

CareerSource
NORTHEAST FLORIDA



2020-2024

CareerSource Northeast Florida

COMPREHENSIVE 4-YEAR PLAN

Local Workforce Development Area 8

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Date submitted: March 16, 2020

Updated with approvals and resubmitted: April 27, 2020

Contact: Bruce Ferguson, President and CEO

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Introduction

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

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

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

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

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

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

PUBLIC COMMENT PROCESS

First Coast Workforce Development, Inc., (dba CareerSourceNEFL) sought comments on the draft Workforce Innovation and Opportunity Act (WIOA) 4 Year Plan for Local Workforce Development Area 8.

A copy is available at <https://careersourcenortheastflorida.com/about> or can be viewed in hard copy at 1845 Town Center Blvd., Suite 250, Fleming Island, FL, 32003.

Interested parties were invited to submit comments by February 28, 2020.

For additional information contact: Diane Nevison at 904-213-3800, ext. 2010.

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

- Baker County Press, January 23, 2020
- Clay Today, January 23, 2020
- Nassau County Record, January 22, 2020
- Fernandina Beach News Leader, January 22, 2020
- Florida Times Union, January 26, 2020
- Florida Star, January 25, 2020
- Palatka Daily News, January 25, 2020
- St. Augustine Record, January 26, 2020

No comments were received during the comment period.

CareerSource Northeast Florida Is Committed To Florida's Vision For Implementing the Workforce Innovation and Opportunity Act (WIOA)

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

FLORIDA'S STRATEGIC VISION FOR WIOA IMPLEMENTATION IS REALIZED BY ACCOMPLISHING THESE THREE GOALS:

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

Organizational Structure

1. Chief Elected Officials – First Coast Workforce Consortium

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

A. Current membership is:

BAKER: The Honorable Bobby Steele
Baker County Commissioner
55 North 3rd Street
MacClenny, FL 32063
904-259-3613
bobby.steele@bakercountyfl.org

CLAY: The Honorable Gavin Rollins
District 3
Clay County Commissioner
P.O. Box 1366
Green Cove Springs, FL 32043
904-269-6394
gavin.rollins@claycountygov.com

DUVAL: The Honorable Aaron Bowman
District 3
City of Jacksonville
117 W. Duval Street, Suite 425
Jacksonville, FL 32202
904-630-1377
abowman@coj.net

NASSAU: The Honorable Thomas R. Ford
Nassau County Commissioner
96135 Nassau Place, Suite 1
Yulee, FL 32097
904-530-6010
tford@nassaucountyfl.com

PUTNAM: The Honorable Larry Harvey, Chair
Putnam County Commissioner
2509 Crill Avenue
P.O. Box 758
Palatka, FL 32178-0758
386-329-0205
larry.harvey@putnam-fl.com

ST. JOHNS: The Honorable Paul M. Waldron, Vice Chair
St. Johns County Commissioner
500 San Sebastian View
St. Augustine, FL 32084
904-209-0303
bcc3pwaldron@sjcfl.us

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

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

Since its foundation in 1996, the First Coast Workforce Development Consortium has been instrumental in providing vision and leadership in the delivery of workforce development services to the citizens of Northeast Florida. Through their involvement and direction, staff has developed this plan which articulates their vision for a dynamic offering and delivery of workforce development services through the year 2024. The consortium members were provided the final plan draft on 01/27/2020 for review. Comments were received, the plan was modified to conform and the final document was approved by the consortium on a date April 22, 2020.

- D. To ensure full compliance with WIOA regulation §679.310(g) the consortium has adopted the by-laws in Required Attachment I: FCWD By-laws.

PROCEDURE FOR APPOINTMENTS AND APPROVAL OF FIRST COAST WORKFORCE DEVELOPMENT, INC. dba CAREERSOURCE NORTHEAST FLORIDA (CSNEFL) BOARD OF DIRECTORS.

I. CSNEFL Board of Directors Composition and Nomination Process

A. Business

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

- Are owners of a business, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- Represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area (at least two representatives of small businesses must be included); and
- Are appointed from among individuals nominated by local business organizations and business trade associations. [§ 107(b)(2)(A), WIOA]

B. Labor/Apprenticeships

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

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

C. Education

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

- A representative of eligible providers administering adult education and literacy activities under Title II of WIOA.

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

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

D. Economic/Community Development and Other Entities

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

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

II. Term Limitations

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

III. Notification of Board Vacancy

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

If an unscheduled board vacancy occurs, the President will, as soon as is reasonably possible, notify the Consortium of the opening and provide nominations from Chambers of Commerce, Economic Development entities or government agencies, as appropriate, to fill the position. The Consortium will vote on the nominee at the next regularly scheduled meeting.

Nomination and approval process for the CSNEFL Board Chair

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

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

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

IV. The board does not allow an alternate designee or proxy for a board member.

A board member can send a representative to attend the meeting, but that individual may not vote on any board action.

V. Use of Technology to Promote Board Member Participation

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

VI. Ensuring Full Board Participation

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

- An in-depth overview of CareerSource Northeast Florida (mission, vision, operations, partnerships, etc.)
- An overview of the First Coast Workforce Development Consortium
- Board member and meeting schedule information
- Board Governance Policies
- Current fiscal year budget
- Current Strategic Plan
- Current Audited Financial Statements

VII. There are no other conditions governing appointments or membership on the local board.

E. Describe How Chief Elected Official is Involved in the Development, Review and Approval of the Local Plan

Local elected officials from each of our region's counties are invited to (and regularly attend) quarterly meetings hosted by JAXUSA. The meetings bring in speakers on important economic and workforce topics and solicit input from attendees. This process allows our staff to receive input on a regular basis from our LEOs.

The Local Elected Official Consortium will receive this plan for input and vote on its approval on April 22, 2020.

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

A. Board Chair

Elaine Johnson, SPHR, SHRM-SCP
Principal, Corporate Development and Strategic Investments
Guidewell
4800 Deerwood Campus Parkway, DCC9-1 Jacksonville, FL 32246
Phone: 904-905-3031
Email: elaine.johnson@bcbsfl.com
Represents: BU (business)

B. Vice Chair

Vacant

C. How the Local Board was Involved in the Development, Review and Approval of the Local Plan

Under the direction of the CareerSource Northeast Florida Board, staff held extensive focus and planning meetings with job seekers, employers, partners and stakeholders as part of the development for our plans issued in 2002, 2005, 2009, 2011, 2012 and 2016. The result of that intensive process ensured a blueprint for workforce development on Florida's First Coast which synthesized divergent views and needs into a common vision, and in turn was supported by tangible goals and measurable outcomes.

The plan we now offer is built on the vision articulated in these important documents, and with the regional strategy called Elevate Northeast Florida, described in the section on Vision and Strategy. Our approach simultaneously refines and forwards successful local initiatives while aligning our vision with the essential imperatives identified in the strategic and State Unified plans developed by CareerSource Florida.

At every step our board has provided direction and oversight as staff worked to write our plan. This update was introduced for formal review on January 23, 2020. Comments were received through February 28, 2020, and appropriate changes made. The plan was approved and adopted by the boards on April 23, 2020.

3. Local Grant Subrecipient

- A. First Coast Workforce Development, Inc. dba CareerSource Northeast Florida (CSNEFL) has been designated the local fiscal agent and administrative entity by the First Coast Workforce Development Consortium.
- B. FCWD is the Administrative entity.
- C. The Administrative Plan describes how CSNEFL carries out its multiple responsibilities, including the adoption of appropriate firewalls that guard against conflict of interest. These firewalls include, but are not limited to:
 - A robust conflict of interest policy;
 - Internal controls which are specifically designed to avoid conflicts of interest;
 - Independent third-party monitoring and oversight;
 - A Performance Evaluation Plan that provides step by step report and corrective

action guidance;

- A hierarchical Complaint Policy that allows the board to fairly arbitrate issues that arise throughout the career system;
- A Financial Management Plan that appropriately segments, assigns and tracks funding to the board operations and separately to program operations; and,
- Forceful Purchasing and Procurement policies designed to provide transparency in CSNEFL financial acquisitions and expenditures and that are conducted in a fair and open competitive manner.

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

Supporting Attachment I: FCWD Local Administrative Plan

4. One-Stop System

The One-Stop delivery system is administered by CareerSource NEFL, designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWDA 8. CSNEFL brings together required partners in a seamless customer-focused service delivery network designed to give job seekers access to programs, services and other resources to improve their prospects of long-term employment.

A. CareerSource NEFL has designated its Gateway Career Center located at 5000 Norwood Avenue, Suite 2 Jacksonville, FL 32208 as the comprehensive American Job Center for LWDA 8. One-Stop partners work together to provide access to services. Fourteen One-Stop partners are co-located in the Gateway Career Center to administer their separately funded programs in an integrated and streamlined manner to individuals who frequent the Center. LWDA 8 partners include:

WOIA (Adult, Dislocated and Youth formula grants)	Florida State College at Jacksonville ¹ – Adult Education and Family Literacy
Jacksonville Job Corps*	Vocational Rehabilitation ¹
Wagner-Peyser	Division of Blind Services ¹
AARP Foundation SCSEP ¹	Jacksonville Housing Authority*
TAA	Northeast Florida Community Action Agency*
Jobs for Veterans	Operation New Hope* (Second Chance Grant)
Unemployment Compensation ¹	National Black Council on Aging (SCSEP) ¹

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

¹ Added partners to the Gateway Career Center

B. Hours of Operation

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

C. The One-Stop Operator

The One-Stop Operator was chosen through a competitive bid process.

D. Provider of Career Services

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

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

The One-Stop operator does not provide any career services. All services within the CSNEFL system are provided directly or through our core and required partners; the exception being youth services.

F. One-Stop Certification

1. We certify this comprehensive center meets the certification requirements as defined by CareerSource Florida, Policy 93, One-Stop Center Certification Requirements issued February 2, 2017.

