these industries are:

- Healthcare
- Technology and STEM
- Advanced Manufacturing
- Logistics
- Hospitality and Retail

These sectors promote the in-demand jobs within the local area and are those occupations that are represented on the Regional Targeted Occupation List (RTOL). Training with individual training accounts are predicated on the occupation being in-demand and on the RTOL. Customer choice is maximized by offering training to a wide variety of occupations that are within our industry sectors through individual training accounts to eligible training providers.

CareerSource NCFL also received federal funding from an H-1B Ready to Work Grant Employers in the STEM industries that is used to provide occupational training and paid work internships to individuals to upgrade their skills in high-demand, high-wage occupations.

**(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)**

CareerSource NCFL contracts with two business intermediaries/chambers of commerce to facilitate industry partnerships in in-demand industry sectors. CareerSource NCFL also works with key industry partners by participating in community-wide economic development planning groups to identify how the workforce system can partner with industry associations and other key industry partners.

**(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)**

CareerSource NCFL uses the Regional Targeted Occupation List (TOL) process to determine what training is in-demand in our region in accordance with Guidance FG OSPS-82 from February 5, 2014. This applies to ITA training.

Each year, CareerSource NCFL reviews the TOL using the statewide demand occupation lists as a guide. We reach out to our business community to identify additional occupations that are in demand through various mechanisms including publishing on our website a form that can be utilized to submit an occupation. We also use alternative resources such as supply/demand lists and other labor market resources in the development of the TOL.

To meet the list threshold, occupations should show ten (10) or more openings per year at the regional mean entry wage. Industries and training providers may request the addition of occupations if they can show the demand and the required wage levels.

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## Strategies and services in the local area WIOA 108(b)(4)

### **(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;**

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#### Facilitate Employer Engagement 108(b)(4)(A)(i)

CareerSource NCFL has been working closely with multiple employer industry clusters to identify skill gaps within the local workforce area. These industry clusters include technology, health care, advanced manufacturing and logistics. The skill gaps in these industries is so significant that CareerSource applied for, and was awarded the Department of Labor Employment and Training Administration H-1B Ready to Work grant to provide high-level on-the-job training in these targeted industries for long-term unemployed workers.

CareerSource NCFL is dedicated to assisting start-ups become successful as part of our goal to promote entrepreneurship and microenterprise support and to comply with the new WIOA regulations. We are dedicated to assisting small- to medium-sized businesses succeed and grow. We work closely with local area incubators to ensure that small-businesses in in-demand sectors are aware of the services that CareerSource NCFL offers.

Although Alachua County is the home of the University of Florida, many graduating students return to their homes after graduation. One of the Board's priorities is to work with our community partners and the University of Florida to reduce the brain drain – the large number of qualified and trained students leaving the Gainesville area at the end of each semester.

Local area employers have indicated that they want employees who possess the necessary soft skills, such as customer service and work maturity skills. Additionally, local employers have indicated that they need assistance in finding high quality employees to fill the growing need within the community for highly skilled technical work. One of the largest areas, healthcare, is one of the fastest growing industries and qualified healthcare professionals are among the fastest growing occupations.

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

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#### Meeting Business Needs 108(b)(4)(A)(ii)

CareerSource NCFL engages employers in key targeted industries regularly in groups and individually to determine their greatest workforce needs and how the workforce system can help them meet those needs. By understanding the talent needs of the businesses in the community, CareerSource NCFL can work towards aligning industry sector skill needs with available training. We also promote the availability of the Employ Florida Marketplace (EFM) to post open job positions and diligently job match current talent with new and emerging job vacancies.

One of the needs communicated to CareerSource NCFL was the need for employers to engage in earn and learn programs. Employers vocalized that they would like to be able to train workers who have basic workforce and occupational skills on an employer-specific platform or method of doing business. As such, CareerSource NCFL has actively sought funding from the Department of Labor to provide on-the-job training and paid internships in high-demand and high-skilled occupations.

**C. better coordinate workforce development programs and economic development; and**

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**Coordinate Workforce and Economic Development 108(b)(4)(A)(iii)**

See section on Emerging Industries that discusses ongoing coordination plans with economic development to align and contribute to the community's economic plan.

CareerSource NCFL contracts with the local economic development entities: the Gainesville Area Chamber of Commerce (GACC) and the North Florida Regional Chamber of Commerce (NFRCC) to provide a pipeline between the workforce system and economic development and business consortiums. The Chambers collectively are responsible for being the conduit between the local employer base and the workforce system by educating employers on our services and by bringing the employer's needs to the CareerSource NCFL Board for development of strategies to meet the need for skilled workers.

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

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**Strengthen linkages to UI system 108(b)(4)(A)(iv)**

Both CareerSource NCFL career centers have resource rooms with access to the CONNECT program and dedicated staff who are on-hand to assist individuals with making reemployment assistance applications. Career center staff are cross-trained on all programs to serve each participants based on their needs in a customer centric manner, making the various programs, regulations and funding as "invisible to the user" as possible. Initial claim questions and further assistance may be provided through telephone to a CONNECT representative.

Reemployment assistance claimants may meet their work test requirement any given week by meeting with career center staff and engaging in reemployment services.

CareerSource NCFL is engaged in the Re-employment Services and Eligibility Assessment (RESEA) program to strengthen the services provided to persons receiving reemployment assistance. This program replaced PREP on January 1, 2016. Individuals participating in the RESEA program receive dedicated hands-on assistance including orientations to the one-stop system, an initial assessment, labor market information and the development of an Employability Development Plan. Individuals are also provided with job referrals.

**(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 services for individualized career and training services will be granted to adults in the following order:

- First priority shall be given to recipients of public assistance and other low-income individuals, and those who are basic skills deficient, who are also veterans.
- Second priority of service shall be given to recipients of public assistance and other low-income individuals and those who are basic skills deficient.
- Third priority shall be among participants who are not low income or public assistance recipients, or who are not basic skills deficient. Veterans will receive priority over non-veterans.

WIOA federal priority guidelines apply to adult funds only, therefore funds allocated for dislocated workers are not subject to this requirement. However, dislocated workers who are also veterans shall receive priority for career or training services over dislocated workers who are not veterans.

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#### **Describe Training Services, Contracts and use of ITAs- WIOA 108(b)(19)**

**(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)**

CareerSource NCFL uses Individual Training Accounts (ITA) to fund occupational training for individual participants. On-the-job training and customized training activities are conducted under a contract with the employer of record as needed. No 'blanket' contracts with eligible training providers are currently used for adult or dislocated worker training under WIOA however individual vouchers are used on a per participant level that defines training, costs and provides accountability of training provided. CareerSource NCFL maintains an Eligible Training Provider List (ETPL) that is compliant with state and federal regulations.

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

CareerSource NCFL provides a wide variety of trainings base on the Targeted Occupations List (TOL) and the Eligible Training Provider List. Customers who are determined to be in need of training to gain employment are provided with information on the local labor market, occupations in demand, occupational wages and forecasting as part of the training process. This information along with the trainings that are on the TOL and the providers that provide training in those occupational areas, are provided to the consumer to ensure that they have all information needed to make an informed choice on occupation and training provider. Discretion is made by staffing specialists to determine if requested training is appropriate for the participant based on their individual employment plan, will provide a wage that will provide

a self-sufficient solution prior to approval of training requests. Training is based on availability of funding, which may be more available in certain sectors (i.e. STEM occupations) based on programs that are funded by DOLETA through competitive awards that focus on specific types of training or certain populations.

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

Training services for adults and dislocated workers are primarily provided through Individual Training Accounts (ITAs). Participants are expected to take an active role in managing their employment future through the use of ITAs. Adults and dislocated workers receiving training under this approach will receive information (e.g., skills assessment, labor market conditions and trends, training vendor performance) to make a self-informed choice about their own employment future – and the training to support their decision.

Staffing specialists and the participant jointly develop a career plan based on the participant’s skill level, aptitudes, interests, work history, and barriers. The career plan determines what services are necessary to provide the participant the best chance of becoming self-sufficient. The ITA is developed based on the costs associated with that particular training program.

ITA assistance will be provided to participants who after an interview, evaluation or assessment, and career planning, have been determined to be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and have the skills and qualifications to successfully participate in the training program. Training services will be available to employed and unemployed adults and dislocated workers who have met WIOA Adult or Dislocated Worker eligibility requirements. Evaluation/assessment and case management will determine that the participant is in need of training services, and has the skills and qualifications to successfully complete the selected training program. In addition, to be eligible for WIOA funding, there will be documentation/evidence that the participant is unable to obtain funding for training through other resources, including applying for Pell grants and other types of financial aid.

Training assistance will be provided for training programs that are short-term, with a usual maximum length of one year. In order to enable participants to continue his/her course of study, exceptions will be considered on an individual basis.

Once a training program has been selected and the participant has been approved, a voucher for training will be initiated by the staffing specialist, to be approved by one-stop management.

**A. Describe any ITA limitations established by the board**

On an annual basis, the CareerSource NCFL Board reviews the current funding available for WIOA Adult and Dislocated Worker programs and determines an annual limit for ITA training. For 2015-2016 the limit is \$1,500 per participant because such high levels of non-ITA training dollars are available from other funding including three direct DOL grants that provide employer based OJT and paid internships. ITA limits have been as high as \$5000 in past years.

Recommendations are made collaboratively by the One-Stop Operator and the Administrative Entity for Board consideration when needed.

### **B. Describe any exceptions to the use of ITA**

The exceptions to the use of ITA training include training done on the job by employers and worksite supervisors, as well as non-occupational training, such as entrepreneurship training. Since ITAs are used only for occupations that are on the Regional Targeted Occupation List (RTOL), as defined in the DEO Regional Targeted Occupations List Process, training outside of the RTOL do not use ITAs.

Consequently these types of training are provided through other accountable mechanisms, outside of the ITA process.

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#### **Coordinate With Economic Development, Entrepreneurial Training and Microenterprise Services WIOA 108(b)(5)**

**(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)**

Entrepreneurial training and microenterprise services are an important strategic goal for the CareerSource NCFL Board.

CareerSource NCFL supports entrepreneurial training and microenterprise services in several ways. CareerSource NCFL is in the last year of a 5 year federal grant that provided entrepreneurship training in our area as well as eight other workforce regions in Florida. This \$12 million grant trained more than 1,800 unemployed individuals on self-employment and how to start a business. CareerSource NCFL also partnered with the Santa Fe College, Center for Innovation and Economic Development (CIED), to provide entrepreneurial skills and microenterprise services workshops to individuals in Bradford County in an effort called the Bradford County Incubator that was housed in the Starke career center. CareerSource NCFL also will be providing entrepreneurial skills training to WIOA eligible youth during the program year.

CareerSource NCFL will also be initiating a self-employment portal in our comprehensive one-stop centers. This project will include providing workshops on how to use the Internet to find and get business using some of the many self-employment websites available for contractors, store owners and small businesses. Digital tools such as Etsy, Upwork, Uber, Task Rabbit and other contracting and retail based platforms will be explored to teach digital literacy, financial literacy, self-employment, customer service and other soft skills to those who have barriers to full time long term employment. The concepts of creating a portfolio of income sources that can provide training and possible generate revenue will be explored in an evaluation based pilot

to measure success at achieving self-sufficiency through employment, self-employment and/or wage gains.

Other entrepreneurial projects include our HBOTT program that targeted high growth startups as potential worksites to teach occupational skills while also creating new positions that did not previously exist (aligning with our local economic development targets of growing our own local jobs). One company that served as a worksite was able to hire and train dozens of long term unemployed or underemployed workers and committed to hiring them after training was completed. They were able to grow enough to make those hires, and also achieve an acquisition 3 times the total amount funded to CareerSource NCFL through a 5 year \$5 million dollar H-1B funded grant. HBOTT is further described with bar charts in Emerging Occupations Section above.

Our most recent DOL grant of almost \$10 million is following a similar model providing paid internships in STEM careers to long term unemployed and underemployed workers needing to earn and learn simultaneously, while simultaneously benefiting the companies that host them as a worksite.

SharpSpring, a 25-person marketing automation company was acquired by email delivery service provider SMTP in a \$5 million cash sale and \$10 million earn out based on reaching \$5 million in revenue in 2015. Rick Carlson, SharpSpring president and founder, credits the company's exponential growth to its involvement in CareerSource North Central Florida's Healthcare, Biomanufacturing, Occupational & Technology Training (HBOTT) program. "HBOTT solved the 'chicken or the egg?' problem for SharpSpring, in terms of needing revenue to hire people but needing people to generate revenue," Carlson said. "We were able to use HBOTT funds to get people productive and build our business." HBOTT provided more than \$3 million in reimbursable training funds for local unemployed or underemployed workers in healthcare, bioscience, advanced manufacturing and information technology occupations often filled by foreign workers. The H1-B Technical Skills Training grant is funded through U.S. Department of Labor, Employment and Training Administration, and allows employers to hire, train and retain eligible employees in permanent positions by providing reimbursement for on-the-job (OJT) training costs. Carlson utilized HBOTT training funds to accelerate SharpSpring's growth, creating new jobs faster than anticipated. "We found people who were unemployed," said Carlson, crediting the growing talent pool to the networking opportunities provided through Gainesville's integrated startup community.

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

Registered apprenticeships are an important component of training and employment services. CareerSource NCFL is working to increase the number of registered apprenticeships available in the local area and is working with industry leaders to create additional apprenticeships in key industries including construction and information technology. Earning and learning is a key goal of the CareerSource NCFL Board strategy.

Jobseekers are provided with information on the registered apprenticeships currently available within the region and are referred to the apprenticeship sponsors as appropriate based on their interest.

Information about registered apprenticeships is also provided to local employers as a method to train and retain skilled employees.

Registered apprenticeships can be funded through a variety of mechanisms including through 1) individual training accounts; 2) through on-the-job training contracts with employers; 3) a combination of an ITA to cover classroom instruction and OJT contracts to cover a portion of the apprentice's salary; and 4) incumbent worker training for upskilling apprentices who already have an established relationship with the apprenticeship program.

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#### Incumbent Worker, OJT, Sector Strategies, Career Pathways - WIOA 108(b)(4)(B)

**(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)**

CareerSource NCFL provides paid work-based training to eligible participants through special federal grants which includes on-the-job training and paid internships. Current WIOA funding levels are not adequate to provide work-based training or incumbent worker training at this time.

We also contract with business intermediaries in each county: the Gainesville Area Chamber of Commerce in Alachua County and the North Florida Regional Chamber of Commerce in Bradford County. CareerSource NCFL partners with the chambers to develop sector strategies that are built upon community partnerships and collaboration between business, workforce and other community stakeholders.