Required Attachment B: Executed Infrastructure Funding Agreement

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

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

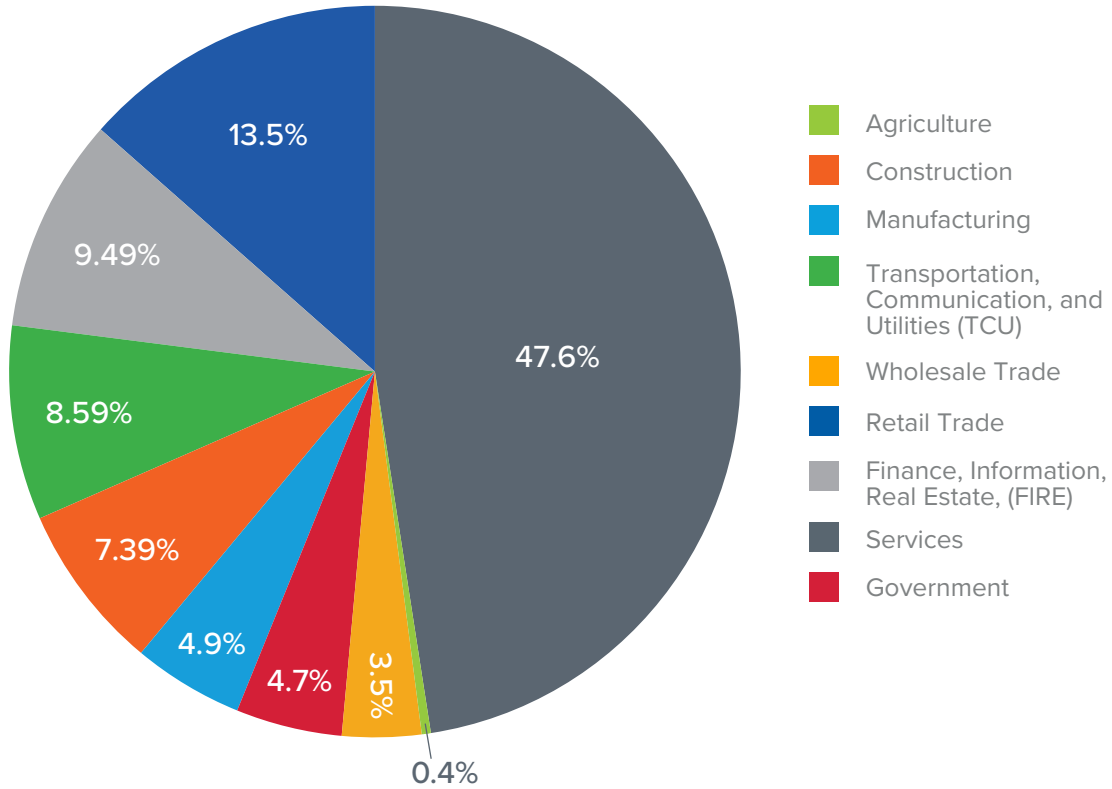
- a. Sector Employment
- b. Service Sector Employment
- c. Manufacturing Employment
- d. Transportation and Logistics Employment
- e. Sector Earnings and Wages
- f. Location Quotients
- g. Non-farm Proprietorships
- h. Number of Business Establishments
- i. Major Employers
- j. Occupations
- k. Opportunities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

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

1a. Sector Employment

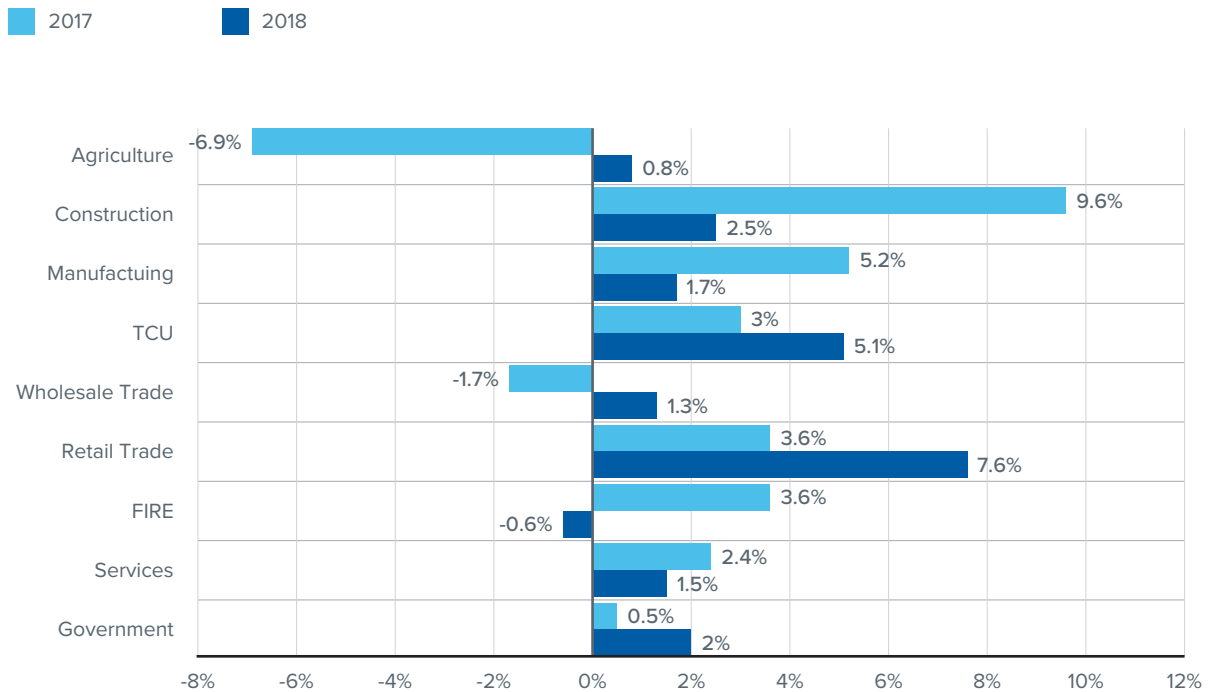
The data we use to examine the Region's sector employment covers all people employed in a particular sector, regardless of whether they are covered by unemployment insurance or not. Most of the sectors' share of total employment in the Region have not changed since we last studied the 2017 data. The relative share of employment by sector remains constant.

FIRST COAST EMPLOYMENT



Source: JobsEQ® Data for 4Q 2018

CHANGE IN SECTOR EMPLOYMENT 2017-2018



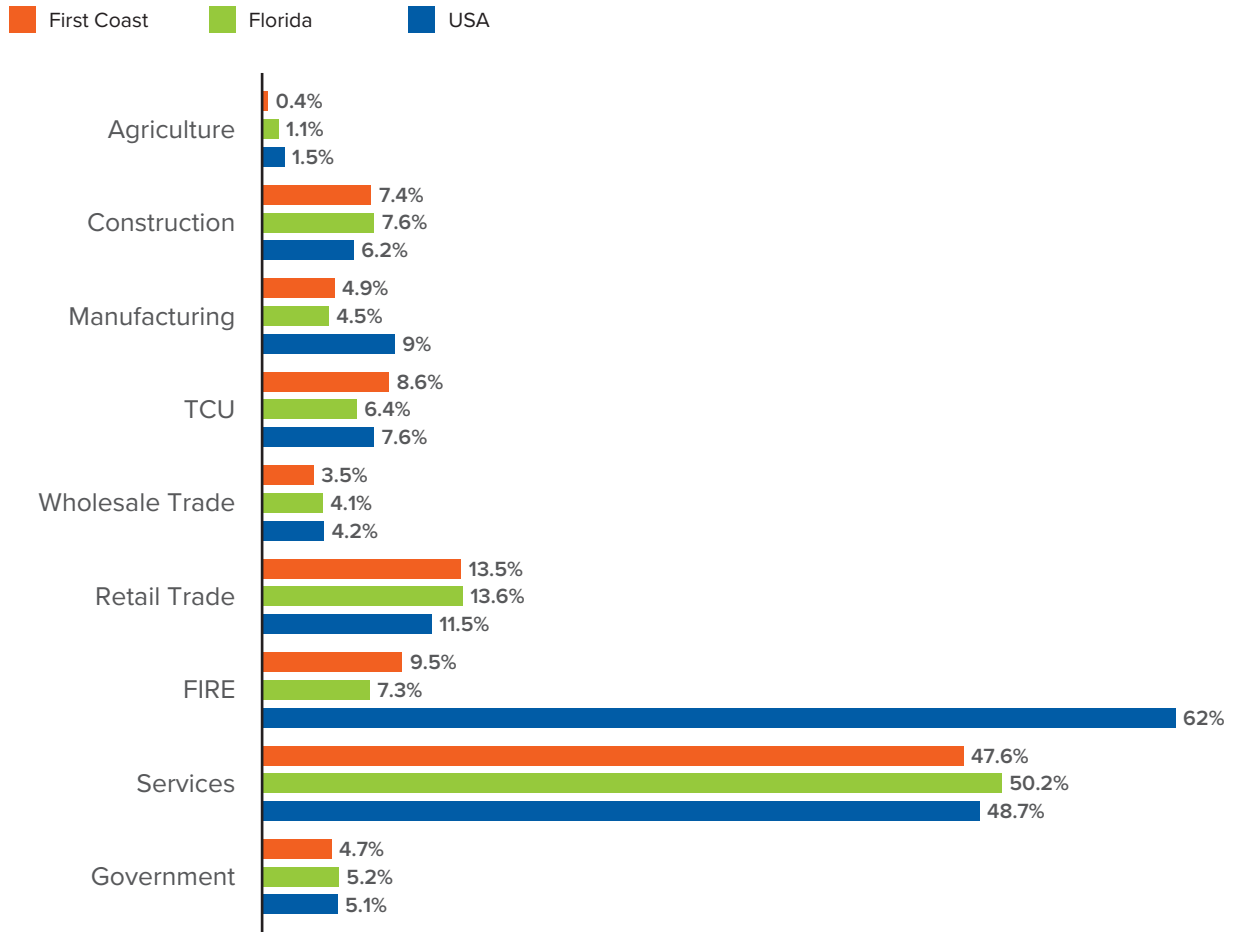
Source: JobsEQ® Data for 2Q 2019

In Q2 2019, employment growth in most sectors was flat, with the exception of a 4% increase in retail trade. FIRE experienced a drop in employment of 4.2%, and services experienced a drop of 0.9%. This flattening of sector growth is a significant change from the 2017 update, in which we saw growth in almost every sector, with construction (+9.6%), and manufacturing (+5.2%) sectors leading the way.

Lack of job growth in Manufacturing has much to do with tariffs and other trade issues, as we discuss in Section 1.C, and growth in other sectors is probably flat due to the low unemployment rate; employers are reporting having a hard time finding skilled applicants for open jobs.

A March 2019 article on Vox.com stated that for nearly a year now, the (national) number of open jobs each month has been higher than the number of people looking for work — the first time that’s happened since the Department of Labor began tracking job turnover two decades ago. The lack of available skilled labor will have an impact on employment for the foreseeable future, unless we can begin to influence the labor participation rate and bring new workers off the sidelines and back into the labor force.