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#### Ensure Continuous Improvement of Providers - WIOA 108(b)(6)(A)

**(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).**

Information and data integrity and accuracy is a critical component to assess program effectiveness and performance of contracted service providers. Data collected and recorded into the various reporting systems (i.e. EFM/OSST) are utilized in analyzing performance as well as reporting outcomes and performance to the state and federal governments. Thus, it is important that file and system data is accurate in order to facilitate appropriate analysis and subsequent decision-making. Ongoing monitoring and performance reports are provided to

both service providers and the board to assure data is accurate and being entered in a timely and correct manner.

With that data integrity priority in place, actual services performed by staff and entered into the system are pulled in monthly reports and reviewed with operations and finance to review how staff activities are driving performance as well as cost allocations. The cost allocation plan provides methods to calculate staff time working on each program, based on the activities they perform for participants being served through each program's funding source. Consequently, staff performance is constantly reviewed and analyzed in real time, by pulling ongoing reports of activities, which then drives continuous improvement and cost allocations simultaneously.

Systems and case record reviews are completed to ensure that contracted service providers are in compliance with written policies, procedures, and directives; to recommend changes that improve the effectiveness and quality of service delivery; and to respond to compliance issues related to performance. In order to achieve the desired level of accuracy, on-going monitoring of the data systems and case files are and will continue to be performed. Additionally, service providers have negotiated performance deliverables defined in their respective contracts to include both state/federal measures (e.g. entered employment, credentials, etc.) as well as locally defined measures applicable to the needs of our local area.

In the event that deficiencies or a need for improvement are identified, providers are obligated to prepare a corrective action plan that identifies the steps they will take to correct the deficiency and the plan for eliminating or greatly reducing these deficiencies in the future. The Board's administrative entity then conducts follow up reviews to ensure the corrective action plan was implemented and results show improvements

**(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)**

CareerSource NCFL has implemented the 11 program elements that were required under the WIA law as part of our youth program design. Five new program elements that were not required under WIA have been built into your WIOA Youth Program design. These new elements are 1) education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; 2) financial literacy education; 3) entrepreneurial skills training; 4) services that provide labor market and employment information about in-demand industry sectors or occupations in the local area; and 5) activities that help youth prepare for and transition to post-secondary education and training.

All 14 program elements are available to eligible youth. The program has the discretion to determine which elements to provide based on the individual's assessment and individual service strategy.

CareerSource NCFL provides the 14 program elements as follows:

- Tutoring – CareerSource NCFL provides tutoring as needed to youth who are basic skills deficient through vendors in each county: StudyEdge provides tutoring in Bradford County; Sylvan Learning provides tutoring in Alachua County;
- Alternative Secondary School Services – CareerSource NCFL works with the local education agencies in each county to provide information regarding alternative school resources.
- Paid and Unpaid Work Experiences – CareerSource NCFL provides eligible youth with the opportunity to participate in internships with local employers who agree to be host sites. Work experience can be either summer-based or year-round. At least 20% of CareerSource NCFL’s funding is spent on paid work experience opportunities.
- Occupational Skill Training – youth who are assessed to be in need of occupational skill training to obtain employment are enrolled in in-demand occupations.
- Education offered concurrently with and in the same context as Workforce Preparation Activities – youth in need of remedial academic preparation can participate in programs that either offer both basic skills remediation and occupational skills training.
- Leadership Development activities – Dynamic Workforce Solutions, the local WIOA youth provider, provides leadership training as part of their Dynamic Futures® curriculum provided to each youth enrolled in the WIOA youth program.
- Supportive services – youth in need of support to participate in WIOA youth activities will be assessed and provided with support in accordance with CareerSource NCFL’s support service policy.
- Adult mentoring – CareerSource NCFL is working on a youth mentoring program in partnership with local organizations such as the Gainesville Area Chamber of Commerce and other youth-based programs.
- Follow-up Services – all youth who are exited from a WIOA youth program received 12 months of follow-up to ensure that they remain on track with the positive outcome.
- Comprehensive guidance and counseling – WIOA youth provider career navigators provide career counseling and guidance to all enrolled WIOA youth as part of the case management process;
- Financial literacy education – The Dynamic Futures® curriculum includes a financial literacy workshop and tests.
- Entrepreneurial skills training – CareerSource NCFL has been providing entrepreneurial skills training for eligible WIOA youth for many years. The program *Tech Quest* is a technology based entrepreneurship program based on the Kauffman Institute’s Ice House program. Additionally in Bradford County, CareerSource NCFL partnered with the Bradford County School Board to host a Family Business Mentoring Program where in-school youth were trained in entrepreneurship and started a simulated business with their families.
- Labor Market Information – all enrolled WIOA youth are provided with information on the local labor market occupations in demand during the Dynamic Futures® workshops.
- Transition Activities to Post-Secondary Education and Training – as part of the career planning sessions, youth career navigators provide information to youth on transitioning from the program to post-secondary education or another positive outcome.

- 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**

CareerSource NCFL defines 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* as an eligible youth who is unable to read or write at a 9<sup>th</sup> grade level as determined by Test of Adult Basic Education (TABE) testing. Reasonable accommodations are made to ensure that youth with disabilities can participate in the assessment process.

- 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 “additional barriers to employment” for youth include:

- Personal or family substance/alcohol abuse, or
- Victim of abuse or domestic violence, or
- Individual who has a parent (within household) with a terminal illness, or
- Individual who has a parent that is incarcerated, or
- Individual or parent of individual that is participating in a mental health or behavioral program, or
- An individual who requires additional assistance to complete an educational program or to secure and hold employment.



## REGIONAL PLANNING ANALYSIS

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

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

- **An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area**

CareerSource NCFL is one of 24 local areas that have been designated as a planning area. Thus our analysis of the local economy, labor market areas and industry sectors is well documented throughout this plan and includes various partner plans developed collaboratively in our community. See Strategic Planning Elements at the beginning of the plan for details on the economic analysis for Alachua and Bradford Counties and information on emerging industries and emerging occupations.

Also, see the attached economic analysis section from the Alachua County’s Business and Economic Growth Plan from 2015 that contains key indicators, demographics, land use in 9 municipalities, employment and income data and an overall economic outlook.

- **Specific milestones and timelines for consultation with:**
  - **Other local workforce development boards**
  - **Local elected officials;**
  - **Economic development organizations;**
  - **Core and mandatory one-stop partners for potential regional implications;**
  - **Analysis of coordination of services with potential regional implications.**

Our Board is consulting with the core and mandatory partners defined in WIOA. Additionally we work closely with other boards (as described immediately above), the Gainesville Council for Economic Outreach, the North Florida Regional Chamber of Commerce, the counties and others in our planning processes.

Milestones are program based, such as those shown in the HBOTT bar graph in the Emerging Occupation section above. Each independently funded project includes specific goals and timelines that align with our economic development partners.

The following two reports show milestones and timelines of local economic development organizations, one only in the Gainesville MSA and the other in the larger existing economic development regions covered by the Regional Planning Council.

- Economic development plan of the Gainesville Area Chamber of Commerce entitled: Transforming Greater Gainesville.
- North Central Florida Regional Planning Council's plan for 2014-2017

CareerSource NCFL has also worked closely with other workforce areas in regional discussions.

- A contiguous multi are region we have worked with for many years and have a MOU in place include areas 6, 7, and 10 to work collaboratively.

Additionally CareerSource NCFL has worked with other groups of regions on various funded projects in collaborative programs that shared both funding and outcome goals:

- We have had a very successful MOU with regions 5, 8, 9 11, 13, 14, 15, 22 in a \$12 million dollar random control trial evaluation study for entrepreneurship training, called Startup Quest. The consortium on 8 regions is called the Business Advocacy and Self-Employment Consortium.
- We also have a second project in collaboration with only 3 regions, 5 9 and 11 For \$10 million dollars for STEM training called STEM Ready, that focuses on paid internships in STEM companies.

It is our philosophy that, while the state of Florida may evolve into contiguous multi area regions at some point in time, there are additional issues that need to be considered, such as industry alignment. For example:

- the only other biotech industries similar to ours our down in West Palm, Orlando and south Florida),
- strategy alignment (our 8 Startup Quest regions continue to focus on the Future of Work concepts and self-employment, some more than others) and
- STEM career growth in smaller regions metropolitan regions like Gainesville, Daytona and Tallahassee that are in between large cities and rural communities.

We are currently waiting on final state guidance and continue discussions with key stakeholders:

- Consultation with other workforce boards: Discussion continues among all board on possible future regional options.
- Local elected officials: discussion are ongoing with our county commissioner board members as well as our Dual County Consortium (consisting of 2 commissioners from each county)
- Economic development organizations: Chambers in both counties
- Core and mandatory one-stop partners for potential regional implications: planning began in November of 2015 and continues
- Analysis of coordination of services with potential regional implications: Currently working on local area planning local of services while coordinating deliver in multiple regions for those programs jointly funded. An example of such coordination includes a uniform payroll system for paid interns and work experience participants, uniform

procedures to align efforts to achieve shared program outcome goals, ongoing collaboration calls, process refining and .participant on-boarding for three regions now (previously 8 regions in Startup Quest) in one program using the generic module in EFM.

Our region believes in collaboration, sometimes to a fault. However, the purposes and motivations for collaboration we have found the most productive are not arbitrary boundaries drawn based on some administrative decision made regarding which direction on the map the 'grouping' will be created (i.e. commuting patterns from the northeast toward Jacksonville or from the west within our MSA or along the I 75 corridor). Argument could be made one way or the other for any such decision. This is the 21<sup>st</sup> century and we believe that opportunity evolves from collision and often-chaotic intersections.

We believe in self-managed systems, such as those defined in Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness by Frederic Laloux, as effective and productive theories of organizational development.

## PUBLIC COMMENT PROCESS

### Public Comment Process- WIOA 108(B)(20)

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

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)
- (2) Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)
- (3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan. WIOA §108(d)(2)
- (4) Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.
- (5) Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

The plan was provided to the CareerSource NCFL Executive Committee for approval. Once approved the plan was posted on the [www.careersourcencfl.com](http://www.careersourcencfl.com) website encouraging public comments from members of the Alachua and Bradford communities. We have established a 30-day comment period to provide an opportunity for public input beginning on March 28, 2016. Advertisement of the availability of the plan was made in the local news media. All public comments will be reviewed prior to plan finalization. Any comments disagreeing with any part of the plan will be evaluated and the plan will be modified if warranted. As of April 28, no public comments were received. Meetings were held with core partners as needed to elicit their input into the plan. The plan will also be provided to the Alachua and Bradford County commissions for review, comments and approval. As needed the plan will be modified based on these reviews. Any public comments provided to CareerSource NCFL after submission to the Department of Economic Opportunity will be provided as an addendum.

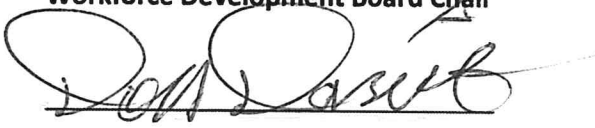
**SIGNATURE PAGE**

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

- Alachua County
- Bradford County

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

**Workforce Development Board Chair**



Signature

**Chief Elected Official**

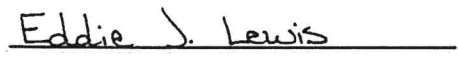


Signature



Name (printed or typed)

Title *CHAIR*

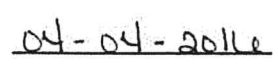


Name (printed or typed)

Title *Chairman*



Date



Date

## GRANTS AND CONTRACTS - TRANSMITTAL MEMO

Date: **August 12, 2013**

From: John Johnson, Grants and Contracts Administrator

To: Darlene Ryon

CONTRACT #: 7279

VENDOR: Florida Works

DESCRIPTION: Interlocal Agreement between Alachua County & Bradford County.

APPROVED BY: Board

APPROVAL DATE: June 25, 2013

Received On: August 12, 2013

TERM START: April 28, 2013

TERM END: April 27, 2016

AMOUNT: n/a

ACCOUNT: n/a

ENCUMBRANCE #: n/a

RFP/BID #: n/a

**ACTIONS REQUIRED** Enclosed are two originals of the document referenced above which has been approved by the Board. Please forward both original documents to the vendor and return one fully executed original to John Johnson.

copy to: F&A  
Risk  
Purchasing  
File

**INTERLOCAL AGREEMENT BETWEEN ALACHUA  
COUNTY AND BRADFORD COUNTY REGARDING ALACHUA/BRADFORD  
REGIONAL WORKFORCE BOARD D.B.A. FLORIDAWORKS**

THIS AGREEMENT, made and entered into pursuant to the authority of Section 163.01, Florida Statutes, by and between the counties of Alachua and Bradford, of the State of Florida,

WITNESSETH:

WHEREAS, the Congress of the United States has enacted the "Workforce Investment Act of 1998" (WIA) and the Legislature of the State of Florida has enacted the "Workforce Innovation Act of 2000" both of which establish and define a program to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs; and

WHEREAS, the WIA requires the Governor to designate Local Workforce Investment Areas to promote the effective delivery of services and further provides that a consortium of units of general local government may constitute such as a local workforce investment area; and

WHEREAS, the Board of County Commissioners of Alachua and Bradford Counties desire that their counties be included in a regional program to avail its citizens of the benefits of the WIA; and

WHEREAS, the Governor has designated Alachua and Bradford Counties as a local workforce investment area for the purposes of the WIA; and

WHEREAS, the WIA requires the establishment of a Local Workforce Board to provide policy guidance for, and exercise oversight with respect to, activities under the WIA program of its local workforce investment area in partnership with the units of general local government within its local workforce investment area; and

WHEREAS, it is the responsibility of each county in the local workforce investment area to appoint members to the FloridaWorks Board which meet the requirements of the local workforce board in accordance with the WIA and the inter-local agreement entered into by the Board of County Commissioners of each county; and

WHEREAS, it is the responsibility of the FloridaWorks Board to assure that it meets the requirements of a local workforce board, in accordance with the WIA and the inter-local agreement entered into by the Board of County Commissioners of each county in the local workforce investment area, and to determine procedures to develop a WIA plan, and to select an administrative entity to administer the WIA plan; and

WHEREAS, the WIA plan must be approved and submitted jointly by the Local Workforce Board and the Board of County Commissioners of each county in the local workforce

investment area; and

NOW THEREFORE, the parties hereto agree as follows:

### **1. Establishment of Alachua-Bradford Inter-local Agreement**

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

### **2. Identification of Parties to this Agreement**

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

<u>Name</u>	<u>Address</u>
Board of County Commissioners Alachua County, Florida	P.O. Box 5547 Gainesville, FL 32627
Board of County Commissioners Bradford County, Florida	P. O. Drawer B Starke, FL 32091

### **3. Geographical Area to be served by this Agreement**

The geographical areas, which will be served by this Agreement, are the entire geographical areas of each of the two (2) member counties, which geographical areas are legally described in Chapter 7, Florida Statutes.