SECTOR EMPLOYMENT COMPARISON AVERAGE FOR 2018 Q3 - 2019 Q2



Source: JobsEQ® Data Q4-Qtrs moving average Q3 2018 - Q2 2019

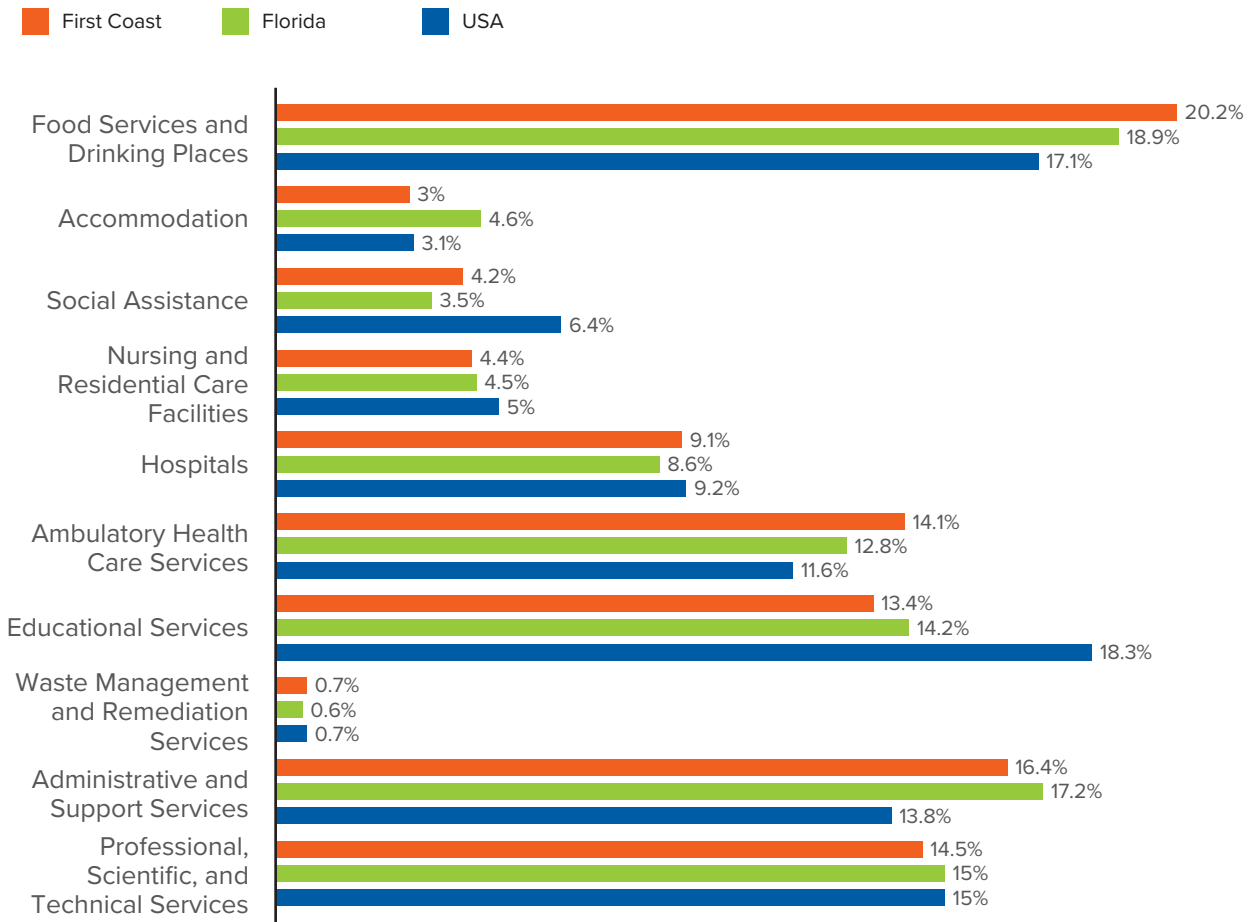
As evidenced in the graph above, the total composition of the Region’s employment sectors varies slightly from both the state and national sectors, although the relative size of the sectors has remained stable over the past two years.

1b. Service Sector Employment

Because the Service sector is such a dominant and growing part of the Region’s total employment, it is necessary to examine this sector in further detail. The Services Sector makes up almost half (48.7%) of employment, so it’s one of the most important parts of the regional economy. Using Jobs EQ data from 2Q 2019, the chart below shows the ten largest components of the Service sector. In this chart, we can clearly see the strength of the Food Services sector in the region, making up 20% of the Services sector, compared to 18.9% of Florida’s sector and 17.1% of the national sector.

Region 8 has more employment in both hospitals (9.1%) and Ambulatory Care Services (14.1%) than Florida. This can be attributed in part to the proliferation of retail healthcare establishments such as walk in urgent care centers, franchise dental practices, and the growth of pharmacy, vision care, and other health services within retail centers.

MAJOR COMPONENTS OF SERVICE SECTOR 2018



Source: JobsEQ® Data as of Q2 2019

Professional, Scientific, and Technical Services has grown as a subsector since our 2017 analysis, from 13.8% to 14.5% of employment in the Services sector. These jobs include everything from veterinarians to civil engineers, from lawyers to IT professionals. These highly skilled and well-compensated workers are important not just because they are high earners and contribute to the local tax base, but also because they provide essential services to other business so they can also grow and thrive.

1c. Manufacturing Employment

Manufacturing employment is often touted as a key sector to target in many economic and workforce development strategies. Historically, these jobs have provided relatively high-paying jobs for less- educated individuals. The industry also contributes significant capital investment in the region.

According to Florida's Labor Market Information for Q4, year over year, Manufacturing in the LWDB 8 region gained 15,744 jobs, a 2.1% growth rate. This was slightly lower than Florida's 2.8% growth, but higher than the U.S. growth rate, which was 1.8%.

There is good reason to focus on Manufacturing jobs, as the average annual wages are significantly higher than the service sector.

For this report, we look at year-over-year recent job growth by Manufacturing subsector, and then at demand and average wages.

- Machinery Manufacturing showed the highest local employment gains year-over-year, growing by 7.6 percent, adding 134 jobs with an average annual salary of \$55,036. The 4-year demand forecast is for employment to drop by .4%.
- Transportation Equipment Manufacturing experienced 1% growth year over year, and forecasted demand over the next 4 years is 1,985 jobs (.6%) The average annual wage is \$85,000.
- Miscellaneous Manufacturing grew by 4.4% year over year, and the 4-year demand is 1,858 jobs (.5% growth.) The average annual wage is \$104,728.
- Fabricated Metal Product Manufacturing grew by 1.6% year-over-year, and the 4-year demand estimate is 1,557 new jobs (.1% growth.) The average annual wage is \$54,521.
- Paper Manufacturing grew by 3.8% and the 4-year forecast predicts demand of 1,100 new jobs (decline of .8%). The average annual wage is \$70,337.
- Although Chemical Manufacturing, Plastics and Rubber Products Manufacturing, and Primary Metal Manufacturing all showed job growth year over year, their 4-year forecasts show small declines in employment, between .3% and .6%.

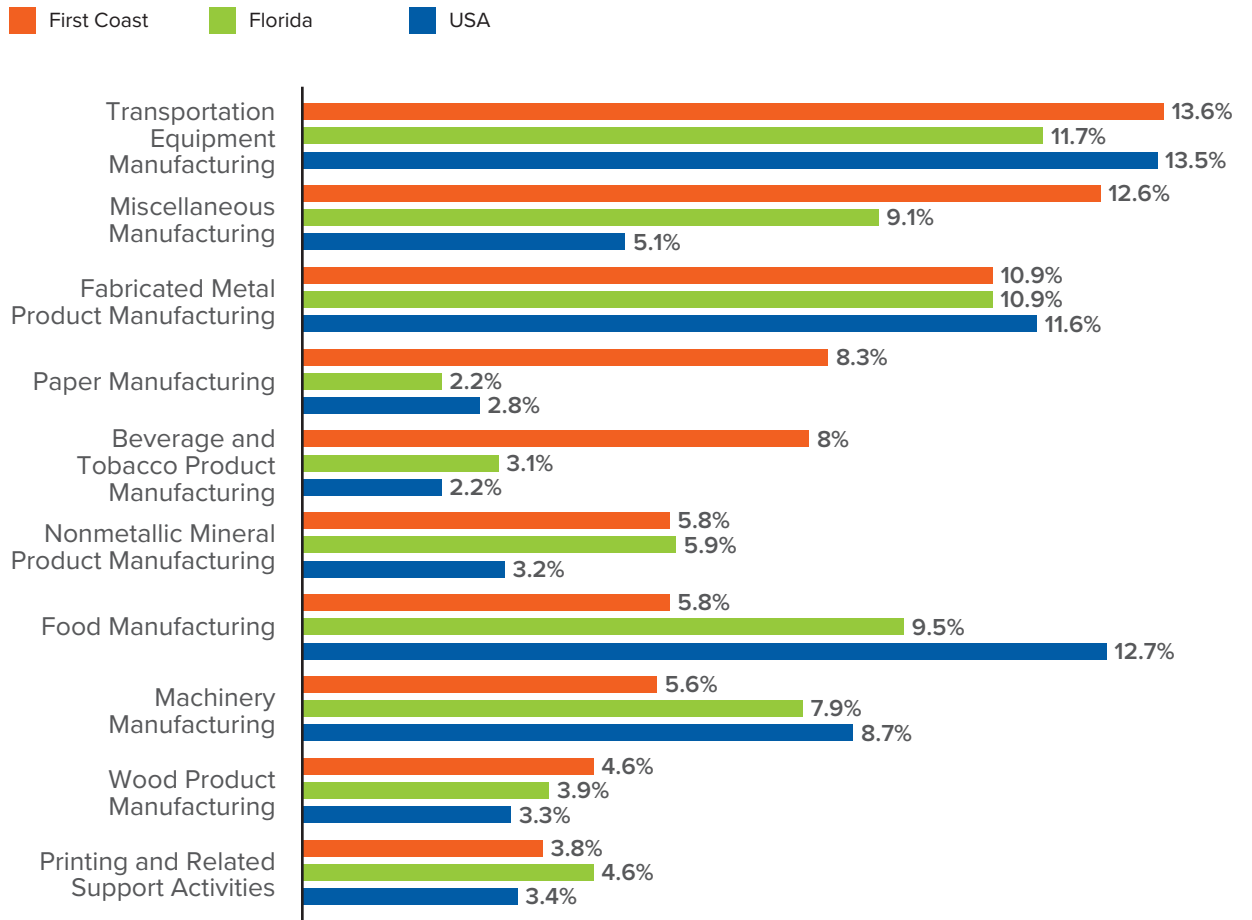
The 4-year forecast for Northeast Florida is that Manufacturing will remain flat. Florida is also predicted to have no net Manufacturing job growth over the next 4 years, while the U.S. Manufacturing sector is expected to decline by 0.6% over the next 4 years.

Tariffs and trade issues between the U.S. and China have introduced higher costs and uncertainty into the Manufacturing sector. Companies are delaying expansion and hiring decisions until trade issues can be resolved.

The upside of the trade uncertainty with China is that some Asian and U.S. companies are considering locating or reshoring manufacturing facilities back to the U.S. Northeast Florida has seen economic development activity over the past 2 years from Asian component manufacturers interested in locating plants here, which could generate hundreds of jobs over the next few years.

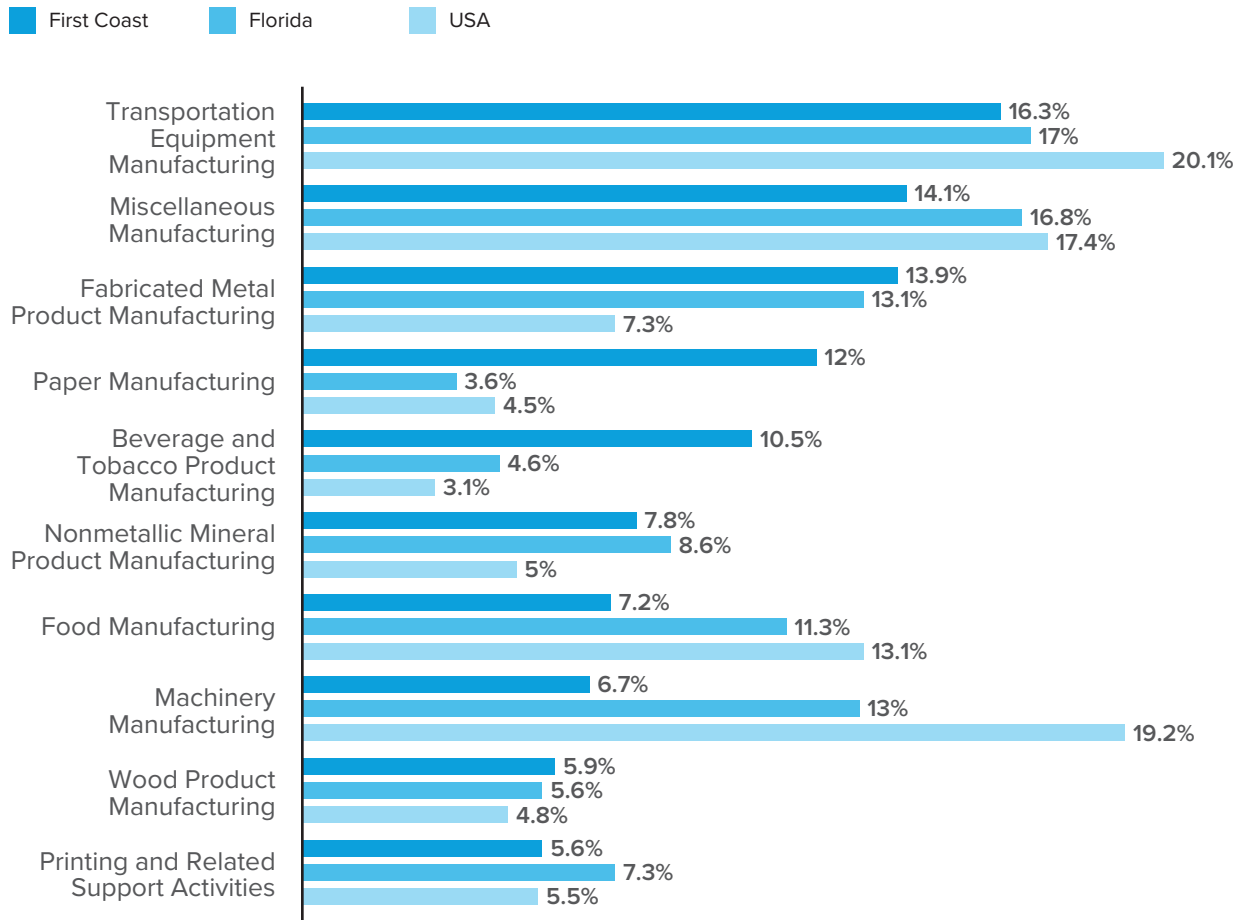
The relative size of the Manufacturing subsectors has not changed significantly since we looked at the 2017 data. Our Manufacturing subsectors have also retained their relative size compared to Florida's Manufacturing sector and that of the U.S., as you can see in the charts below.

MAJOR COMPONENTS OF MANUFACTURING SECTOR 2018



Source: JobsEQ® Data as of Q2 2019

MAJOR COMPONENTS OF MANUFACTURING SECTOR 2017



Source: EMSI

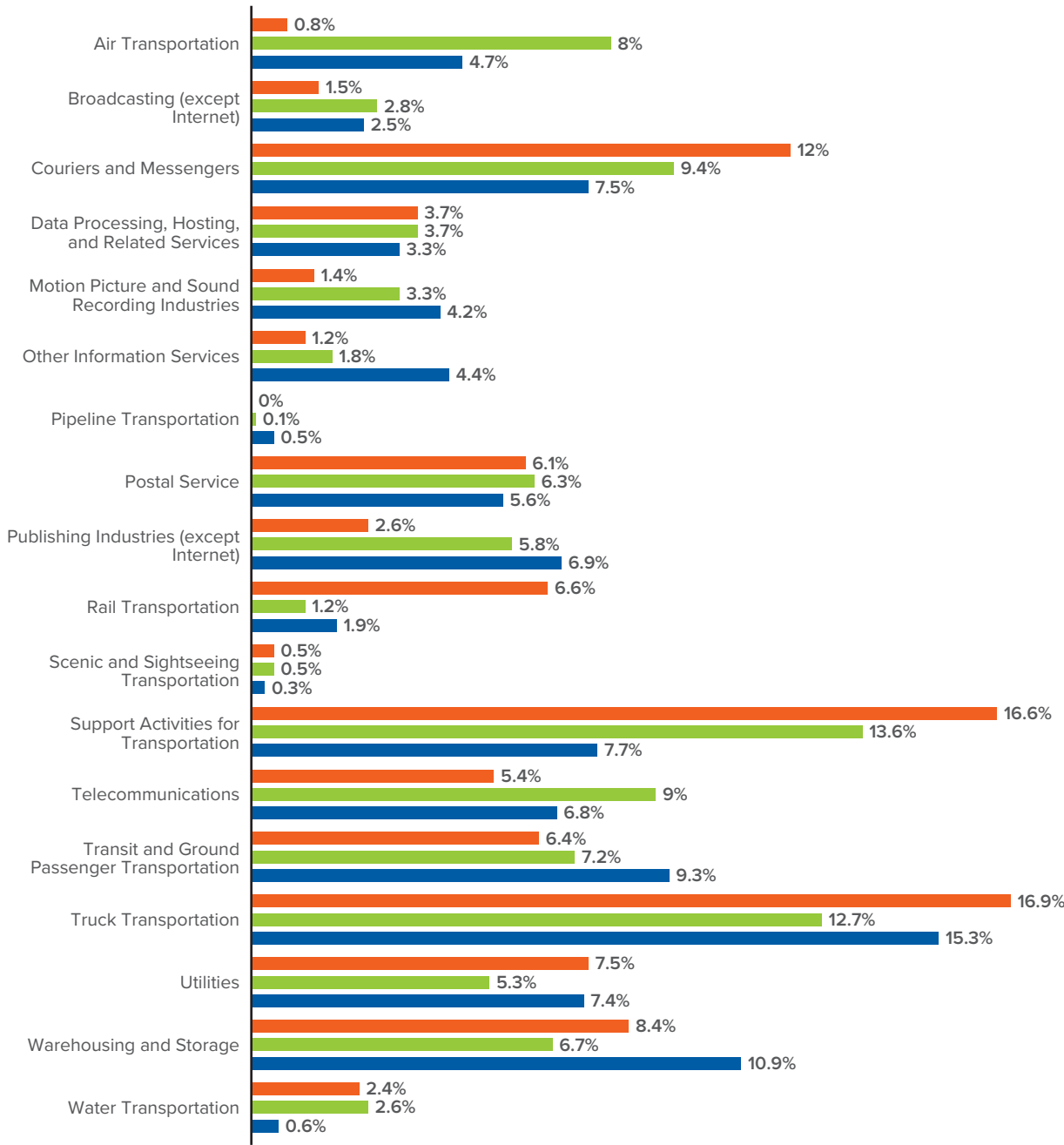
1d. Transportation and Logistics continues to be an important industry on Florida's First Coast.

Our regional port had 2 record years for cargo in 2018 and 2019, although employment in Transportation, Warehousing and Utilities shrank by 4 percent over the past 12 months. Trade issues and uncertainty over tariffs have impacted this sector and will continue to have a negative impact until the U.S. finalizes trade agreements with China, the European Union and North American partners.

Our relative competitiveness to Florida and the U.S. in the TCU sector has not changed significantly since our 2017 analysis.

MAJOR COMPONENTS OF TRANSPORTATION, COMMUNICATION AND UTILITIES 2018

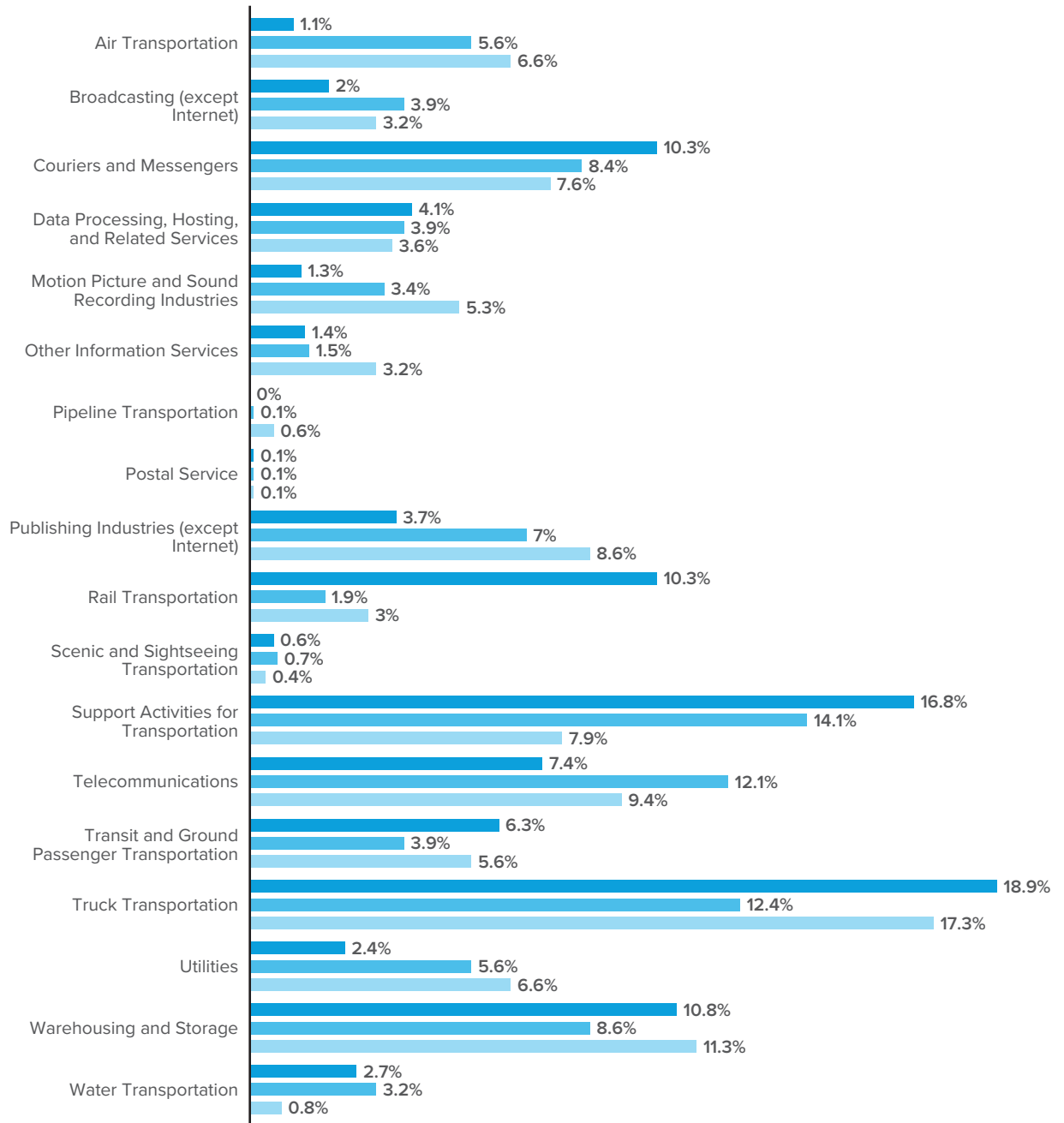
■ First Coast
 ■ Florida
 ■ USA



Source: JobsEQ® Data as of Q2 2019

MAJOR COMPONENTS OF TRANSPORTATION, COMMUNICATION AND UTILITIES 2017

■ First Coast
 ■ Florida
 ■ USA



Source: EMSI

1e. Sector Earnings and Wages

Certain business sectors invariably offer higher wages than others. If a region is gaining jobs in only low-paying sectors, the economic vitality in the area may suffer.

In this section, we look at both wages and earnings. The data used when discussing wages covers only those employees covered by unemployment insurance whereas the data used when discussing earnings covers all employees. The average wage and earnings in each business sector are other important aspects of the labor market's business sectors. The chart below shows the average annual wage by sector for the First Coast, Florida and the United States.

In 2017, the Region showed higher wages than the State in Agriculture, Construction, Manufacturing, Wholesale, FIRE, and Services. In 2019, the First Coast showed higher wages in Construction, Manufacturing, Transportation, Communication and Utilities, and FIRE. The National sectors have higher wages across the board, and the FIRE sector has made significant gains over both Florida and the First Coast.