### **4. Size of Population to be Served**

The population of the two county areas to be served by this Agreement is 275,856 based upon the population count for the Year 2010 prepared by the United States Census Bureau.

### **5. Agreement not Prohibited by Law**

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

### **6. Chief Elected Officials**

For Alachua County "Chief Elected Official" means the Board of County Commissioners and for Bradford County this means Chairman of the Bradford County Board of County Commissioners, unless otherwise designated by either board. In the circumstance where a dual appointment is



required to be made by both counties, then a four-member consortium may be created with two members of each county commission and the consortium may make the appointment.

The parties to this Agreement hereby authorize the chief elected officials to exercise all decision-making powers, pursuant to WIA, over all plans, programs and agreements. More specifically the chief elected officials are hereby authorized to:

(1) Appoint the members of the FloridaWorks Board, in accordance with Section 117 of Title I of the WIA, Chapter 445, F.S. and Section 9 of this Agreement, which shall serve the functions as described in Section 106 of Title I of the WIA; and

(2) Enter into an agreement or agreements with the FloridaWorks Board which meets the requirements of a Local Workforce Board to determine the selection of a grant recipient to administer the WIA plan as described in Section 117 of Title I of the WM and to determine the procedure for the development of the WIA plan as described in Section 118 of Title I of the WIA; and

(3) Together with the FloridaWorks Board and the Governor of the State of Florida select the substate grantee as specified in Title I Section 117 (d)(3)(B)(II) of the WIA; and

(4) Review and approve all WIA plans prepared under Section 118 of Title I of the WIA and jointly submit, along with the FloridaWorks Board, said plans to the Governor; and

(5) Perform any other appropriate duties necessary for the accomplishment of and consistent with the purposes of this Agreement and the WIA.

## **7. Responsibilities of FloridaWorks Board**

The meetings of the FloridaWorks Board are governed by the provisions of Chapter 286, Fla.Stat (the "Government in the Sunshine Act"). All documents in the custody of the Workforce Board are governed by Chapter 119, Fla.Stat (the Florida Public Records Law) and all documents in the custody of Workforce Board's administrative entity, pertaining to the Workforce Board, are, public records. The FloridaWorks Board shall provide to the Chief Elected Officials, within thirty (30) days of completion, copies of all outside audits and monitoring reports of the Workforce Board, its administrative entity, or its contracted service providers.

## **8. Establishment, Composition, and Appointment of FloridaWorks Board**

There is hereby established a Local Workforce Board (hereinafter called the FloridaWorks Board), which shall be constituted in accordance with the requirements of Section 117 of Title I of the WIA, Chapter 445, F.S., and this Agreement. The number of members of the FloridaWorks Board shall be thirty-six (36), as shown on the attached membership list.

Members of the FloridaWorks Board are nominated by various agencies as mandated under WIA. Nominations are then submitted to the chief elected officials for selection and appointment. Either County may choose to solicit member nominations directly from the

appropriate agencies. Members shall be appointed for fixed and staggered terms and may serve until their successors are appointed. Terms of FloridaWorks Board members shall be three years after the original terms of one, two or three years are served.

Any vacancy in the membership of the FloridaWorks Board shall be filled in the same manner as the original appointment. Termination - All members of the Board are subject to have their membership terminated for failure to attend three (3) Board meetings per year. It shall be the responsibility of the Executive Committee to review each individual case and determine whether the member should be removed or whether extenuating circumstances justify the member's retention. While the official representing the public and private sectors may be appointed and personally serve, it is permissible for them to send designees to those meeting which they may not be able to attend. In such instances, the attendance of all designees shall satisfy attendance requirements but does not extend voting privileges. There are no preclusions under the WIA that prohibits a member to serve in a dual capacity on the Board.

A majority of the members of the FloridaWorks Board shall include representatives of business in the local area who (1) are owners of businesses, chief executives operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority; (2) represent business opportunities that reflect the employment opportunities of the local area; and (3) are appointed from among individuals nominated by local business organizations and business trade associations.

Private sector nominations, and the individuals selected by each chief elected official from such nominations made by general business organizations or economic development agencies in each chief elected official's respective county, shall reasonably represent the industrial and demographic composition of the business community. Whenever possible, at least one-half of such business and industry representatives shall be representatives of small business (500 employees or less), including minority business. The Chairman of the FloridaWorks Board shall be elected from among members of the FloridaWorks Board who are representatives of the private sector.

The private sector representatives for Alachua County on the FloridaWorks Board shall be selected by the chief elected official from the individuals nominated by the following organizations within their respective county. Any chamber in Alachua County may make nominations to fill any private sector seat vacancy in Alachua County as soon as such vacancies occur. The allocation of the number of nominations are as follows: Alachua Chamber of Commerce (two (2) nominees), Archer Chamber of Commerce (two (2) nominees), Gainesville Area Chamber of Commerce (eleven (11) nominees), Hawthorne Chamber of Commerce (two (2) nominees), High Springs Chamber of Commerce (two (2) nominees), Newberry Chamber of Commerce (two (2) nominees), Council for Economic Outreach (six (6) nominees).

The private sector representatives from Bradford County on the FloridaWorks Board shall be selected by the chief elected official (Chairman of the Bradford County Board of Commissioners) from the individuals nominated by the following general purpose business organizations or economic development agencies, within their respective county. The allocation of the number of nominations is as follows: The North Florida Regional Chamber of

Commerce/Bradford County Development Authority (seven (7) nominees).

The number of nominations by the following organizations should be at least equal to the number of seats that are vacant; however, nominations may be as many as the nominating organizations deem appropriate. The importance of minority and gender representation shall be considered when making appointments to the FloridaWorks Board [s. 445.007, F.S.].

**Required Members of the Regional Workforce Board, s. 117, WIA, 20 CFR 661.315 and s. 445.007(1), F.S.**

The Board membership may not exceed the minimum membership required in s. 117(b)(2)(A), WIA, and s. 445.007(1), F.S. Upon approval by the Governor, the Chief Elected Officials may appoint additional Board members above this minimum limit. [s. 445.007(1), F.S.].

**8.1 Business** - A majority of the Board members must represent local businesses [s. 117(b)(4), WIA, and 20 CFR 661.315(d)].

8.1.1. Eligible members include those in the Region who are owners of a business, chief operating officers, or other individuals with optimum policy-making or hiring authority. [s. 117(b)(2)(A)(i) & (b)(3), WIA, and 20 CFR 661.315(d)].

8.1.2. Local business members must have employment opportunities that reflect the employment opportunities of the Region.

8.1.3. Local business members must be nominated by business organizations and/or business trade associations [s. 117(b)(2)(A)(I), WIA, and 20 CFR 661.315(e)].

**8.2 Education** - This category must include two (2) representatives of local educational entities.

8.2.1 Special consideration must be given to local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist). These members are selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such entities [s. 117(b)(2)(A)(ii), WIA, 20 CFR 661.315(a), s. 445.007(1), F.S.].

8.2.2 A private nonprofit training provider and a private for-profit training provider [s. 445.007(1), F.S.].

**8.3 Labor** - This category must have two (2) members of organized labor [s. 117(b)(2)(A)(iii), WIA]. The Chief Elected Officials must solicit nominations from local labor federations.

**8.4 Community-Based Organizations (CBO)** - This category must have two (2) members.

8.4.1 Special consideration must be given to organizations representing individuals with disabilities and veterans. [s. 117(b)(2)(A)(iv), WIA, 20 CFR 661.315(a)] The Board will be responsible for demonstrating that special consideration has been given to organizations representing individuals with disabilities and veterans.

8.4.2 A community-based organization is defined as, “a private nonprofit organization that is representative of a community or a significant segment of a community and that has demonstrated expertise and effectiveness in the field of workforce investment” [s. 101(7), WIA].

**8.5 Economic Development** - This category must have two (2) members.

8.5.1 Special consideration must be given to private sector economic development entities [s. 117(b)(2)(A)(v), WIA, 20 CFR 661.315(a)]. The Board will be responsible for demonstrating that special consideration has been given these organizations, including the unavailability of such entity within the area.

8.5.2 Economic development agencies are defined as, “local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development” [s. 101(11), WIA].

8.5.3 The Chief Elected Official must solicit nominations from both public and private local economic development agencies [s. 117(b)(2)(A)(v), WIA].

**8.6 Mandatory One-Stop Partner Programs Requiring Representation on the Boards.** The membership of the Board shall include representatives of One-Stop Partners [ss. 117(b)(2)(A)(vi), and 121(b), WIA], as follows:

8.6.1 Adult education and literacy activities authorized under Title II of WIA [s. 121(b)(1)(B)(iii), WIA]. The Chief Elected Officials shall appoint one (1) adult education and literacy partner as a representative on the Board but only if no local education entity that operates an adult education and literacy program has been appointed pursuant to subsection 8.2 (above).

8.6.2 Post-secondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act [s. 121(b)(1)(B)(vii), WIA]. The Chief Elected Officials shall appoint at least one (1) partner to the Board who represents post-secondary vocational education activities and programs in the Region but only if no local education entity that operates such post-secondary vocational education activities has been appointed pursuant to subsection 8.2 (above).

8.6.3 The Florida Department of Children and Families (DCF) is the state grant recipient for Temporary Assistance to Needy Families (TANF) funds [s. 121(b)(2)(B)(ii & iii), WIA] and is a One-Stop Partner. The Chief Elected Officials shall appoint one (1) member from the local DCF.

8.6.4 Programs authorized under parts A and B of Title I of the Rehabilitation Act [s. 121(b)(1)(B)(iv), WIA] provide employment and training grants to help individuals with disabilities, prepare for, obtain, and maintain employment. The Chief Elected Officials shall appoint one (1) partner to the Board who can represent vocational rehabilitation (VR) programs in the Region.

8.6.5 Senior Community Service employment activities [s. 121(b)(1)(B)(vi), WIA]. The Chief Elected Officials shall appoint one (1) partner to the Board to represent Senior Community Service Employment Programs (SCSEP).

8.6.6 Employment and Training Programs Administered by DEO [s. 121(b)(1)(B)(ii, viii, ix, xi & xii), WIA]. The Board is not required to include representation for those workforce programs funded from Workforce Florida Inc. (WFI) or the Florida Department of Economic Opportunity (DEO). These programs include WIA, Wagner Peyser (WP), Trade Adjustment Assistance (TAA), Local Veterans Employment Representatives (LVERs), Disabled Veterans Outreach Programs (DVOPs), and Reemployment Compensation.

## **8.7 Mandatory Partner Programs Requiring Representation**

8.7.1 Veterans Workforce Investment Programs (VWIPs) under Title I of WIA [s. 121(b)(1)(B)(i), WIA]. Veterans Workforce Investment Programs are competitive grants awarded by USDOL to a state or local government or local private or not-for-profit organization which applies for such grant to offer employment and training services to certain veterans. If such grants are awarded to governments or other entities within the Region, the Chief Elected Officials shall appoint one (1) member representing the Veteran Workforce Investment Program to the Board.

8.7.2 Job Corps [Subtitle C, WIA]. The Chief Elected Officials shall appoint one (1) representative of the Job Corps Center to the Board.

8.7.3 Native American Programs [s. 166, WIA]. Regions that have a local tribe that provides employment and training services in the Region shall include partner representation on its Board. The Chief Elected Officials shall appoint one (1) member of the tribe as a representative on the Board.

8.7.4 Migrant and Seasonal Farmworkers (MSFW) [s. 167, WIA]. If the Board has migrant and seasonal farmworker offices within its Region, the Board must have MSFW representation on the Board. Accordingly, the Chief Elected Officials shall appoint one (1) MSFW representative to the Board.

8.7.5 Employment and training activities carried out under the Community Services Block Grant (CSBG) [s. 121(b)(1)(B)(x), WIA]. The Community Services Block Grant program provides grants to local governments and non-profit agencies to assist eligible low-income households in attaining the skills, knowledge and motivation necessary to achieve self-sufficiency. If a local CSBG program provides employment and training services to eligible recipients, the Chief Elected Officials shall appoint one (1) member to represent the CSBG on the Board.

8.7.6 Employment and Training Activities carried out by the Department of Housing and Urban Development (HUD) [s. 121(b)(1)(B)(xi), WIA]. If the Board has training and employment programs funded through HUD in the Region, the Chief Elected Officials shall appoint one (1) representative to the Board from the entity or organization receiving the HUD Employment and Training funds.

## **8.8 Additional (Optional) One-Stop Partners**

If the Board and the Chief Elected Officials use their discretion to allow other entities that carry out a human resource program to become One-Stop partners, those entities must be represented in the Board membership [ss. 117(b)(2)(vi) and 121(b)(2)(A), WIA]. Such programs may include programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501, et seq.) and other appropriate federal, state, or local programs, including programs in the private sector.

## **8.9 Nonvoting Members**

8.9.1 Youth Council – Members of the Board’s Youth Council who are not otherwise members of the Board are nonvoting members of the Board [s. 117(h)(3), WIA].

8.9.2 Military Installations – The Chief Elected Officials shall include one (1) nonvoting representative from a military installation if a military installation is located within the Region and the appropriate military command or organization authorizes such representation [s. 445.007, F.S.].

8.9.3 Recipient of Welfare Transition Assistance or Workforce Services – It is the intent of the Florida Legislature that membership of a Board includes a person who is a current or former recipient of welfare transition assistance as defined in s. 445.002(3), F.S., or workforce services as provided in s. 445.009(1), F.S. or that such a person be included as an ex-officio member of the Board or committees of the Board.

## **8.10 Other Entities**

8.10.1 The Chief Elected Officials may select for membership other individuals or representatives of other entities in the Region as determined to be appropriate, including those representing individuals with multiple barriers to employment and other special populations upon approval by the Governor [s. 117(b)(2)(B), WIA, 20 CFR 661.315(b), s. 445.007(1), F.S.].

8.10.2 When submitting recommendations for additional non-business members, the Board will also submit recommendations for business members to maintain the required business majority of the Board [s. 117(b)(4), WIA].

## **8.11 Removal of a Board Member for Cause**

The Governor may remove a member of the Board, as well as its Executive Director or the designated person responsible for operational and administrative functions for the Board for cause. Cause includes, but is not limited to, engaging in fraud or other criminal acts, incapacity, unfitness, neglect of duty, official incompetence and irresponsibility, misfeasance, malfeasance, nonfeasance, or lack of performance [s. 445.007(2)(b), F.S.].