In FIRE, which in 2017 was our Region's strongest showing against the National Sector, the Area average wage is now \$73,547, down significantly from \$88,059 in 2017. Florida's average also dropped \$87,124, which in 2017 matched the U.S. average. In 2019, Florida's average is down to \$72,920, while the U.S. average is now \$92,838. Despite the relative loss of competitive salary, the 2019 data is a significant change from 2015, when we reported that the average annual wage was \$55,507. Our Retail Trade sector wage (\$31,053) is comparable to Florida's (\$31,590) and the U.S. average (\$32,413.)

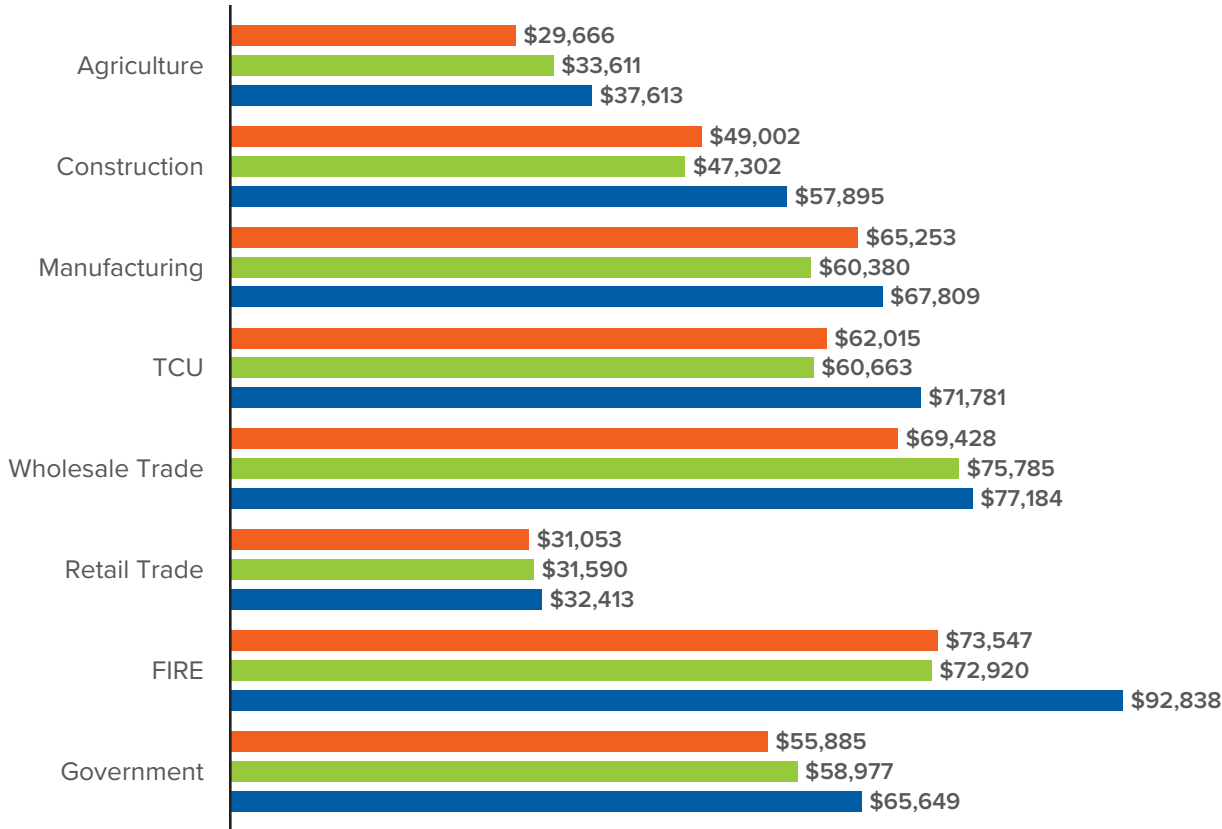
Even though our actual wage may be lower than the U.S. average in every sector, our lower cost of living makes us competitive for companies considering expanding or relocating from across the country.

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

AVERAGE WAGES BY SECTOR

2018 Q3 - 2019 Q2

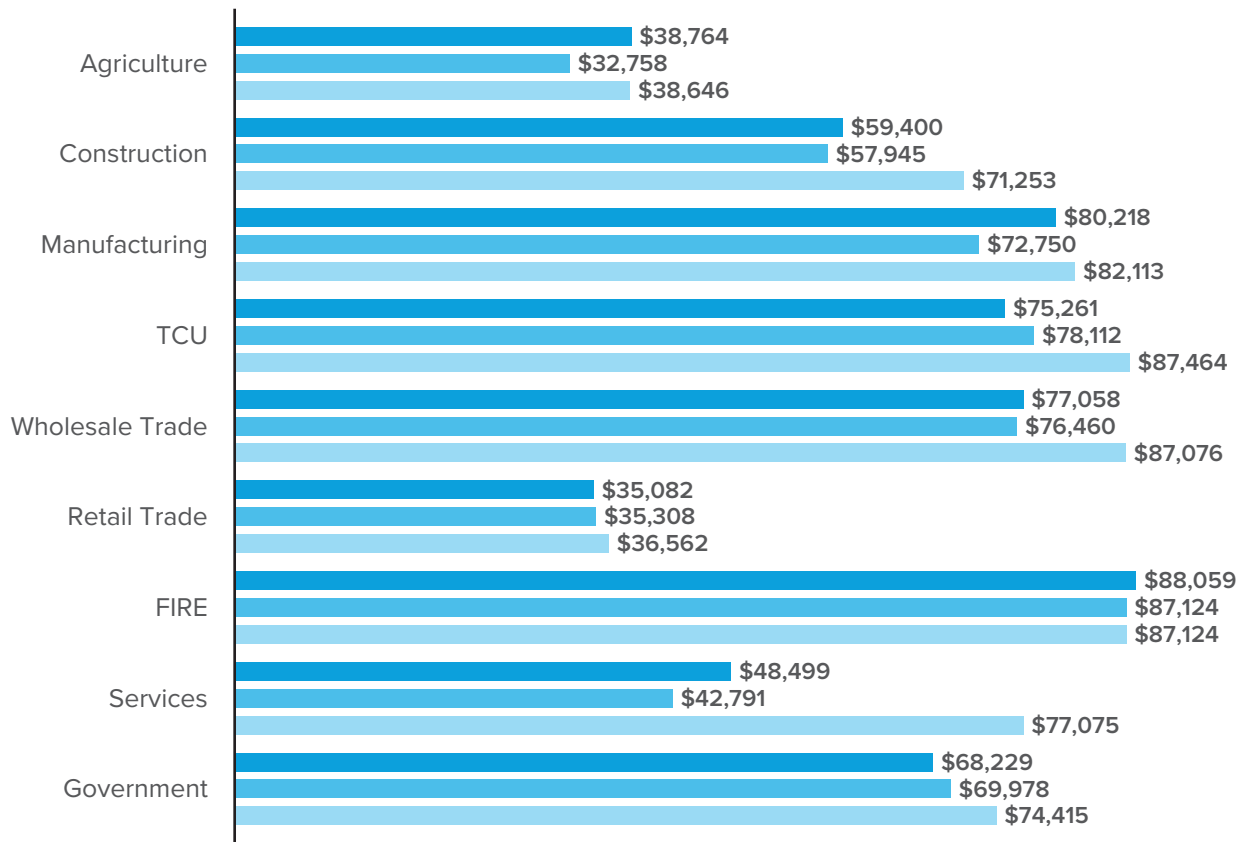
■ First Coast
 ■ Florida
 ■ USA



Source: JobsEQ® Data as of Q2 2019

AVERAGE WAGES BY SECTOR 2017

■ First Coast ■ Florida ■ USA

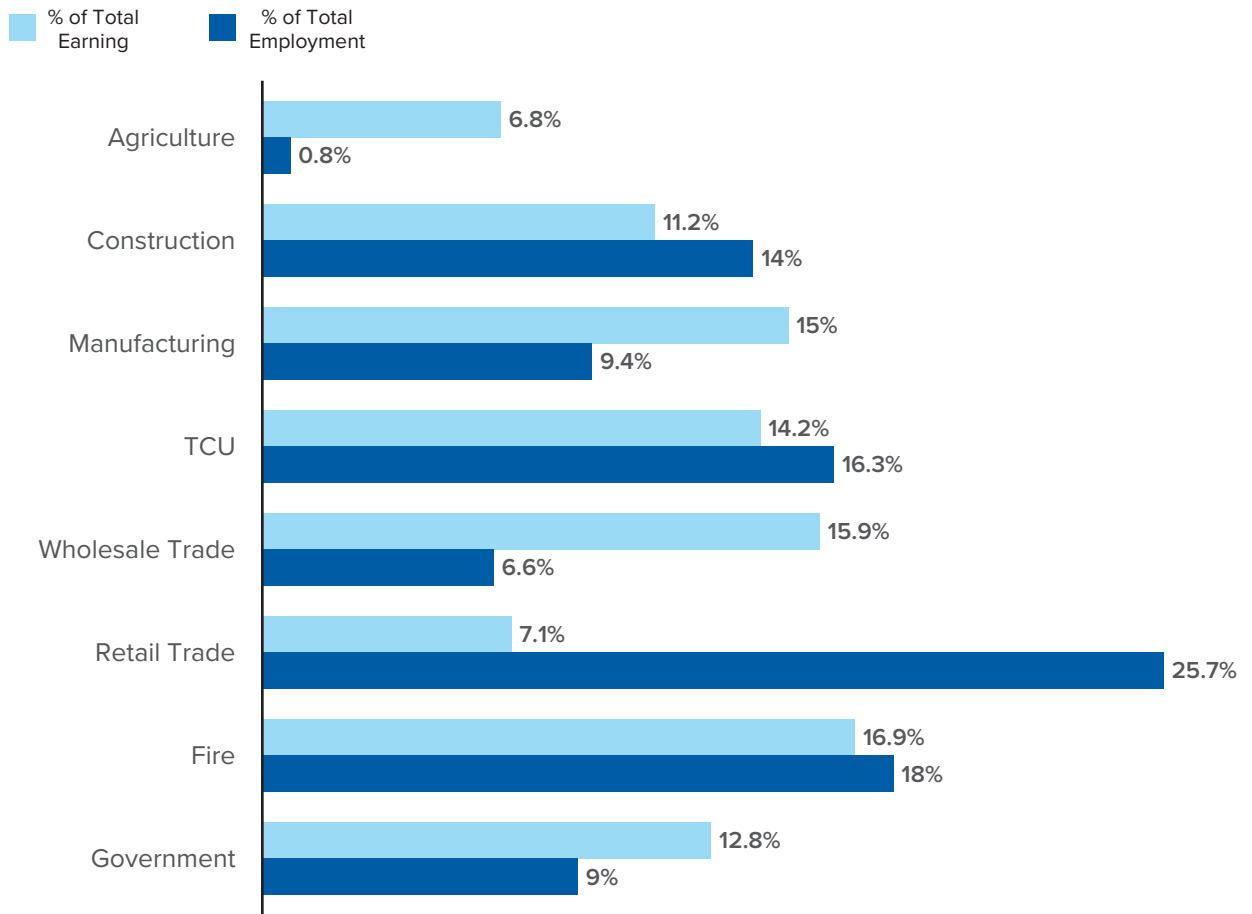


Source: Economic Modeling Specialists, Inc. (EMSI)

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

In 2017, five sectors had positive ratios: Agriculture, Manufacturing, TCU, Wholesale and FIRE. Today, Agriculture, Manufacturing, Wholesale Trade and Government all have positive ratios; FIRE has dropped into negative territory, in part because of the annual average wage decline discussed above.

FIRST COAST EARNING VERSUS EMPLOYMENT AVERAGE 2018 Q3 - 2019 Q2



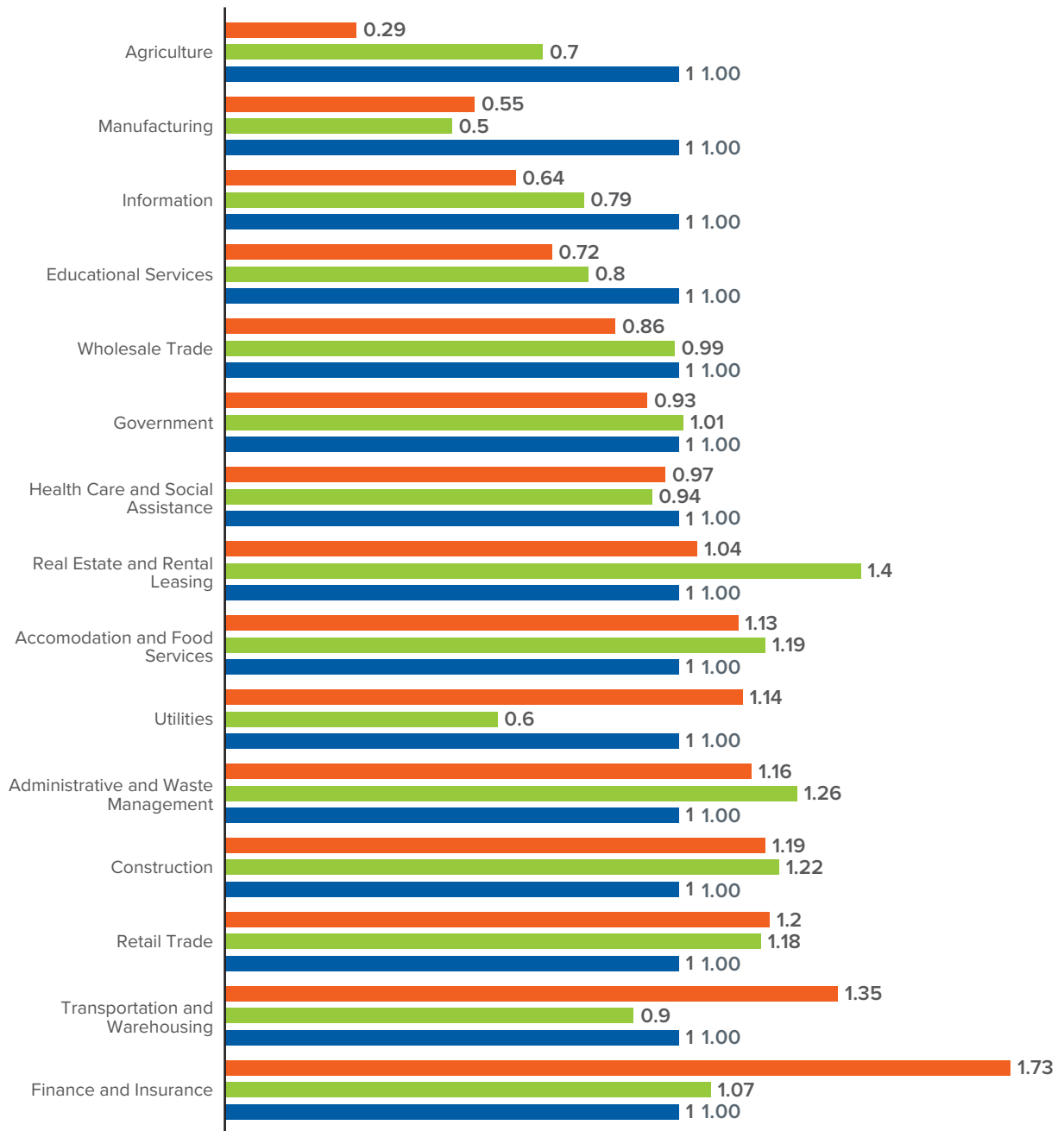
Source: JobsEQ® Data as of Q2 2019

1f. Location Quotients

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

LOCATION QUOTIENTS - FIRST COAST, FLORIDA & UNITED STATES 2018

■ First Coast
 ■ Florida
 ■ USA



Source: JobsEQ® Data as of Q2 2019

The graph above demonstrates the location quotients for major business sectors in the First Coast and Florida as compared to the U.S. As shown, the Real Estate and Leasing, Accommodation and Food Services, Utilities, Administrative and Waste Management, Construction, Retail Trade, Transportation and Warehousing, and Finance and Insurance all show a compet-

itive advantage for Northeast Florida as compared to the nation. Florida also makes a strong showing in most industry sectors.

One of the most interesting data points is the location quotient for Accommodation and Food Services. Northeast Florida is almost even with the state (1.13 versus 1.19), even though the First Coast's economy is generally less dependent on tourism than the rest of the state.

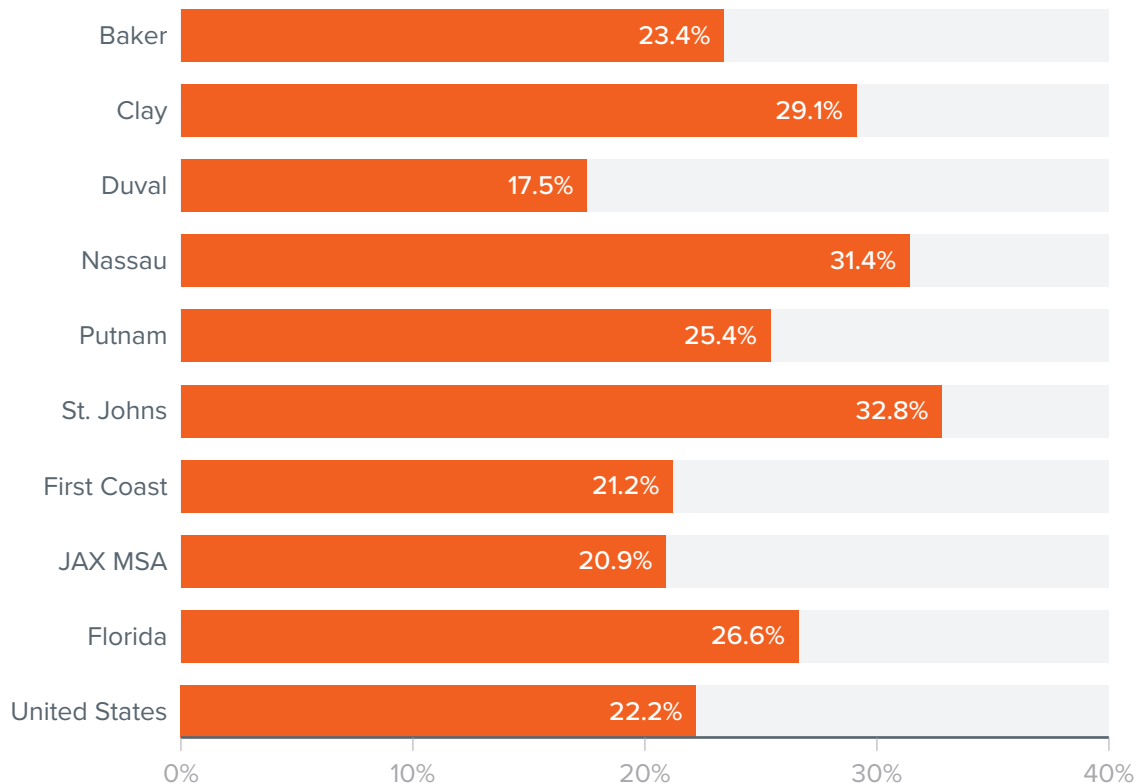
When we compare the 2017 data with the 2019 data, we can see Healthcare went into negative territory (1.00 to .97.) Transportation made significant progress into positive territory (.89 to 1.35.)

1g. Non-Farm Proprietorships

Non-farm Proprietorships allow us to gauge the level of entrepreneurial activity occurring in a region because this is essentially a measure of small and locally owned establishments. Employment at non-farm proprietorships can be a significant portion of the labor market. Non-farm proprietorships account for 21.2% of total employment in the First Coast Region, up from 19.4% in 2016. As shown in the chart below, this percentage is below Florida's (26.6%).

Duval County, despite having the largest percentage of establishments, has the lowest percentage of proprietorships compared to the other counties in the region. This is unchanged since our 2016 research.

NONFARM PROPRIETORSHIPS AS PERCENTAGE OF TOTAL EMPLOYMENT 2018



Source: Bureau of Economic Analysis

Putnam County has continued to increase its percentage of non-farm proprietorships, from 22.7% to 25.4% since 2016, more than doubling its percentage since we ran the data for 2014, when the number was 10.5%. It now joins Baker (23.4%), Clay (29.1%), Nassau (31.4%) and St. Johns (32.8%) counties as being above the national average. Clay, Nassau and St. Johns also have higher levels than the State average of 26.6%. St. Johns has the highest level of entrepreneurial activity in the Region.

While the number of non-farm proprietorships is important in assessing the level of entrepreneurial activity, studying the earnings of these individuals helps measure the success of local entrepreneurs. The chart below shows the average income of non-farm proprietors within each of the comparison areas. The Regional average in 2016 was \$17,739, up from 2014's average of \$16,987 and up over 8% since our 2016 report. Our 2018 average of \$19,318 is still above the State's average of \$19,158, but the State average showed 13.1% growth, and the gap has narrowed considerably.

The national average in 2016 was \$31,028, down from its 2014 average of \$32,471. But in 2018, the national average rebounded to \$35,027, a 12.9% increase from 2016. So First Coast business owners are showing healthy income growth, but lower than the State and National growth of around 13%.

For owners of regional proprietorships, average incomes range from \$12,919 in Baker to \$20,982 in Nassau County, which remains first among Northeast Florida counties. Baker County led the region in growth (57.2%), and Nassau (11.2%) and Putnam (15.8%) counties also showed double digit growth. St. Johns County has a relatively anemic growth rate of just 3.9%; it might benefit the most from additional services to small business. As we mention in the section on Entrepreneurial training, the JAX Chamber's Bridges program has recently expanded into St. Johns County, so it will be interesting to see if that program is able to boost income for those proprietors.

Average Income of Nonfarm Proprietorships 2018			
	2016	2018	Percentage of Increase 2016 to 2018
Baker	\$8,218	\$12,919	57.2%
Clay	\$14,575	\$15,431	5.9%
Duval	\$18,710	\$20,635	10.3%
Nassau	\$18,867	\$20,982	11.2%
Putnam	\$12,978	\$15,023	15.8%
St. Johns	\$16,795	\$17,446	3.9%
JAX MSA	\$17,739	\$19,318	8.9%
Florida	\$16,935	\$19,158	13.1%
United States	\$31,028	\$35,027	12.9%

Source: Bureau of Economic Analysis

1h. Number of Business Establishments

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

In 2015, there were 42,164 establishments in our region. In 2017 there were 44,758 and in 2018 there were 45,664 – in increase of 906 businesses in 12 months (a 2% increase). This data adds to the narrative of how competitive the local job market has become and who companies are having to pay higher salaries to attract and retain talent.