The membership of the FloridaWorks Board, as set forth in the attached table, meets all requirements of a workforce development board as prescribed in WIA and has been approved by the State of Florida.

## **9. Local Workforce Investment Area Designation**

Pursuant to the designation by the Governor, the two (2) counties constituting the FloridaWorks Board shall be the Local Workforce Investment Area #9 as provided for in Section 116 of Title I for WIA for the geographical area covered by this Agreement.

## **10. Counties' Liability**

The chief elected officials of the two member counties serve as the grant recipients for, and shall be liable for any misuse of the grants funds allocated to the local area under sections 128 and 133 of the Workforce Investment Act.

## **11. Administrative Responsibilities**

The chief elected officials may utilize the Alachua Bradford Workforce Board for the provision of staff services to assist in carrying out its responsibilities pursuant to this Agreement. In particular, an administrative entity agreed upon by the chief elected officials and the FloridaWorks Board, shall, at the request of the chief elected officials, make arrangements for meeting locations, mail meeting notices to members, maintain minutes of the meetings, and perform other related administrative duties for the chief elected officials.

## **12. Duration of Agreement**

This Agreement shall remain in effect for three (3) years from date of approval by the parties and may be renewed for an additional three (3) year period upon the written consent of the parties.

## **13. Meetings**

Consortium meetings will be prescheduled for the next year to ensure that all Consortium meetings are on both counties' calendars every three months (quarterly). If no Consortium meeting is required by the Board the Board's staff will cancel the prescheduled meetings no less than ten (10) days in advance.

## **14. Effective Date**

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



IN WITNESS THEREOF, the parties have caused this Agreement to be executed for the uses and purposes therein expressed on this 25 day of June, 2013.

ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS

By: Mike Byerly  
Mike Byerly, Chair  
Date: \_\_\_\_\_

ATTEST:  
J. K. Irby  
J. K. Irby, Clerk  
(SEAL)

APPROVED AS TO FORM:  
Paul West  
Alachua County Attorney

BRADFORD COUNTY BOARD OF COUNTY COMMISSIONERS

By: Doyle Thomas  
Doyle Thomas, Chair  
Date: 8/15/13

ATTEST:  
Ray Norman  
Ray Norman, Clerk  
(SEAL)

APPROVED AS TO FORM:  
William Eason  
Bradford County Attorney



**Attachment 1**

**ALACHUA BRADFORD REGIONAL WORKFORCE BOARD**  
 Region Number: 9

Membership Certified by Florida Department of Economic Opportunity

SEAT #	AREA(S) OF REPRESENTATION	COUNTY	CURRENT TERM EXPIRES
1	BU	ALACHUA	6/30/14
2	BU	ALACHUA	6/30/13
3	BU	ALACHUA	6/30/15
4	BU	ALACHUA	6/30/15
5	BU	ALACHUA	6/30/13
6	BU	ALACHUA	6/30/14
7	BU	ALACHUA	6/30/14
8	BU	ALACHUA	6/30/15
9	BU	ALACHUA	6/30/14
10	BU	ALACHUA	6/30/13
11	BU	ALACHUA	6/30/15
12	BU	ALACHUA	6/30/15
13	BU	BRADFORD	6/30/15
14	BU	BRADFORD	6/30/15
15	BU	BRADFORD	6/30/13
16	BU	BRADFORD	6/30/14
17	BU, PNP	ALACHUA	6/30/14
18	BU, PFP	ALACHUA	6/30/14
19	LEA	ALACHUA/BRADFORD	6/30/14
20	LEA	ALACHUA	6/30/14
21	OSPM	BRADFORD	6/30/14
22	OL	ALACHUA/BRADFORD	6/30/15
23	OL	ALACHUA/BRADFORD	6/30/13

SEAT #	AREA(S) OF REPRESENTATION	COUNTY	CURRENT TERM EXPIRES
24	OSPM	ALACHUA/BRADFORD	6/30/14
25	CBOV	ALACHUA/BRADFORD	6/30/13
26	CBOD	ALACHUA/BRADFORD	6/30/13
27	ED	ALACHUA	6/30/14
28*	OV	ALACHUA (BoCC)	6/30/16
29*	OV	BRADFORD (BoCC)	6/30/16
30	ED	BRADFORD	6/30/15
31	OSPM, WT/WS	ALACHUA	6/30/14
32	OSPM	ALACHUA	6/30/13
33	OSPM	ALACHUA	6/30/15
34	OSPM	ALACHUA/BRADFORD	6/30/13
35	OSPM	ALACHUA/BRADFORD	6/30/15
36*	BU/OV	ALACHUA/BRADFORD	6/30/16

\* - Additional Board seats approved by the Governor

#### AREA(S) OF REPRESENTATION CODES

BU – Business

CBO – Community-based Organization

CBOD – Community-based Organization representing individuals with disabilities

CBOV – Community-based Organization representing veterans

ED – Economic Development

LEA – Local Education Agency

MIL – Military Installation representative (Non-voting member)

NV – Non-voting member

OL – Organized Labor

OSPM – One-Stop Partner, Mandatory

OSPO – One-Stop Partner, Optional

OV – Other voting member (requires Governor's approval)

PFP – Private for-profit Training Provider

PNP – Private nonprofit Training Provider

WT/WS – Current or former recipient of welfare transition assistance or workforce services

7279



# Agenda

## ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS

**June 25, 2013 Regular BoCC Meeting**  
Agenda Item #27

### **Title**

FloridaWorks Amended Interlocal Agreement (Amended)

### **Amount**

N/A

### **Description**

Request Approval of the FloridaWorks Interlocal Agreement

### **Recommendation**

Approve the FloridaWorks Interlocal Agreement for April 28, 2013 through April 27, 2016 with the opportunity to renew for an additional 3-year period.

### **Alternative(s)**

Do not approve the Three year plan and direct staff

### **Requested By**

Darlene Ryon, 264-6906

### **Originating Department**

County Manager's Office

### **Attachment(s) Description**

3013 Three Year Plan

### **Documents Requiring Action**

FloridaWorks Interlocal agreement

### **Executive Summary**

The Workforce Investment Act (WIA) requires the Governor to designate Local Workforce Investment Areas to promote the effective delivery of services and further provides that a consortium of units of general local government may constitute such as a local workforce investment area. The Governor has designated Alachua and Bradford Counties as a local workforce investment area for the purposes of the WIA and in the past, the Board of County Commissioners of Alachua and Bradford Counties decided that their counties be included in a regional program to avail its citizens of the benefits of the WIA. This Interlocal Agreement is the means by which each County formalizes the continuation of the Alachua Bradford Regional Workforce

Board d/b/a FloridaWorks.

**Background**

The Workforce Investment Act (WIA) of 1998 restructured a multitude of workforce development programs into an integrated workforce development system that is responsive to the employment needs of its customers- the current workforce, employers, the unemployed or laid-off, new entrants to the workforce, youths, etc. This system is based on a "One- Stop" service delivery concept that provides information about and access to a wide variety of support services in a single, customer-focused, user friendly service system that is available at the local level. To accomplish these goals, the WIA requires the establishment of a Local Workforce Board to provide policy guidance for, and exercise oversight with respect to, activities under the WIA program of its local workforce investment area in partnership with the units of general local government within its local workforce investment area. Consequently, it is the responsibility of each county in the local workforce investment area to appoint members to the FloridaWorks Board that meet the requirements of the local workforce board in accordance with the WIA and the Interlocal agreement. Subsequent to this approval, it is the responsibility of the FloridaWorks Board to assure that it meets the requirements of the local workforce board, in accordance with the WIA and Interlocal Agreement entered into by the Board of County Commissioners of each county in the local workforce investment area, to determine procedures to develop a WIA plan, and to select an administrative entity to administer the WIA plan.

**Issues**

The adoption of the Interlocal Agreement is necessary in order to maintain the County's and FloridaWorks compliance and consistency with current Federal, State, and Local requirements. The interlocal Agreement will also require the approval of the Bradford County Commission.

**Fiscal Recommendation**

N/A

**Fiscal Alternative(s)**

N/A

**Funding Sources**

N/A

**Account Code(s)**

N/A

Attachment: [FloridaWorks Interlocal 6042013.pdf](#)

**ALACHUA/BRADFORD REGIONAL WORKFORCE BOARD d/b/a FloridaWorks  
ONE-STOP CAREER SYSTEM  
MEMORANDUM OF UNDERSTANDING (MOU)**

**I. Parties to this MOU:**

**A. Alachua/Bradford Regional Workforce Board d/b/a FloridaWorks**

c/o Administrative Entity: Focused Management Solutions  
408 West University Avenue, Suite #501  
Gainesville, FL 32601  
(352) 955-6096

**B. Division of Vocational Rehabilitation, Department of Education, Area 2**

Contact Person: Lydia C. Bush  
Designated Partner: 971 West Duval Street. Suite 101  
Lake City, FL 32055  
(386) 754-1025

**II. Purpose:**

The purpose of this MOU is to coordinate resources to ensure the effective and efficient delivery of core, intensive and training-related workforce services in Alachua and Bradford counties. This MOU also establishes processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human service, job training and other workforce services to Alachua and Bradford county residents.

The Parties to this MOU agree to the obligations, performance and accomplishments of the tasks described in Section III. The parties shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

**III. Description of Roles and Responsibilities**

A. It is the intent of the **Division of Vocational Rehabilitation (DVR)** to participate in the One-Stop Career Center System as a **Center Partner**. In doing so, **DVR** agrees to undertake and perform the following:

1. Participate with all applicable Center Partners in the collaboration of the workforce services for One-Stop customers.
2. Ensure that its functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of collaboration of this MOU.

3. Make information available to customers of the One-Stop Career Center System on services available to customers that may improve their quality of life and aid in their training and job search.
4. Participate in an integrated intake, referral and client tracking system operating through the FloridaWorks One-Stop Career Center System, subject to confidentiality constraints. **(See ATTACHMENT A-Universal Release of Information Form.)**
5. Share technology and client information with other system partners, subject to confidentiality constraints and other program limitations. **(See ATTACHMENT A - Universal Release of Information Form.)**
6. Engage One-Stop Career Center System customers in a regular satisfaction process that will assure services are responsive to the needs of the community.
7. Integrate its services with the Career Center's processes for client flow, assessment, career management, job development, referral and placement.
8. Adhere to the Career Center's dispute resolution process. **(See ATTACHMENT B - Dispute Resolution Process.)**
9. Provide training and technical assistance to Career Center staff about knowledge of disabilities, accessibility of Career Center sites, programs, services, accommodations in the workplace, evaluation, rehabilitation planning, rehabilitation treatment, training and job placement, supported employment, transportation and vehicle modification, books & occupational tools, equipment, and other training materials, occupational licenses, rehabilitation technology, interpreter services, telecommunications and other technological aids, and resource referral.
10. Provide the following services to eligible individuals with physical, mental or emotional disabilities that prevent or interfere with employment. The range of services is based upon and consistent with the individual's, strengths, resources, priorities, concerns, abilities, capabilities, and interests. These services may include the following:
  - 10.1 Evaluation
  - 10.2 Rehabilitation planning
  - 10.3 Rehabilitation treatment
  - 10.4 Training and job placement
  - 10.5 Supported employment
  - 10.6 Transportation and vehicle modification
  - 10.7 Books & occupational tools
  - 10.8 Equipment, and other training materials
  - 10.9 Occupational licenses
  - 10.10 Rehabilitation technology
  - 10.11 Interpreter services
  - 10.12 Telecommunications and other technological aids
  - 10.13 Resource Referral
  - 10.14 Referral to appropriate community agencies, using various methods, e.g., telephone communication, verbal and written client referrals to other Career Center partners, and computer communication

B. The Alachua/Bradford Regional Workforce Board d/b/a FloridaWorks shall through its contracted service providers:



1. Provide oversight and coordination of project activities as needed.
2. Provide opportunities for training **DVR** staff, including but not limited to:
  - 2.1 Use of labor market products and the local One-Stop database
  - 2.2 Marketing, recruitment, and outreach activities associated with WIA and WTP program services
  - 2.3 Orientation to the One-Stop service delivery system, which includes use of Career Center Resource Room materials such as resume software, information and referral software, and internet access
  - 2.4 Customer service.

**IV. Period of Agreement**

This Memorandum of Understanding shall commence on May 1, 2007 and shall remain in effect unless otherwise terminated upon thirty days prior written notice by either party. Such notice shall be valid only upon delivery by certified mail, return receipt requested, to the other party at their address as stated above in Section I.

**V. Amendment of this Memorandum of Understanding**

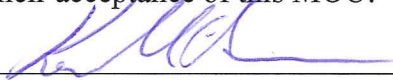
This Memorandum of Understanding may be amended at any time provided the party seeking the amendment provides the other written notice of intent to amend and the purpose of such amendment. However, any such amendment shall only be valid when reduced to writing and executed by both parties to the original Memorandum of Understanding.

**VI. Certification**

By signing this MOU, both parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and/or guidelines relating to nondiscrimination, privacy rights of participants, and maintenance of records and other confidential information relating to One-Stop Career Center customers.

By signatures affixed below, the parties specify their acceptance of this MOU:

Alachua/Bradford Regional Workforce Board  
d.b.a. FloridaWorks

  
\_\_\_\_\_  
Chair's Signature and Date

Division of Vocational Rehabilitation

 3/10/07  
\_\_\_\_\_  
Area Director's Signature and Date

Acknowledged by Florida Management Solutions, Inc. d/b/a Focused Management Solutions, acting solely as the Board's agent and Administrative Entity, for the purpose of providing service to the Board.

 3/11/07  
\_\_\_\_\_  
CEO's Signature and Date  
COO



**ALACHUA/BRADFORD REGIONAL WORKFORCE BOARD**  
**d.b.a. FloridaWorks**  
**ONE-STOP CAREER CENTER**  
**MEMORANDUM OF UNDERSTANDING**

**I. Parties to this Memorandum of Understanding:**

**A. Alachua/Bradford Regional Workforce Board d.b.a. FloridaWorks**

Administrative Agent: Focused Management Solutions  
408 West University Avenue, Suite #501  
Gainesville, FL 32601  
(352) 955-6096

**B. Three Rivers Legal Services (TRLS)**

Contact Person: Allison Thompson  
Executive Director  
Mandatory Partner: 901 NW 8th Avenue, Suite D-5  
Gainesville, FL 32601  
(352) 372-0519

**II. Purpose of this Memorandum of Understanding:**

The purpose of this Memorandum of Understanding is to coordinate resources to ensure the effective and efficient delivery of core, intensive and training-related workforce services in Alachua and Bradford counties. This Memorandum of Understanding also establishes joint processes and procedures that will enable the parties to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human service, job training and other workforce services to Alachua and Bradford county residents.