It is no surprise that Duval County dominates the number of business establishments in the region at 65%. Duval County is the economic engine of the region and the overwhelming majority of business establishments are located there. St. Johns has 16.4% (up from 16% in 2017). Clay County at about 9.8%, Nassau County at 4.8%, Putnam County at 3.1%, and Baker County at just under 1% of the region's business establishments, are virtually unchanged since our 2017 report.

Region	2017 Establishments	2018 Establishments
Baker County, Florida	420	427
Clay County, Florida	4,396	4,490
Duval County, Florida	29,226	29,662
Nassau County, Florida	2,125	2,192
Putnam County, Florida	1,433	1,422
St. Johns County, Florida	7,158	7,472
CareerSource NEFL - Region 8	44,758	45,664

Source: JobsEQ®

Using the Jobs EQ data from 2018 and 2019 in the table below, we note that the number of business establishments in our region have increased from 45,255 in 2018 to 46,919 in 2019, a 1.44% increase. There was a slight decrease in the Manufacturing (-.25%), Public Administration (-.32%) and Agriculture, Forestry, Fishing and Hunting (-.46%) sectors. The largest increase in establishments were found in the Construction (6.67%), Transportation and Warehousing (5.57%), and Arts, Entertainment and Recreation (6.57%) sectors.

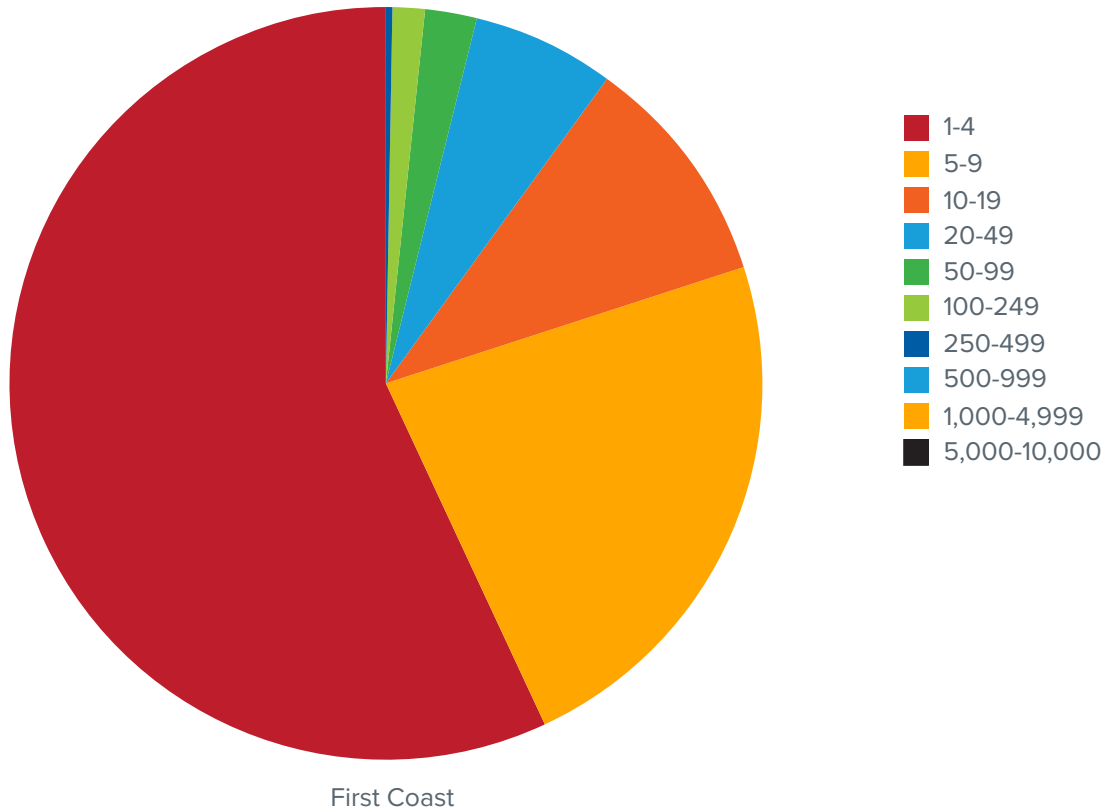
Industry	2018 Establishments	2019 Establishments
Agriculture, Forestry, Fishing and Hunting	219	218
Mining, Quarrying, and Oil and Gas Extraction	18	20
Utilities	110	112
Construction	5,304	5,658
Manufacturing	1,187	1,184
Wholesale Trade	1,949	1,983
Retail Trade	5,661	5,741
Transportation and Warehousing	1,530	1,618
Information	609	630
Finance and Insurance	2,253	2,338
Real Estate and Rental and Leasing	2,430	2,531
Professional, Scientific, and Technical Services	6,023	6,279
Management of Companies and Enterprises	242	250
Administrative and Support and Waste Management and Remediation Services	3,699	3,774
Educational Services	587	606
Health Care and Social Assistance	4,532	4,658
Arts, Entertainment, and Recreation	685	730
Accommodation and Food Services	3,524	3,702
Other Services (except Public Administration)	3,879	3,960
Public Administration	314	313
Unclassified	500	614
Total - All Industries	45,255	46,919

Source: JobsEQ®

Since the Services sector companies provide services for customers and Businesses, the large number of establishments is a sign of a healthy economy. We are experiencing a boom in restaurant openings, both fast food and casual dine in, which offer opportunities for young workers, students and part time workers. Nursing facilities, hospitals, and other healthcare establishments provide strong career paths in one of our key industry sectors. Professional

services from IT support and consulting to landscaping and waste management are established and grow in response to business demand, providing opportunities for employment and entrepreneurship.

PERCENTAGE OF FIRST COAST ESTABLISHMENTS BY EMPLOYEE SIZE



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

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

1i. Major Employers

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

Company	County	Sector	NEFL Employment
Naval Air Station Jacksonville	Duval	Government	19,800
Duval County Public Schools	Duval	Government	12,060
Baptist Health	Duval	Services	11,000
Naval Station Mayport	Duval	Government	9,000
Bank of America Merrill Lynch	Duval	FIRE	8,000
City of Jacksonville	Duval	Government	7,000
Florida Blue	Duval	FIRE	7,000
Mayo Clinic	Duval	Services	6,000
Southeastern Grocers	Duval	Retail	5,700
Ascension St. Vincent's HealthCare	Duval	Services	5,300
Clay County School Board	Clay	Government	5,000
Citi	Duval	FIRE	4,500
Amazon	Duval	Retail	4,300
St. Johns County School District	St. Johns	Government	4,046
JP Morgan Chase	Duval	FIRE	3,900
Fleet Readiness Center Southeast	Duval	Government	3,920
U.S. Postal Service	Duval	Government	3,800
CSX Corporation	Duval	TCU	3,600
UF Health	Duval	Services	3,600
Wells Fargo	Duval	FIRE	3,500
Jacksonville Sheriff's Office	Duval	Government	3,300
GATE Petroleum Company	Duval	Retail	3,125
Florida State College at Jacksonville	Duval	Education	3,000

Source: JAX USA 4Q 2019

1j. Occupations

The 3 largest occupational groups in LWDA 8 are Retail Salesperson, Customer Service Representative and Cashiers, which bumped Laborers and Material Movers from the 2017 number 3 spot. Of the 10 Largest Occupations listed below, 3 are directly tied to our targeted industries (Logistics and Medical), and 2 of the occupations can be classified as High Skill/High Wage (Registered Nurses and Drivers.) Military occupations has moved out of the top 10, not surprising since this occupation was declining in our 2017 analysis. Customer Service Representatives, Office Clerks, and Secretaries and Administrators can work in any of our key industries.

LARGEST OCCUPATIONS 2019-27 ESTIMATES

Occupation	2019 Jobs	2027 Jobs	Change in Jobs	% Change	2018 Median Hourly Earnings
Retail Salespersons	25,350	26,775	1,425	5.6	\$11.29
Customer Service Representatives	25,121	26,576	1,455	5.8	\$15.54
Cashiers	19,830	20,270	440	2.2	\$9.69
Waiters and Waitresses	17,472	19,565	2,093	12.0	\$9.45
Combined Food Preparation and Serving Workers, Including Fast Food	17,467	20,906	3,439	19.7	\$9.31
Registered Nurses	17,187	19,746	2,559	14.9	\$29.21
Laborers and Freight, Stock, and Material Movers, Hand	17,103	18,266	1,163	6.8	\$13.26
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	14,256	14,132	-124	-0.9	\$16.19
Office Clerks, General	14,115	14,339	224	1.6	\$14.71
Heavy and Tractor-Trailer Truck Drivers	11,575	12,348	773	6.7	\$20.34

Source: Florida Department of Economic Opportunity LMI

The chart below represents the Highest Paying Occupations in our LWDA. Five of the highest-paying occupations are in the healthcare targeted sector. Financial Managers and Computer and Information Systems Managers are also part of targeted industries (Transportation and IT, respectively.) Of the 10 occupations listed, all but Chief Executives show positive growth projections through 2027.

HIGHEST PAYING OCCUPATIONS

Occupation	2019 Jobs	2027 Jobs	Change in Jobs (2017-2018)	% Change	2018 Median Hourly Earnings
Chief Executives	1,637	1,637	0	0.0	\$97.53
Obstetricians and Gynecologists	178	207	29	16.3	\$96.56
Dentists, General	387	459	72	18.6	\$87.21
Podiatrists	81	88	7	8.6	\$71.15
Air Traffic Controllers	493	500	7	1.4	\$63.56
Nurse Anesthetists	429	507	78	18.2	\$61.07
Architectural and Engineering Managers	730	792	62	8.5	\$58.80
Financial Managers	2,125	2,500	375	17.6	\$57.89
Computer and Information Systems Managers	1,198	1,341	143	11.9	\$57.76
Pharmacists	1,905	2,055	150	7.9	\$57.22

Source: Florida Department of Economic Opportunity LMI

FASTEST GROWING OCCUPATIONS

In 2019, several of the fastest growing occupations include our targeted industry sectors of healthcare and IT. Personal Care Aides, with an existing workforce of over 4,200 employees, will grow at the rate of 3.8% over the next 8 years, adding almost 2,900 jobs. Although this occupation is not a high wage occupation (\$23,900 per year), it provides an entry point into the health-care sector for workers with only a high school education. Experience as a Personal Care Aide may lead to opportunities to work for companies who will invest in education and training, allowing these workers to move up into higher skill and higher wage occupations. Home Health Aides will also grow by over 1,900 jobs. In part because the healthcare sector is growing, about 1,700 various healthcare support workers will be created.

In IT, demand for Analysts is projected to grow, along with Software Developers, making these high-paying occupations a very good choice for workers with business degrees, as average salaries range from \$83,100 to \$85,100 per year.