Parties to this Memorandum of Understanding agree to the obligations, performance and accomplishments of the tasks described in Section III. The parties shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

**III. Description of Roles and Responsibilities**

**A. Joint Responsibilities**

It is the intent of Three Rivers Legal Services to participate in the One-Stop Career Center System as a **Center Partner**. In doing so, TRLS agrees to undertake and perform the following:

1. Participate with the FloridaWorks' Administrative Entity, FMS, and all applicable partners in the collaboration of the Workforce Services for One-Stop Career Center customers.
2. Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of collaboration of this project.
3. To make information available to customers of the One-Stop Career Center System.
4. Participate in an integrated intake, referral and client tracking system operating through the FloridaWorks One-Stop Career Center System, subject to confidentiality constraints.
5. Share technology and client information with our other system partners, subject to confidentiality constraints and other program limitations.  
**(See ATTACHMENT A- Universal Release of Information Form.)**
6. Engage One-Stop Career Center System customers in a regular satisfaction process that will assure services are responsive to the needs of the community.
7. Ensure that all partners will be responsible for operating within existing laws and regulations.
8. That we will jointly negotiate processes for client flow, assessment, career management, job development, referral and placement processes, and resolution of disputes with other system partners. **(See ATTACHMENT B- Dispute Resolution Process.)**
9. That One-Stop Career Center System partners will be held accountable for performance indicators as established by their respective agencies and performance measures related to their services provided through the One-Stop Career Center System. For specific partners, measures may include:
  - Training program completion (GED, occupational skills)
  - Number employed
  - Percentage remaining employed at 6-and 12-month intervals
  - Benefits and earnings
  - Other performance measures that may be developed by FloridaWorks

**B. Individual Responsibilities**

- (1) *Alachua/Bradford Regional Workforce Board d.b.a. FloridaWorks shall:*
  - a. Provide oversight and coordination of project activities as needed.
  - b. Provide opportunities for cross training of staff, including but not limited to:
    - Use of labor market products and the local One-Stop Career Center System database;
    - Marketing, recruitment and outreach activities associated with WIA and WAGES services;
    - Orientation to the One-Stop Career Center System;
    - Customer service;

- Customer service;
  - Orientation to use of Resource Room materials such as resumes software, information and referral software, and internet access.
- c. Assignment of a One-Stop Career Center System Network Administrator to manage the One-Stop Career Center System database.

(2) *TRLS shall:*

- a) **Scope of Services:** TRLS shall provide activity-oriented training on topics that directly relate to the skills required for “real world” success. The program will provide training on functional life skills, primarily assistance with legal problems: landlord, interpersonal relationships, and legal childcare issues. TRLS will help its clients eliminate barriers to employment by removing these barriers through court intervention, administrative actions, legal advice and counsel and providing self-help guidance. These barriers include expunctions of criminal records where there were no convictions, consumer protection, protection from abuse, access to public benefits and many efforts that aid in survival and employment.
- b) **How services are provided through the FloridaWorks One-Stop Career Center System:** In collaboration with FloridaWorks One-Stop Career Center, TRLS will provide services at the FloridaWorks One-Stop Career Center located at 4800 SW 13th St., Gainesville, FL.
- c) **Method of Referral:** TRLS will indicate to FloridaWorks that the individuals to be enrolled must be WIA eligible and will coordinate with the FloridaWorks' administrative entity, Focused Management Solutions, to document and data manage eligibility. TRLS may also make presentations to local agencies for the purpose of participant recruitment.

#### **IV. Period of Agreement**

This Memorandum of Understanding shall commence on January 20, 2007 and shall remain in effect unless otherwise terminated upon thirty days written notice by either party. Such notice shall be valid only upon delivery by certified mail, return receipt requested, to the other party at their address as stated above in Section I.

#### **V. Amendment of the Memorandum of Understanding**

This Memorandum of Understanding may be amended at any time provided the party seeking the amendment provides the other written notice of intent to amend and the purpose of such amendment. However, any such amendment shall only be valid when



reduced to writing and executed by both parties to the original Memorandum of Understanding.

**VI. Certification**

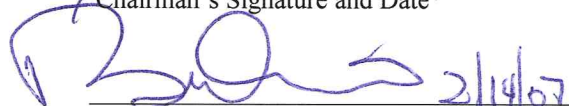
By signing this agreement, both parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and/or guidelines relating to nondiscrimination, privacy rights of participants, and maintenance of records and other confidential information relating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

By signatures affixed below, the parties specify their agreement:

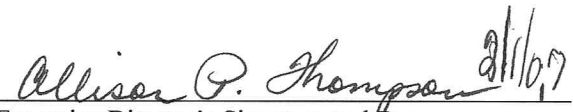
Alachua/Bradford Regional Workforce Board  
d.b.a. FloridaWorks

  
Chairman's Signature and Date

Focused Management Solutions  
(Board's Administrative Entity)

  
President/CEO's Signature and Date

Three Rivers Legal Services

  
Executive Director's Signature and Date





### III. Description of Roles and Responsibilities

#### A. Joint Responsibilities

It is the intent of FloridaWorks, FIWI, and Reichert House Youth Academy to participate in the One-Stop Career Center System as Career Center System Partners. In doing so, FIWI and Reichert House Youth Academy agree to the following:

1. That FIWI and Reichert House Youth Academy participate in the development of an integrated Career Center System model through participation in a functional service team;
2. That Reichert House Youth Academy will refer youth between the ages of 16-21 to FIWI's Career Center Intensive Case Management Staff to determine eligibility and suitability for WIA Youth program services;
3. That FIWI's Career Center Intensive Case Management Staff will data manage and track service information within the Employ Florida Marketplace (EFM) system and documentation in the client's paper file;
4. That FIWI and Reichert House Youth Academy participate in an integrated intake, referral and client tracking system operating through the Alachua/Bradford Regional Workforce Board's Career Center System, subject to confidentiality constraints;
5. That FIWI and Reichert House Youth Academy share client information with our other system partners, subject to confidentiality constraints and other program limitations. **(See ATTACHMENT A - Universal Release of Information Form);**
6. That FIWI and Reichert House Youth Academy will participate in a joint planning process that will assist in identifying the needs of the workforce, the needs of families and business and set priorities for services, based on those needs;
7. That FIWI and Reichert House Youth Academy will participate in a program review and continuous improvement to offer the best possible services and maximize opportunities for further integration;
8. That FIWI and Reichert House Youth Academy will engage system customers in a regular satisfaction process that will assure services are responsive to the needs of the community;
9. That all partners will be responsible for operating within existing laws and regulations;
10. That FIWI and Reichert House Youth Academy will jointly develop processes for youth education and/or employment services and adhere to the FloridaWorks dispute resolution process **(See ATTACHMENT B- Dispute Resolution Process);** and
11. That system partners will be held accountable for performance indicators as established by their respective agencies and performance measures related to their services provided through the One-Stop system.

**B. Individual Responsibilities- Scope of Services**

(1) Florida Institute for Workforce Innovation, Inc.

a. Provide opportunities for cross training of staff, including but not limited to:

- Marketing, recruitment and outreach activities associated with WIA;
- Orientation to the One-Stop Career Center service delivery system;
- Eligibility determination for WIA Youth Program services;
- Case management of WIA Youth Program training and/or employment services; and
- Customer service.

b. Eligibility:

To qualify for receipt of the WIA Youth program services a customer must be eligible for WIA Youth intensive case management services at the One-Stop Career Center.

Eligibility must be established based on assessed needs that include the participant is between the ages of 16-21, is a member of a low income family (or the youth has a documented disability and individually is low income), has at least one or more barriers as defined by WIA federal legislation and FloridaWorks local policy, and for males 18+ years of age registered for selective service.

(2) Reichert House Youth Academy

Reichert House Youth Academy, a not-for-profit community based corporation, has implemented a professional team approach to provide a comprehensive continuum of services to the youth population. Reichert House Youth Academy is dedicated to empowering program participants to set and achieve individual goals by providing educational and training opportunities, support services, and life skills.

Specific services to be provided by Reichert House Youth Academy include:

- Referral of 60 eligible youth between the ages of 16-21 to the FloridaWorks Youth Program for Emerging Industries grant.
- Transportation and supervision of participating youth in the classroom setting.

The total funding level paid by FloridaWorks to Reichert House Youth Academy for training 60 youth resulting in credentials earned in the FloridaWorks Youth Program for Emerging Industries grant shall not exceed fifty thousand dollars and no cents (\$50,000.00). The price paid by FloridaWorks to Reichert House Youth Academy for each youth receiving NCCER (Your Role in the Green Environment), Community Weatherization, and OSHA credentials may not exceed \$833.33.



Reichert House Youth Academy shall send a monthly invoice to FloridaWorks due on the 10<sup>th</sup> of the following month for the previous month. Reichert House Youth Academy's invoice shall include a list of youth achieving credentials during the month to support the invoice accompanied by copies of the each youth's certificate(s). If and as additional funding becomes available, FloridaWorks will consider, but is not obligated to, increasing this funding level.

(3) Alachua/Bradford Regional Workforce Board d.b.a FloridaWorks

- a. Provide oversight and coordination of activities as needed;
- b. Assign a Career Center System Network Administrator to manage the Career Center Data system database; and
- c. Refer requests for services from outside agencies to FIWI and Reichert House Youth Academy as appropriate.

**IV. Period of this MOU**

This MOU shall commence on January 1, 2010 and shall terminate on September 30, 2010, unless otherwise terminated upon thirty (30) days written notice by any party to this MOU. Such notice shall be valid only upon delivery by certified mail, return receipt to the other parties at their address as included above.

**V. Amendment of this MOU**

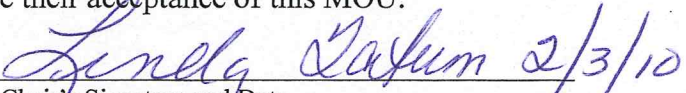
This MOU may be amended at any time provided the party seeking the amendment provides the other parties written notice of intent to amend and the purpose of such amendment. Such amendment shall only be valid when reduced to writing and executed by all parties to this original MOU.

**VI. Certification**

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

By their signatures affixed below, the parties indicate their acceptance of this MOU:

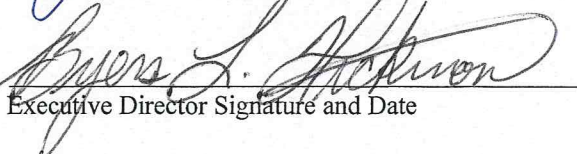
Alachua/Bradford Regional Workforce Board  
d.b.a FloridaWorks

  
Chair's Signature and Date

Florida Institute for Workforce Innovation, Inc

  
Executive Director Signature and Date

Reichert House Youth Academy, Inc.

  
Executive Director Signature and Date



**ALACHUA/BRADFORD REGIONAL WORKFORCE BOARD**  
**d.b.a. FloridaWorks**  
**ONE-STOP CAREER CENTER**  
**MEMORANDUM OF UNDERSTANDING**

**I. Parties to this Memorandum of Understanding:**

**A. Alachua/Bradford Regional Workforce Board d.b.a. FloridaWorks**

Administrative Agent: Focused Management Solutions  
408 West University Avenue, Suite #501  
Gainesville, FL 32601  
(352) 955-6096

**B. Gainesville Job Corps Center (GJCC)**

Contact Person: Carl Rosborough  
Mandatory Partner: 5301 NE 40<sup>th</sup> Terrace  
Gainesville, FL 32609  
(352) 377-2555

**II. Purpose of this Memorandum of Understanding:**

The purpose of this Memorandum of Understanding is to coordinate resources to ensure the effective and efficient delivery of core, intensive and training-related workforce services in Alachua and Bradford counties. This Memorandum of Understanding also establishes joint processes and procedures that will enable the parties to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human service, job training and other workforce services to Alachua and Bradford county residents.

Parties to this Memorandum of Understanding agree to the obligations, performance and accomplishments of the tasks described in Section III. The parties shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

**III. Description of Roles and Responsibilities**

**A. Joint Responsibilities**

It is the intent of the GJCC to participate in the One-Stop Career Center System as a **Center Partner**. In doing so, GJCC agrees to undertake and perform the following:

1. Participate with FloridaWorks and all applicable partners in the collaboration of Workforce Services and other projects which serve customers.

2. Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of collaboration of this project.
3. To make information available to customers of the One-Stop Career Center System on services available to customers.
4. Share technology and client information with our other system partners, subject to confidentiality constraints and other program limitations.  
(See ATTACHMENT A- Universal Release of Information Form.)
5. That the Center Partners will jointly negotiate processes for client flow, assessment, career management, job development, referral and placement processes, and resolution of disputes with other system partners. (See ATTACHMENT B - Dispute Resolution Process.)

**B. Individual Responsibilities**

- (1) *Alachua/Bradford Regional Workforce Board d.b.a. FloridaWorks through their contracted Service Provider, Arbor Education and Training, LLC shall:*
  - a. Provide oversight and coordination of project activities as needed.
  - b. Provide opportunities for cross training of staff, including but not limited to:
    - Use of labor market products and the local One-Stop Career Center System database;
    - Marketing, recruitment and outreach activities associated with WIA and WTP services;
    - Orientation to the One-Stop Career Center System;
    - Customer service;
    - Orientation to use of Resource Room materials such as resumes software, information and referral software, and internet access.
  - c. Assignment of a One-Stop Career Center System Network Administrator to manage the One-Stop Career Center System database.
- (2) *GJCC shall:*
  - a) Provide activity-oriented training on topics that directly relate to the skills required for “real world” success. The program will provide training on functional life skills, working basics, GED preparation, computer literacy, interpersonal relationships, critical thinking skills, occupational skills training, business skills, job search skills, exploring career activities, and how to be a successful and effective employee.
  - b) In collaboration with the FloridaWorks One-Stop Career Center, GJCC will provide services at the GJCC located at 5301 NE 40<sup>th</sup> Terrace, Gainesville, FL and 4800 SW 13th Street, Gainesville, Florida.
  - c) Recruit in collaboration with FloridaWorks individuals to be enrolled in the WIA program and will coordinate with FloridaWorks to document and

data manage eligibility. GJCC will also make presentations to local agencies for the purpose of participant recruitment.

- d) Participate in the job development of the trained participants to ensure job placements.

**IV. Period of Agreement**

This Memorandum of Understanding shall commence on October 1, 2007 and shall remain in effect unless otherwise terminated upon thirty days written notice by either party. Such notice shall be valid only upon delivery by certified mail, return receipt requested, to the other party at their address as stated above in Section I.

**V. Amendment of the Memorandum of Understanding**

This Memorandum of Understanding may be amended at any time provided the party seeking the amendment provides the other written notice of intent to amend and the purpose of such amendment. However, any such amendment shall only be valid when reduced to writing and executed by both parties to the original Memorandum of Understanding.

**VI. Certification**

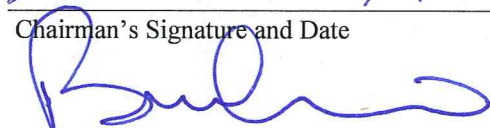
By signing this agreement, both parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and/or guidelines relating to nondiscrimination, privacy rights of participants, and maintenance of records and other confidential information relating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

By signatures affixed below, the parties specify their agreement:

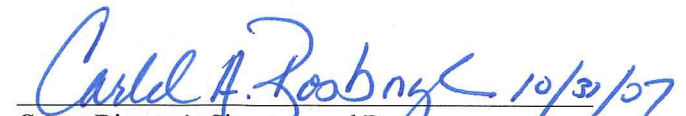
Alachua/Bradford Regional Workforce Board  
d.b.a. FloridaWorks

  
Chairman's Signature and Date

Focused Management Solutions  
(Board's Administrative Entity)

  
President/CEO's Signature and Date

Gainesville Job Corps Center

  
Center Director's Signature and Date



ATTACHMENT A

UNIVERSAL RELEASE OF INFORMATION FORM

FLORIDAWORKS ONE-STOP CAREER CENTER SYSTEM

Name: \_\_\_\_\_

Social Security Number: \_\_\_\_\_

\_\_\_\_\_

I hereby authorize all partners in the FloridaWorks One-Stop Career Center System to engage in verbal, written, facsimile, or computerized communication of information for the purpose on making me eligible for services or for identifying services or agencies to assist me. All pertinent records and information that may be needed for eligibility determination, monitoring or follow-up purposes can be released. This information may include, but is not limited to, educational records, public assistance records, credit history, health/physical status records, income/employment information and vocational rehabilitation assessment or evaluation tools.

It is my understanding that any information obtained by any partner in the FloridaWorks One-Stop Career Center System will be held in strict confidence, in compliance with federal and state laws. I am fully aware that any information obtained will be used in my best interest to provide ease of access to services.

\_\_\_\_\_  
Signature of Customer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness Signature

\_\_\_\_\_  
Date

## **ATTACHMENT B**

### **DISPUTE RESOLUTION PROCEDURE**

If a dispute shall arise with any partner within the FloridaWorks One-Stop Career Center System, the following procedure shall be followed:

- 1) Contact Arbor E & T, The Career Center Operator and try to resolve the dispute.
2. If you are not able to resolve the dispute with Arbor, contact FloridaWorks, c/o Focused Management Solutions, serving as the Administrative Entity at:

408 West University Avenue  
Suite 501  
Attention: Jonathan Leslie  
Gainesville, FL 32601  
Telephone: 352. 955.6246  
Fax: 352. 955.6511

**MEMORANDUM of UNDERSTANDING**  
For Regional Workforce Board #09  
In the State of Florida

Pursuant to the:  
**WORKFORCE INVESTMENT ACT of 1998**

---

In accordance with the Workforce Investment Act of 1998, this Memorandum of Understanding (hereinafter "MOU") is entered into by and between the Alachua/Bradford Regional Workforce Board (hereinafter "the Board"), Experience Works, Inc., (hereinafter "Partner"), a service provider occupying space in one or more of the Board's One-Stop Career Centers, and Focused Management Solutions, as solely as the Board's Administrative Entity (hereinafter the "AE").

1. **PARTIES:** The parties to this MOU are the following:

- A. The Alachua/Bradford Regional Workforce Board  
c/o Focused Management Solutions  
408 West University Avenue, Suite 501  
Gainesville, Florida 32601  
Tel: 352.955.6509  
Fax: 352.955.6511  
E-mail: cbrown@fmsworks.com
- B. Experience Works, Inc.  
1079 Atlantic Boulevard, Suite 2  
P.O. Box 19899  
Atlantic Beach, FL, 32245-9899  
Tel: 904.997.3100, x. 2370  
Fax: 904.241.8523  
E-mail:
- C. Focused Management Solutions, as solely as the Board's Administrative Entity  
408 West University Avenue, Suite 501  
Gainesville, Florida 32601  
Tel: 352.955.6509  
Fax: 352.955.6511  
E-mail: apate@fmsworks.com

The information in this Section 1 may be updated as necessary by giving written notice to all parties to this MOU.

2. **PURPOSE:** The purpose of this MOU is to describe the ways in which the parties will use their resources to better serve their customers through an integrated and coordinated service delivery system under the provisions of the Workforce Investment Act of 1998 ("WIA"). By signing this MOU, the parties agree to abide by the terms, conditions, goals, policies, principles and regulations of WIA. The parties enter into this MOU in a spirit of cooperation, with the understanding that the development and implementation of the coordinated service delivery system will require mutual trust and teamwork on the part of each party.

A. This MOU reflects a commitment by all of the parties to the following shared principles:

- 1) Support a common vision.
- 2) Establish and support common goals.

- 3) Be held accountable for upholding our role.
- 4) Engage in continued mutual dialogue to enhance the partnership.
- 5) Maintain free and open communication among members.
- 6) Reach an understanding of each member's perspective and interface each agency's assets for the strengthening of the whole.
- 7) Seek and establish mutual trust among all partners.
- 8) Commit staff time and other resources, to the extent possible, to facilitate and manage the agency's participation in the partnership.
- 9) To the extent possible, accommodate itinerant staff from other agencies.

B. This MOU reflects a commitment by all of the parties to the following shared goals:

- 1) **UNIVERSAL ELIGIBILITY:** All customers will have access to a core set of services at each One-Stop Center, designed to provide information to aid in career and employment decisions. Core, intensive, training, and support services will be made available on site and through off-site locations.
- 2) **ONE-STOP APPROACH:** All customers may explore work preparation and career development services and have access to information on a wide range of employment, training, and educational opportunities. Services will be made available through one-stop centers throughout the state and through an electronic system convenient to the customer.
- 3) **INDIVIDUAL CHOICE:** Customers will have access to a multitude of career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs.

C. The parties further agree that the difficulties that may arise from differences in organizational practices and philosophies between parties must be addressed in good faith. Examples may include differences in:

- 1) Business/Office Hours
- 2) Legal Holiday Schedules
- 3) Information or equipment sharing policies
- 4) Supervisory responsibilities

3. **DURATION:** This MOU shall remain in effect until terminated by one or more of the parties or terminated by the repeal of the Workforce Investment Act of 1998 ("WIA") or otherwise by action of law.

- A. Any party may withdraw from this MOU by giving written notice of intent to withdraw at least ninety (90) calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties at the addresses shown in Section 1. of this MOU, and to the contact person so listed, including the persons added through any information updates received by the parties pursuant to Section 1.
- B. The Board does not guarantee that funding for space and/or services provided to or by the Board under this MOU will continue for the duration of this MOU.
- C. The Board will notify the Partner as soon as reasonably possible if a loss of funding occurs that adversely affects the space or services available to the Partner.




4. **MODIFICATION and ASSIGNMENT:** Any party may request in writing an amendment to this MOU through the Board or its AE. This MOU may be modified at any time by written agreement of the parties. To be valid, any modification must be in writing, signed and dated by all parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties.
5. **ONE-STOP SYSTEM DESCRIPTION:** The One-Stop System description in the Workforce Investment WIA plan, including modifications thereto, is incorporated into this MOU by reference.
6. **AFFILIATE SITE and ACCESS POINTS:** The One-Stop System in Workforce Investment area Region 09 will include affiliate sites and access points, as well as comprehensive One-Stop Centers. The Workforce Investment Board will seek the full, active participation of all partners and strive to combine available resources to meet the needs of the One-Stop customers; employers, job seekers and youth.
7. **MARKETING:** The parties to this MOU may participate in a collaborative marketing program to inform customers and the community at large of the services available through the One-Stop service delivery system. Approval of marketing initiatives will be obtained from the appropriate entity when necessary. As feasible, this marketing program may include:
- Web Site development
  - Public information and education
  - Brochures and flyers
  - Paid television/radio commercials
  - Public-Service television/radio commercials
  - Print media advertising
  - Press releases
  - Public Relations events
8. **COST ALLOCATION AGREEMENT:** The parties to this MOU shall arrive at individual or collective cost allocation plans and/or other financial agreements with specific line items. These plans or agreements may reference this MOU and be incorporated in this MOU by reference. However, cost allocations plans and other financial agreements are expected to have one-year or two-year terms, as appropriate, and may fluctuate as the parties' budgets change. The revision, modifications, and/or expiration of any cost allocation plan or other financial agreement that references this MOU shall not affect the validity of this MOU.
9. **NON-DISCRIMINATION:** All parties to this MOU certify that they are equal opportunity employers. All agree that they will not discriminate in their employment practices or in provision of services on the basis of gender, age, color, creed, religion, national origin, disability or veterans' status, or on the basis of any other classification protected under state or federal law.
10. **CONFIDENTIALITY:** Parties to this MOU agree to comply with the provisions of WIA and applicable sections of the Rehabilitation Act and/or other appropriate statute or requirement to assure the following:
- A. All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
  - B. No partner will publish, disclose or use, or permit or cause to be published, disclosed or used, any confidential information pertaining to One-Stop applicants, participants, or customers overall.
  - C. Additionally, each partner will agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. Parties therefore agree to share client information necessary for provision of services under WIA, i.e., assessment, universal intake; program or training referral; job development or placement activities; and other services as needed for employment or program support purposes.



11. **INDEMNIFICATION:** Parties to this MOU indemnify, defend and save harmless the other parties and the officers agents and employees of the other parties from any and all claims and losses, including court costs and reasonable attorney's fees (including the allocable cost of in-house counsel), accruing or resulting to any and all contractors, subcontractors, suppliers, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU as a result of the indemnifying party's acts or omissions in performing under this MOU.
  
12. **METHODS of REFERRAL:** If and as applicable, the parties to this MOU agree to jointly develop and implement a process for common intake and referral. The Parties agree to cross-train staff on the services of each participating party and the spectrum of related services available through the respective agencies. As appropriate, site visits, field trips, and joint training shall be available to staff who are responsible for making referrals. A mutually acceptable referral process and form(s) shall be adopted by all parties to this MOU with the commitment to evaluate this process and modify it as needed for improvement.
  
13. **DISPUTE RESOLUTION:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve dispute. The Board may seek assistance from the appropriate state agencies, the Governor, or the State Workforce Investment Board in impasse situations.  
  
Should informal resolution efforts fail, the dispute shall be referred to the Chair of the Board, who shall place the dispute upon the agenda of a regular or special meeting of the Board. The Board shall attempt to mediate and resolve the dispute.
  
14. **INJUNCTIVE RELIEF:** The Parties agree that if the remedy at law for a breach of this MOU is inadequate, then the injured Party will be entitled to injunctive relief without bond, in addition to other remedies that the injured Party obtains for the breach.
  
15. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the remainder of this MOU shall remain in force. Any schedules, attachments, exhibits or appendices affixed to this MOU are incorporated herein.
  
16. **GOVERNING LAW:** This MOU is subject to all applicable federal, state, and local laws, regulations, and guidelines, including but not limited to, WIA enabling legislation, WIA, nondiscrimination, privacy rights of participants, and maintenance of records and confidential information relating to services provided, recipients, and participants. This MOU is governed by and shall be interpreted in accordance with the laws of the state of Florida.
  
17. **AUTHORITY and SIGNATURES:** The individuals signing below have the authority to commit, and do commit, the party they represent to the terms of this MOU.

ALACHUA/BRADFORD REGIONAL WORKFORCE BOARD

ATTESTED BY:   
 Signature Date

Chris Brown  
 Typed Name

Grant and Contract Manager  
 Full Title

SIGNED BY:   
 Signature Date

Frank McGeown  
 Typed Name

Board Chair  
 Full Title

EXPERIENCE WORKS, INC.

ATTESTED BY: Madalene Simpson 10/31/05 SIGNED BY: Eileen J. Hendrix 10/31/05  
Signature Date Signature Date

MADALINE SIMPSON  
Typed Name  
REGIONAL DIRECTOR  
Full Title

Eileen T. Hendrix  
Typed Name  
Field Operations Coordinator  
Full Title

Focused Management Solutions, INC. (acting solely as the Board's Administrative Entity)

ATTESTED BY: Jay Trautman 10/25/05 SIGNED BY: Angela Pate 10/25/05  
Signature Date Signature Date

Jay Trautman  
Typed Name  
Operations Manager  
Full Title

Angela Pate  
Typed Name  
Executive Director  
Full Title

## Schedule A

### A. Partner/ Program – Experience Works, Inc./ SCSEP

### B. Responsibilities of the Partner

Partner will participate in the One-Stop Career Center as a Resident Service Provider. In doing so, Partner agrees to the following, subject to the availability of funds through an annual appropriation by the Legislature:

1. It will co-locate within the Board's One-Stop Career Centers on a mutually agreeable basis in at least one physical site as space-leasing obligations allow.
2. It will adhere to the policies and procedures applicable to the operations of the One-Stop Centers as developed by the Board.
3. If requested, it will share in the operational costs of the One-Stop Centers in a prorated manner.
4. It will not violate the functions or separateness mandated by state statute or public law in the pursuit of co-location of Center partners.
5. If requested, it will participate in the development of an integrated One-Stop Career Center model by participating in functional service teams.
6. It will provide information to clients of the One-Stop Career Center, for self-service or assisted service, regarding access to the range of labor markets and career development services.
7. As necessary, it will utilize an integrated intake, referral, and client tracking system operated by the Board.
8. It will adhere to all client privacy and confidentiality requirements.
9. It will share client information with other One-Stop Career Center partners, subject to privacy and confidentiality constraints and other program limitations. **(See ATTACHMENT A – Universal Release of Information Form).**
10. If requested, it will participate in a program review and continuous improvement to offer the best possible services and maximize opportunities for further integration.
11. If requested, it will jointly negotiate outcome measures with other One-Stop Career Center partners, the AE, and the Board.
12. If requested, it will engage One-Stop Career Center clients in a regular client satisfaction process that will ensure that its services are responsive to the needs of the community.
13. It will operate within existing laws and regulations.
14. If requested, it will jointly negotiate processes for client flow, assessment, career management, job development, referral and placement processes, staff capacity building, space requirements, standards of operation, and resolution of disputes with other One-Stop Career Center partners **(See ATTACHMENT B – Dispute Resolution Process).**
15. It will be held accountable for performance as established by its agency and performance measures related to services provided through the One-Stop Career Center. For specific partners, measures may include:
  - a. Training program completion (GED, occupational skills);
  - b. Employment outcomes - number employed;
  - c. Employment retention - percentage remaining employed at 6 and 12 month intervals;
  - d. Benefits and earnings;
  - e. Employment sufficient to become ineligible for welfare;
  - f. Recidivism rate; and
  - g. Other performance measures that may be developed by the Board.
16. Partner further agrees to:
  - a. Provide the host agency supervisor with ~~written~~ <sup>mk</sup> notice at least 15 days in advance of reassigning of any of Partner's enrollees that provide services at the Board's One-Stop Career Centers
  - b. Use reasonable efforts to coordinate the replacement of Partner's enrollee with a new enrollee prior to removing the existing enrollee. ~~To facilitate training of the new enrollee, Partner shall overlap the departure of the existing enrollee with the new enrollee for 2 weeks.~~ <sup>mk</sup>
  - c. Give as much advance notice to the host agency supervisor as is possible regarding the existing enrollees participation in monthly Partner-conducted Job Club sessions and if practical, coordinate



enrollees participation with the host agency supervisor to avoid all enrollees being simultaneously absent from the One-Stop Career Centers.

- d. Enter appropriate One-Stop Career Center tracking information into ODDS and/or OSMIS regarding prospective Experience Works candidates and program enrollees served in the One-Stop Career Center.

### **C. Description of Services Provided by Partner**

#### **1. Scope of Services**

- a. Partner's Field Operations Assistants ("FOA's") will provide the following services on an as needed basis for participants who are 55 years of age and older:
  - 1) Initial intake and assessment;
  - 2) Referral to the services needed, as identified by the assessment;
  - 3) Completing enrollment packets and making the necessary referrals for Title V assignments, classroom, and/or job interviews; and
  - 4) Case management for enrolled participants including the development of job leads, writing OJT contracts, placements, and other follow-up services.
  - 5) The One-Stop system provider will supervise Partner enrollees who are assigned to the Bradford County One-Stop Career Center. Duties and hours will be identified in job descriptions that are developed individually.

#### **2. Methods of Service through the One-Stop Career System**

- a. Partner will provide a FOA and/or Coordinator at the Bradford County One-Stop Center to offer Partner services on an as needed basis.
- b. Partner will provide two (2) support staff members who will work on average twenty (20) hours per week at the Bradford County One-Stop Center to assist and perform duties assigned by the One-Stop provider.

#### **3. Methods of Referral**

- a. Telephone and fax communication
- b. Verbal and written client referrals to other One-Stop system partners
- c. Computer communication



### III. Description of Roles and Responsibilities

#### A. Joint Responsibilities

It is the intent of FloridaWorks, FIWI, and Center for Independent Living to participate in the One-Stop Career Center System as Career Center System Partners. In doing so, FIWI and Center for Independent Living agree to the following:

1. That FIWI and Center for Independent Living participate in the development of an integrated Career Center System model through participation in a functional service team;
2. That Center for Independent Living will refer youth between the ages of 14-21 to FIWI's Career Center Intensive Case Management Staff to determine eligibility and suitability for WIA Youth program services;
3. That FIWI's Career Center Intensive Case Management Staff will data manage and track service information within the Employ Florida Marketplace (EFM) system and documentation in the client's paper file;
4. That FIWI and Center for Independent Living participate in an integrated intake, referral and client tracking system operating through the Alachua/Bradford Regional Workforce Board's Career Center System, subject to confidentiality constraints;
5. That FIWI and Center for Independent Living share client information with our other system partners, subject to confidentiality constraints and other program limitations. **(See ATTACHMENT A - Universal Release of Information Form);**
6. That FIWI and Center for Independent Living will participate in a joint planning process that will assist in identifying the needs of the workforce, the needs of families and business and set priorities for services, based on those needs;
7. That FIWI and Center for Independent Living will participate in a program review and continuous improvement to offer the best possible services and maximize opportunities for further integration;
8. That FIWI and Center for Independent Living will engage system customers in a regular satisfaction process that will assure services are responsive to the needs of the community;
9. That all partners will be responsible for operating within existing laws and regulations;
10. That FIWI and Center for Independent Living will jointly develop processes for youth education and/or employment services and adhere to the FloridaWorks dispute resolution process **(See ATTACHMENT B- Dispute Resolution Process);** and
11. That system partners will be held accountable for performance indicators as established by their respective agencies and performance measures related to their services provided through the One-Stop system.



**B. Individual Responsibilities- Scope of Services**

(1) Florida Institute for Workforce Innovation, Inc.

a. Provide opportunities for cross training of staff, including but not limited to:

- Marketing, recruitment and outreach activities associated with WIA;
- Orientation to the One-Stop Career Center service delivery system;
- Eligibility determination for WIA Youth Program services;
- Case management of WIA Youth Program training and/or employment services; and
- Customer service.

b. Eligibility:

To qualify for receipt of the WIA Youth program services a customer must be eligible for WIA Youth intensive case management services at the One-Stop Career Center.

Eligibility must be established based on assessed needs that include the participant is between the ages of 14-21, is a member of a low income family (or the youth has a documented disability and individually is low income), has at least one or more barriers as defined by WIA federal legislation and FloridaWorks local policy, and for males 18+ years of age registered for selective service.

(2) Center for Independent Living

Center for Independent Living is a private, not-for-profit, organization whose mission is “empowering people with disabilities to exert their individual rights to live as independently as possible, make personal life choices and achieve full community inclusion.”

Specific services to be provided by Center for Independent Living include:

- Referral of 60 eligible youth between the ages of 14-21 to the FloridaWorks Youth Program for Emerging Industries program.
- Conduct the High School High Tech. training program and supervision of participating youth.

The total funding level paid by FloridaWorks to Center for Independent Living for training 60 youth resulting in credentials earned in the FloridaWorks Youth Program for Emerging Industries program shall not exceed fifty thousand dollars and no cents (\$50,000.00). The price paid by FloridaWorks to the Center for Independent Living for each youth receiving a High School Diploma or CPR credential or Green Technologies credential shall not exceed \$833.33 per youth.

It is expected that 20 students will attain their High School Diploma, 25 will attain their CPR credential, and 15 will attain their Green Technologies credential. In addition to these three certifications, additional certifications may be proposed in writing by the Center for Independent Living. If approved by FloridaWorks, this MOU shall be amended accordingly.

Center for Independent Living shall send a monthly invoice to FloridaWorks due on the 10<sup>th</sup> of the following month for the previous month. Center for Independent Living's invoice shall include a list of youth achieving credentials during the month to support the invoice accompanied by copies of the each youth's credential(s). If and as additional funding becomes available, FloridaWorks will consider, but is not obligated to, increasing this funding level.

(3) Alachua/Bradford Regional Workforce Board d.b.a FloridaWorks

- a. Provide oversight and coordination of activities as needed; and
- b. Refer requests for services from outside agencies to FIWI and Center for Independent Living as appropriate.

**IV. Period of this MOU**

This MOU shall commence on January 01, 2010 and shall terminate on September 30, 2010, unless otherwise terminated upon thirty (30) days written notice by any party to this MOU. Such notice shall be valid only upon delivery by certified mail, return receipt to the other parties at their address as included above.

**V. Amendment of this MOU**

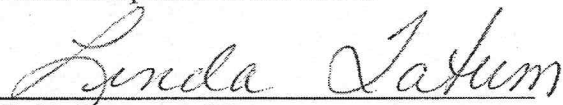
This MOU may be amended at any time provided the party seeking the amendment provides the other parties written notice of intent to amend and the purpose of such amendment. Such amendment shall only be valid when reduced to writing and executed by all parties to this original MOU.

**VI. Certification**

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


By their signatures affixed below, the parties indicate their acceptance of this MOU:

Alachua/Bradford Regional Workforce Board  
d.b.a FloridaWorks

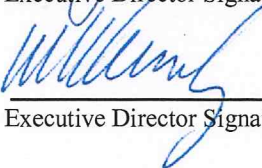
  
Chair's Signature and Date



Florida Institute for Workforce Innovation, Inc

 3.1.10  
\_\_\_\_\_  
Executive Director Signature and Date

Center for Independent Living, Inc.

 2/24/10  
\_\_\_\_\_  
Executive Director Signature and Date

**Memorandum of Understanding**  
Between  
Community Housing Partners, Inc. and  
FloridaWorks

This Memorandum of Understanding (MOU) establishes a limited partnership between Community Housing Partners Corporation (CHP) and FloridaWorks.

**MISSION**

The mission of Community Housing Partners is to create affordable, green, sustainable housing opportunities and services for the people and communities we serve. In partnership with internal stakeholders and external partners, CHP delivers and sponsors programs and supportive services that enhance resident self-sufficiency and promote the social, academic, and economic successes of its residents and community members.

Together, the Parties enter into this Memorandum of Understanding to mutually promote Daycare Programs for residents. Accordingly, Community Housing Partners and FloridaWorks operating under this MOU agree as follows:

**PURPOSE AND SCOPE**

Community Housing Partners (CHP) and FloridaWorks agree to complement the other in the delivery of Employment Program opportunities to the residents of Horizon House/Sunset Apartments in Gainesville, Florida.

The residents of Horizon House/Sunset will benefit from this partnership through the receipt of a needed Employment Program that will be delivered to residents in need of this service.

CHP and FloridaWorks will benefit from this partnership by sharing agency resources.

Each organization of this MOU is responsible for its own expenses related to this MOU.

**RESPONSIBILITIES**

Each party will appoint a person to serve as the official contact and coordinate the activities of each organization in carrying out this MOU. The initial appointees of each organization are:

John Banks  
Resident Services Coordinator  
Community Housing Partners  
1515 NW 10<sup>th</sup> Street  
Gainesville, FL 32601  
352.378.7157  
gainesvillersc@gmail.com

Clay Martin *Jose Gavarrette*  
~~Board Chair~~ *Operations Director*  
FloridaWorks  
4800 SW 13<sup>th</sup> Street  
Gainesville, FL 32608  
352.244.5192  
[jgavarrette@floidaworksonline.com](mailto:jgavarrette@floidaworksonline.com)

The organizations agree to the following tasks for this MOU:

**Community Housing Partners will:**

- Marketing, Promotions and/or Recruiting
- Provide Incentives for Participation
- Referring Participation to an Employment Agency

**EMPLOYMENT PROGRAM NAME:**

- Skills Assessment
- Skills Training
- Resume Preparation
- Interviewing Skills and Techniques
- Completing a Job Application
- Job Placement Assistance

**TERMS OF UNDERSTANDING**

The term of this MOU is from July 26, 2010 through December 31, 2010 and may be extended upon written mutual agreement. This MOU will be reviewed at least semi-annually to ensure that it is fulfilling its purpose and to make any necessary revisions.

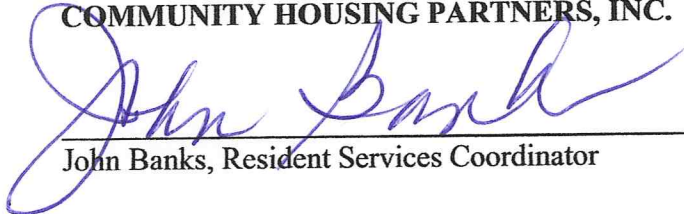
Either organization may terminate this MOU upon thirty (30) days written notice without penalties or liabilities.

**AUTHORIZATION**

The signing of this MOU is not a formal undertaking. It implies that the signatories will strive to reach, to the best of their ability, the objectives stated in this MOU.

On Behalf of the organization I represent, I wish to sign this MOU and contribute to its further development.

**COMMUNITY HOUSING PARTNERS, INC.**

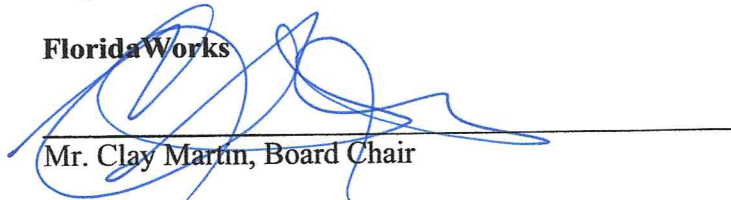
  
\_\_\_\_\_  
John Banks, Resident Services Coordinator

7/29/10  
\_\_\_\_\_  
Date

\_\_\_\_\_  
Angie Roberts-Dobbins, Resident Services Director

\_\_\_\_\_  
Date

**Florida Works**

  
\_\_\_\_\_  
Mr. Clay Martin, Board Chair

7/20/10  
\_\_\_\_\_  
Date





### III. Description of Roles and Responsibilities

#### A. Joint Responsibilities

It is the intent of FloridaWorks, FIWI, and AMIKids to participate in the One-Stop Career Center System as Career Center System Partners. In doing so, FIWI and AMIKids agree to the following:

1. That FIWI and AMIKids participate in the development of an integrated Career Center System model through participation in a functional service team;
2. That AMIKids will refer youth between the ages of 16-21 to FIWI's Career Center Intensive Case Management Staff to determine eligibility and suitability for WIA Youth program services;
3. That FIWI's Career Center Intensive Case Management Staff will data manage and track service information within the Employ Florida Marketplace (EFM) system and documentation in the client's paper file;
4. That FIWI and AMIKids participate in an integrated intake, referral and client tracking system operating through the Alachua/Bradford Regional Workforce Board's Career Center System, subject to confidentiality constraints;
5. That FIWI and AMIKids share client information with our other system partners, subject to confidentiality constraints and other program limitations. (See **ATTACHMENT A - Universal Release of Information Form**);
6. That FIWI and AMIKids will participate in a joint planning process that will assist in identifying the needs of the workforce, the needs of families and business and set priorities for services, based on those needs;
7. That FIWI and AMIKids will participate in a program review and continuous improvement to offer the best possible services and maximize opportunities for further integration;
8. That FIWI and AMIKids will engage system customers in a regular satisfaction process that will assure services are responsive to the needs of the community;
9. That all partners will be responsible for operating within existing laws and regulations;
10. That FIWI and AMIKids will jointly develop processes for youth education and/or employment services and adhere to the FloridaWorks dispute resolution process (See **ATTACHMENT B- Dispute Resolution Process**); and
11. That system partners will be held accountable for performance indicators as established by their respective agencies and performance measures related to their services provided through the One-Stop system.

**B. Individual Responsibilities- Scope of Services**

(1) Florida Institute for Workforce Innovation, Inc.

a. Provide opportunities for cross training of staff, including but not limited to:

- Marketing, recruitment and outreach activities associated with WIA;
- Orientation to the One-Stop Career Center service delivery system;
- Eligibility determination for WIA Youth Program services;
- Case management of WIA Youth Program training and/or employment services; and
- Customer service.

b. Eligibility:

To qualify for receipt of the WIA Youth program services a customer must be eligible for WIA Youth intensive case management services at the One-Stop Career Center.

Eligibility must be established based on assessed needs that include the participant is between the ages of 16-21, is a member of a low income family (or the youth has a documented disability and individually is low income), has at least one or more barriers as defined by WIA federal legislation and FloridaWorks local policy, and for males 18+ years of age registered for selective service.

(2) AMIKids

AMIKids, a not-for-profit community based corporation, has implemented a professional team approach to provide a comprehensive continuum of services to the youth population. AMIKids is dedicated to providing a promising future to troubled youth who have been adjudicated or have failed in conventional school settings.

Specific services to be provided by AMIKids include:

- Referral of 60 eligible youth between the ages of 16-21 to the FloridaWorks Youth Program for Emerging Industries grant.
- Transportation and supervision of participating youth while they are in training (on-site in classrooms).

The total funding level paid by FloridaWorks to AMIKids for training 60 youth resulting in credentials earned in the FloridaWorks Youth Program for Emerging Industries grant shall not exceed fifty thousand dollars and no cents (\$50,000.00). The price paid by FloridaWorks to AMIKids for each youth receiving NCCER



(Your Role in the Green Environment) and OSHA credentials may not exceed \$833.33.

AMIKids shall send a monthly invoice to FloridaWorks due on the 10<sup>th</sup> of the following month for the previous month. AMIKids's invoice shall include a list of youth achieving credentials during the month to support the invoice accompanied by copies of the each youth's certificate(s). If and as additional funding becomes available, FloridaWorks will consider, but is not obligated to, increasing this funding level.

(3) Alachua/Bradford Regional Workforce Board d.b.a FloridaWorks

- a. Provide oversight and coordination of activities as needed;
- b. Assign a Career Center System Network Administrator to manage the Career Center Data system database; and
- c. Refer requests for services from outside agencies to FIWI and AMIKids as appropriate.

**IV. Period of this MOU**

This MOU shall commence on January 01, 2010 and shall terminate on September 30, 2010, unless otherwise terminated upon thirty (30) days written notice by any party to this MOU. Such notice shall be valid only upon delivery by certified mail, return receipt to the other parties at their address as included above.

**V. Amendment of this MOU**

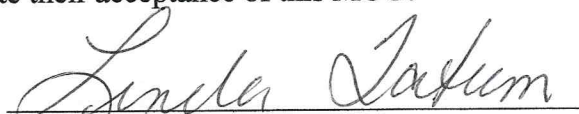
This MOU may be amended at any time provided the party seeking the amendment provides the other parties written notice of intent to amend and the purpose of such amendment. Such amendment shall only be valid when reduced to writing and executed by all parties to this original MOU.

**VI. Certification**

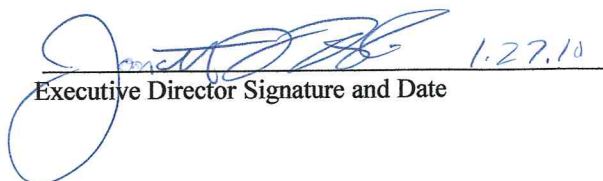
By signing this MOU, all parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and/or guidelines relating to nondiscrimination, privacy rights of participants, and maintenance of records and other confidential information relating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

By their signatures affixed below, the parties indicate their acceptance of this MOU:

Alachua/Bradford Regional Workforce Board  
d.b.a FloridaWorks

  
Chair's Signature and Date

Florida Institute for Workforce Innovation, Inc

  
Executive Director Signature and Date

AMIKids, Inc.  
100 SE 124<sup>th</sup> Ave  
Micanopy, FL 32667

  
\_\_\_\_\_  
Executive Director Signature and Date

1/27/00



**ALACHUA/BRADFORD REGIONAL WORKFORCE BOARD  
d.b.a. FloridaWorks**

**MEMORANDUM OF UNDERSTANDING**

**I. Parties to this Memorandum of Understanding (MOU):**

**A. Alachua County Housing Authority**

Contact Person: Ms. Gail Monahan  
703 NE 1st St.  
Gainesville, FL 32601

**B. Alachua/Bradford Regional Workforce Board d.b.a. FloridaWorks**

Administrative Entity: Ms. Angela Pate  
4800 S.W. 13<sup>th</sup> Street  
Gainesville, FL 32608

**II. Purpose of this MOU:**

The purpose of this MOU is to coordinate resources to ensure the effective and efficient delivery of supportive housing services in Alachua County for clients of FloridaWorks. This MOU also establishes joint processes and procedures that will enable the partners to integrate the current supportive service delivery system resulting in a seamless and comprehensive array of services that support education, human service, job training and other workforce services to Alachua county residents.

Parties to this MOU agree to the obligations, performance and accomplishments of the tasks described in this MOU. The parties shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

**III. Description of Roles and Responsibilities**

**A. Joint Responsibilities**

It is the intent of the Alachua/Bradford Regional Workforce Board ("FloridaWorks") and the Alachua County Housing Authority ("ACHA") to participate in the One-Stop Career Center System as a Career Center System Partners. In doing so, FloridaWorks and the ACHA agree to:

1. Participate in the development of an integrated Career Center System model by working as a functional service team,
2. Provide ACHA with client referrals by FloridaWorks staff that has determined eligibility for the supportive services provided by the ACHA,

3. Complete, maintain, manage, and track supportive services information within the Employ Florida Marketplace (“EFM”) and/or OSST, and the client’s paper case file,
4. Share client information with each other and other system partners, subject to confidentiality and program requirements (See **ATTACHMENT A - Universal Release of Information Form**),
5. Participate in a joint planning process that will assist in identifying client needs, the needs of families and business, and set priorities for services based on those needs,
6. Participate in a program review and continuous improvement to offer the best possible services and maximize opportunities for further integration,
7. Engage clients in a client satisfaction process that will assure services are responsive to the needs of the clients,
8. Operate within existing laws, regulations, and their respective institutional requirements, policies, and procedures, and
9. Jointly develop processes for client support services and adhere to the FloridaWorks dispute resolution process (See **ATTACHMENT B - Dispute Resolution Process**).

**B. Individual Responsibilities - Scope of Services**

1. FloridaWorks will:
  - a. Escort client’s to and from the ACHA lobby area,
  - b. Not leave client’s unattended,
  - c. Assist in ACHA office cleaning when circumstances permit, e.g., client’s are not using the resource area or have a scheduled appointment,
  - d. Notify its staff that parking at the ACHA office is not provided,
  - e. Provide staff at the ACHA office Monday through Friday from 8 a.m. to 5:00 p.m. (client services through 4:30 pm), with a lunch break from noon to 1 pm,
  - f. Provide FloridaWorks staff at the ACHA with a computer, printer, and necessary software
  - g. Arrange for and pay for internet access for FloridaWorks staff and the FloridaWorks resource area,
  - h. Provide office supplies for its staff at the ACHA,
  - i. Provide opportunities for cross training of staff, including but not limited to:
    - Marketing, recruitment and outreach activities associated with Welfare Transition and Workforce Investment Act services;
    - Orientation to the One-Stop Career Center service delivery system;
    - Customer service;
  - j. Determine client eligibility for support services based on assessed needs and the development of the Individual Employment Plan (IEP) and Individual Training Account (ITA); and

- k. Provide written client referrals from case management staff for housing services.

2. The ACHA will:

- a. Provide furniture for the computer resource area and FloridaWorks staff at the ACHA,
- b. Allow FloridaWorks staff to use the ACHA facsimile machine/line,
- c. Allow FloridaWorks to have DSL internet access installed at the ACHA office,
- d. Be responsible for the administration and management of the housing component. ACHA housing support services may include:
  - Weekly motel/hotel stays;
  - Security deposits, utility deposits, application fees for long-term housing;
  - 1<sup>st</sup> month and last month rent for long-term housing; and
  - Relocation fees, rental assistance, etc.
- f. Subject to client eligibility and the availability of ACHA funds, ACHA housing support services will include the following:
  - Completion of the enrollment for a housing stipend for clients referred by FloridaWorks;
  - Complete a financial and basic needs assessment, to determine a budget / savings arrangement that will allow the client to secure funds for their future housing needs;
  - Facilitate the client's transition into independent living;
  - Locate suitable housing/shelter for the client; and
  - Issue the appropriate housing stipend directly to the housing provider.

**IV. Period of MOU**

This MOU shall commence on May 25, 2009 and shall terminate on December 31, 2010, unless otherwise terminated upon thirty (30) days prior written notice by either party. Such notice shall be valid only upon delivery by certified mail, return receipt to the other party at their addresses specified above. Upon execution of this MOU, any prior MOU between the parties shall end as of the commencement date above.

**V. Amendment of the MOU**

This MOU may be amended at any time provided the party seeking the amendment provides the other parties written notice of intent to amend and the purpose of such amendment. Such amendment shall only be valid when reduced to writing and executed by all parties to this MOU.

**VI. Certification**



By signing this MOU, all parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and/or guidelines relating to nondiscrimination, privacy rights of participants, and maintenance of records and other confidential information relating to One-Stop clients.

By their signatures affixed below, FloridaWorks and the ACHA indicate their acceptance of this MOU.

FloridaWorks

Linda Latum 6/30/09  
Chair's Signature and Date

Alachua County Housing Authority

Gene Moad 6/26/09  
Director Signature and Date

Acknowledged by:  
Focused Management Solutions  
(Board's Administrative Entity)

Opelia Pata 6/30/09  
Executive Director Signature and Date

ATTACHMENT A

**UNIVERSAL RELEASE OF INFORMATION FORM**

**FLORIDAWORKS ONE-STOP CAREER CENTER SYSTEM**

Name: \_\_\_\_\_

Social Security Number: \_\_\_\_\_

I hereby authorize all partners in the FloridaWorks One-Stop Career Center System to engage in verbal, written, facsimile, or computerized communication of information for the purpose on making me eligible for services or for identifying services or agencies to assist me. All pertinent records and information that may be needed for eligibility determination, monitoring or follow-up purposes can be released. This information may include, but is not limited to, educational records, public assistance records, credit history, health/physical status records, income/employment information and vocational rehabilitation assessment or evaluation tools.

It is my understanding that any information obtained by any partner in the FloridaWorks One-Stop Career Center System will be held in strict confidence, in compliance with federal and state laws. I am fully aware that any information obtained will be used in my best interest to provide access to services.

\_\_\_\_\_  
Signature of Client

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness Signature

\_\_\_\_\_  
Date

## **ATTACHMENT B**

### **DISPUTE RESOLUTION PROCEDURE**

If a dispute arises within the FloridaWorks One-Stop Career Center System, the following procedure shall be followed:

1. Contact your FloridaWorks case manager or case manager's supervisor to try to resolve the dispute.
2. If you are not able to resolve the dispute, contact FloridaWorks' Administrative Entity at:

Alachua/Bradford Regional Workforce Board d.b.a. FloridaWorks  
Attn: Mr. Jose Gavarrette, Regional Director of Program Operations  
4800 SW 13<sup>th</sup> Street  
Gainesville, FL 32608  
Fax: 352. 244. 5998  
Email: [jgavarrette@floridaworksonline.com](mailto:jgavarrette@floridaworksonline.com)



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

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

October 3, 2014

Alachua Bradford Regional Workforce Board  
dba CareerSource North Central Florida  
Mr. Thomas McIntosh, Chair Person  
Post Office Box 13531  
Gainesville, Florida 32604

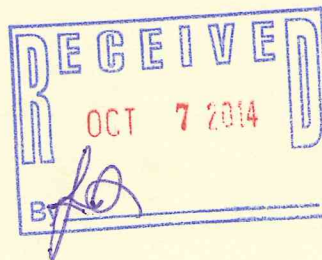
Dear Mr. McIntosh:

Please find the executed Memorandum of Understanding between **Suwannee River Economic Council, Inc.** and **Alachua Bradford Regional Workforce Board dba Florida Works** for your records. Please note that the MOU will be updated on a yearly basis.

If you should have any questions, please do not hesitate to contact my office at 386-362-4115, ext. 223.

Sincerely,  
SUWANNEE RIVER ECONOMIC COUNCIL, INC.

Matt Pearson  
Executive Director



MLP/bsp

C: Reading File  
CSBG MOU File  
Coordinator of CSBG/LIHEAP  
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*" This institution is an equal opportunity provider and employer."*



## Memorandum of Understanding

The purpose of this Memorandum of Understanding (MOU) is to document the mutually beneficial relationship between the Suwannee River Economic Council, Inc. and the Alachua/Bradford Regional Workforce Board d/b/a CareerSource North Central Florida. This MOU is designed to encourage coordination of resources and services, and actively participate in the efforts in Alachua and Bradford Counties that focus on employment, job creation, and job retention.

The parties agree to:

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

If and as applicable, the parties to this MOU agree to jointly develop and implement a process for common intake and referral. The parties agree to inform staff on the services of each participating party and the spectrum of related services available through the respective agencies.

Consistent with its grant funding, program, budgetary, and allocation requirements, CareerSource North Central Florida shall provide all services to each individual that requests and is eligible to receive the services.

In compliance with the requirements of the funds available to implement this MOU, each party shall pay its own expenses to execute the purposes of this MOU.

This MOU shall become effective immediately and shall continue until terminated by either party. Termination shall become effective upon thirty (30) days prior written notice to the non-terminating party. Such notice shall be valid only upon delivery by certified mail, return receipt to the non-terminating party at its address specified in this MOU.

Changes may be made to this MOU provided the changes are in writing, signed, and dated by the parties.

This MOU is subject to all applicable federal, state, and local laws, regulations, and guidelines, including but not limited to the Workforce Investment Act (WIA) nondiscrimination, privacy rights of participants, and maintenance of records and confidential information relating to services provided, recipients, and participants.

By their signatures below, each party agrees to the terms listed above and will inform their respective staff to comply with the purposes and terms of this MOU.

The Alachua Bradford Regional Workforce Board  
d/b/a CareerSource North Central Florida  
4800 S.W. 13th Street  
Gainesville, FL 32608

The Suwannee River Economic Council, Inc.  
P. O. Box 70  
Live Oak, Florida 32064

Signed:

Signed:

BY: 

BY: 

Thomas McIntosh

Matt Pearson

TITLE: Board Chair

TITLE: Executive Director

DATE: 9/22/14

DATE: October 3, 2014