Fastest Growing Occupations					
Occupation	Employment 2019	Average Annual Wages	Total Demand (8-Year Forecast)	Employment Growth	Annual Percentage Growth
Counselors	3,150	\$45,500	3,478	623	2.3%
Computer and Information Analysts	3,157	\$83,100	2,259	504	1.9%
Therapists	3,337	\$74,300	2,105	735	2.5%
Personal Care Aides	4,214	\$23,700	7,108	1,480	3.8%
Management Analysts	4,531	\$78,900	4,096	761	2.0%
Software Developers and Programmers	6,953	\$85,100	5,212	1,308	2.2%
Miscellaneous Healthcare Support Occupations	8,869	\$34,500	10,321	1,691	2.2%
Nursing, Psychiatric, and Home Health Aides	10,448	\$26,500	12,333	1,991	2.2%
Cooks	11,361	\$25,300	15,924	2,014	2.1%
Fast Food and Counter Workers	22,840	\$20,400	40,873	3,811	1.9%

Source: Jobs EQ 2019Q3

OCCUPATION LOCATION QUOTIENT

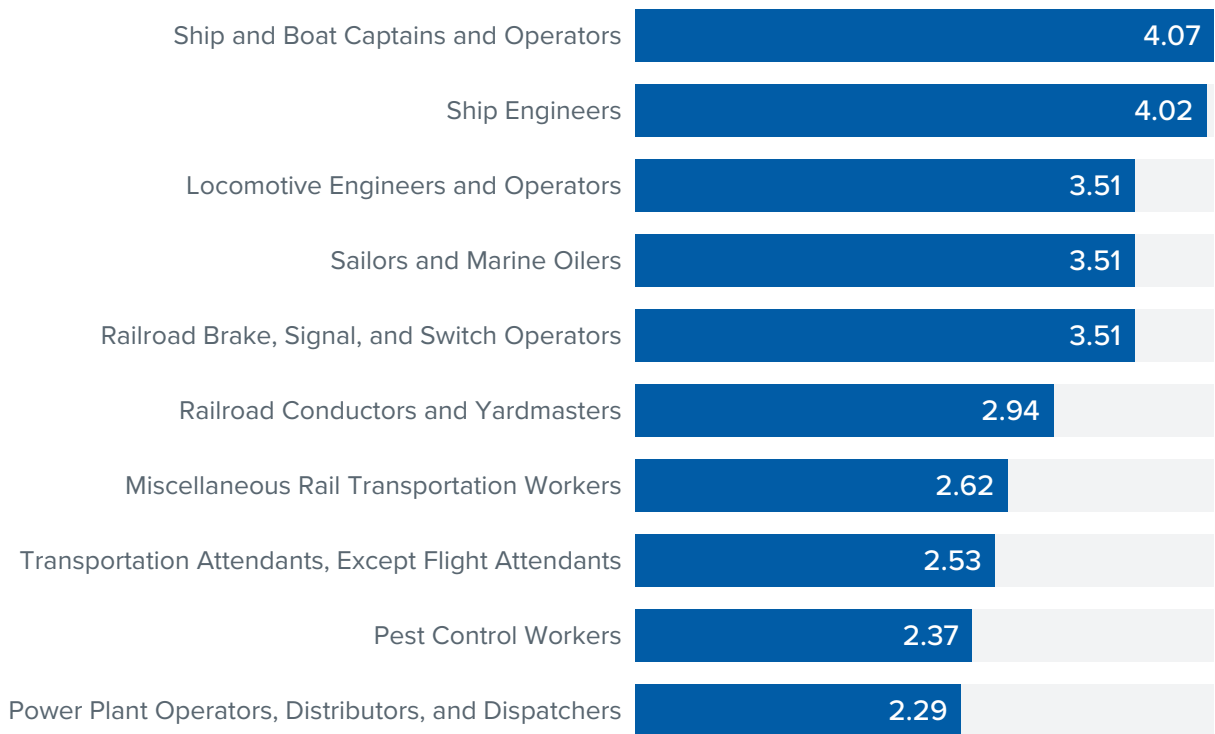
Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique.” Industries that account for a larger than average “share” of total jobs have a Location Quotient over 1.0. The chart below represents the Occupation Location Quotients for LWDA 8. This shows the strength of our key industries, including professional services, financial occupations, and healthcare. The Location Quotients are essentially unchanged over the past couple of years.

Occupation Location Quotient				
Occupation	2018 Employment	LQ	2019 Employment	LQ
Management Occupations	39,661	0.86	40,473	0.86
Legal Occupations	6,394	1.04	6,501	1.04
Computer and Mathematical Occupations	18,977	0.88	19,187	0.87
Healthcare Practitioners and Technical Occupations	45,410	1.07	46,445	1.07
Architecture and Engineering Occupations	9,266	0.74	9,516	0.74
Business and Financial Operations Occupations	43,483	1.12	43,903	1.11
Life, Physical, and Social Science Occupations	3,437	0.59	3,515	0.59
Education, Training, and Library Occupations	31,996	0.77	32,028	0.76
Arts, Design, Entertainment, Sports, and Media Occupations	10,727	0.80	10,687	0.79
Installation, Maintenance, and Repair Occupations	31,546	1.11	32,191	1.11

Source: JobsEQ® 2019Q3

The chart below shows our highest Occupation Location Quotients, most of which are in the transportation industry. But simply having the highest Location Quotient does not necessarily mean that we are growing employment. Of the top ten here, 4 occupations (Locomotive Engineers and Operators, Railroad brake and Switch Operators, Miscellaneous Rail workers, and Railroad Conductors) lost jobs over the past 5 years, and 3 more are projected to lose jobs over the next 5 years.

HIGHEST OCCUPATION LOCATION QUOTIENT



Source: JobsEQ® Data as of Q2 2019

1k. Opportunities and Challenges in the Labor Market

According to the Department of Economic Opportunity LMI, the unemployment rate in the CareerSource Northeast Florida region (Baker, Clay, Duval, Nassau, Putnam, and St. Johns counties) was 2.7 percent in November 2019. This rate was 0.5 percentage point lower than the region's year ago rate of 3.2 percent.

The region's November 2019 unemployment rate was equal to the state rate of 2.7 percent. The labor force was 819,576, up 22,580 (+2.8) over the year. There were 21,958 unemployed residents in the region.

St. Johns County had the lowest unemployment rate (2.2 percent) in the CareerSource Northeast Florida region followed by Baker County (2.5 percent), Clay County (2.6 percent), Nassau County (2.6 percent), Duval County (2.8 percent), and Putnam County (3.7 percent).

The First Coast region is still experiencing strong growth in many sectors. Highlights include:

- The mining, logging, and construction (+9.0 percent); professional and business services (+8.8 percent); leisure and hospitality (+6.3 percent); other services (+3.0 percent); and government (+2.3 percent) industries grew faster in the metro area than statewide over the year.
- The Jacksonville MSA had the fastest annual job growth rate compared to all the metro areas in the state in professional and business services (+8.8 percent) in November 2019.
- The Jacksonville MSA had the second highest annual job growth compared to all the metro areas in the state in professional and business services (+9,400 jobs) and leisure and hospitality (+5,400 jobs) in November 2019.
- The Jacksonville MSA was tied for the third fastest annual job growth rate compared to all the metro areas in the state in mining, logging, and construction (+9.0 percent) in November 2019.
- The Jacksonville MSA had the third highest annual job growth compared to all the metro areas in the state in mining, logging, and construction (+4,000 jobs) and government (+1,800 jobs) in November 2019.
- The Jacksonville MSA was tied for the third highest annual job growth compared to all the metro areas in the state in other services (+800 jobs) in November 2019.

Our strong job growth is good news for jobseekers in the region, but employers are beginning to feel pressure to increase wages. They are also concerned about finding and retaining qualified applicants. This is especially true for small businesses, which struggle to compete with large companies on starting salaries and benefits.

Despite the booming economy and growth in many industries, we continue to see segments of the labor force which struggle to find employment. Populations with significant barriers to employment, such as lack of transportation, workers with disabilities, and those with criminal backgrounds, are not finding work in some of the highest paying and fastest growing sectors. CareerSource Northeast Florida continues to advocate for these groups, and we hope that more companies will consider employing non-traditional candidates as part of their talent strategy.

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

- The Region is growing a bit weaker in Construction, with a Location Quotient at 1.19, down from 1.24 in our last analysis. We are hearing from contractors that skilled labor is becoming even more challenging to recruit and retain. Because the skilled trades offer relatively high wages and contractors are often seeking minority workers and women, we have added construction as a key industry for our Manufacturing Industry Sector Manager. The two industries have much in common, so it's a natural fit. The construction industry is also open to hiring workers with less-than-perfect backgrounds, so it also provides opportunities for some of our most challenged populations.
- We are still promoting FIRE, Wholesale Trade, and Transportation. These industries offer higher wages and solid career paths. Manufacturing is an industry to watch, with concern about the coming wave of Baby Boomer and Gen X retirements, since data indicate that the average age of the manufacturing workforce is 44.1 years (2019 BLS data.) The industry is very interested in creating a pipeline of younger workers.

- Some of our largest and fastest growing occupations are directly tied to our targeted industries, including Healthcare and Logistics. Of the highest paying occupations, almost all are in the Service Sector and are directly tied to our Healthcare Targeted Industry.

Challenges in the Region’s labor market sectors include:

- Virtually every industry is experiencing challenges finding and retaining a qualified workforce. Economic development prospects over the last 12 months have expressed strong reservations about Northeast Florida’s capacity to provide workers for large projects.
- Trade issues are causing uncertainty in the manufacturing and trade industries. Tariffs are causing rising prices for components and raw materials, and may soon affect consumer spending if prices start to increase. Threatened tariffs on international foods and wines will have ripple effects in hospitality, food services, and other industries related to leisure.
- In addition to trade talks, there is uncertainty around immigration issues, including H1B visas and guest worker programs. The very low end (agriculture) and the very high end (IT) of our labor force will be impacted by any new constraints on immigration.
- Healthcare employers feel upward wage pressure to obtain and retain the needed workforce in this occupational group.

2. The Labor Force- Identification of Employment Needs

The people who comprise a region’s workforce are of foremost importance in creating a valuable workforce profile. A region’s economic performance and structure are indeed important, but the people in that economy will ultimately dictate how successful the Region will be. Through a careful analysis of several demographic characteristics, we can help determine the preparedness of the First Coast labor force for the third decade of the 21st century economy.

In this section, we will examine:

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

2a. Population

Jacksonville is the 12th most populous city in the United States with over 950,000 residents.

According to recently released [U.S. Census Reports](#), in 2018, Jacksonville’s metro population grew 1.3 percent over the previous year, which made it the 6th fastest growing large metro (at least 1 million residents). During this same time, the U.S. growth rate was .45 percent. Adding nearly 30,700 people, the MSA welcomed approximately 84 new residents per day from 2017 to 2018. Over the same time period, Jacksonville had the 7th largest increase in residents and was #1 in Florida in terms of growth. (source: <https://www.bizjournals.com/tampabay/news/2019/06/17/these-are-the-fastest-growing-cities-in-florida.html>)

According to JAXUSA Partnership, more than half of new residents were from international locations. In fact, in the most recent data from the County-to-County Migration Flows: 2012-2016 American Community Survey, stated the largest area for in-migration to our region was Asia with more than 3,000 residents moving to Duval County over the course of the aforementioned four years.

Domestic in-migration data in the U.S. Census Report as detailed by [Florida Politics](#) shows that St. Johns County had the 3rd highest rate of county growth in Florida at 4%. By percentage growth, St. Johns and Nassau were the 3rd and 4th overall fastest growing counties at 4.2 % and 3.6%.

Diversity (Source: US Census data)

In 2018, The ethnic composition of the population of Jacksonville was composed of:

- 567k White Alone residents (60%)
- 278k Black or African American Alone residents (29%)
- 44.2k Asian Alone residents (4.7%)
- 35k Two or More Races residents (3.7%)
- 22k Some Other Race Alone residents (2.3%)
- 3.4k American Indian & Alaska Native Alone residents (0.4%), and
- 409 Native Hawaiian & Other Pacific Islander Alone residents (0.04%).

Those who identify as Hispanic or Latino comprise 96,300 residents, or 10%

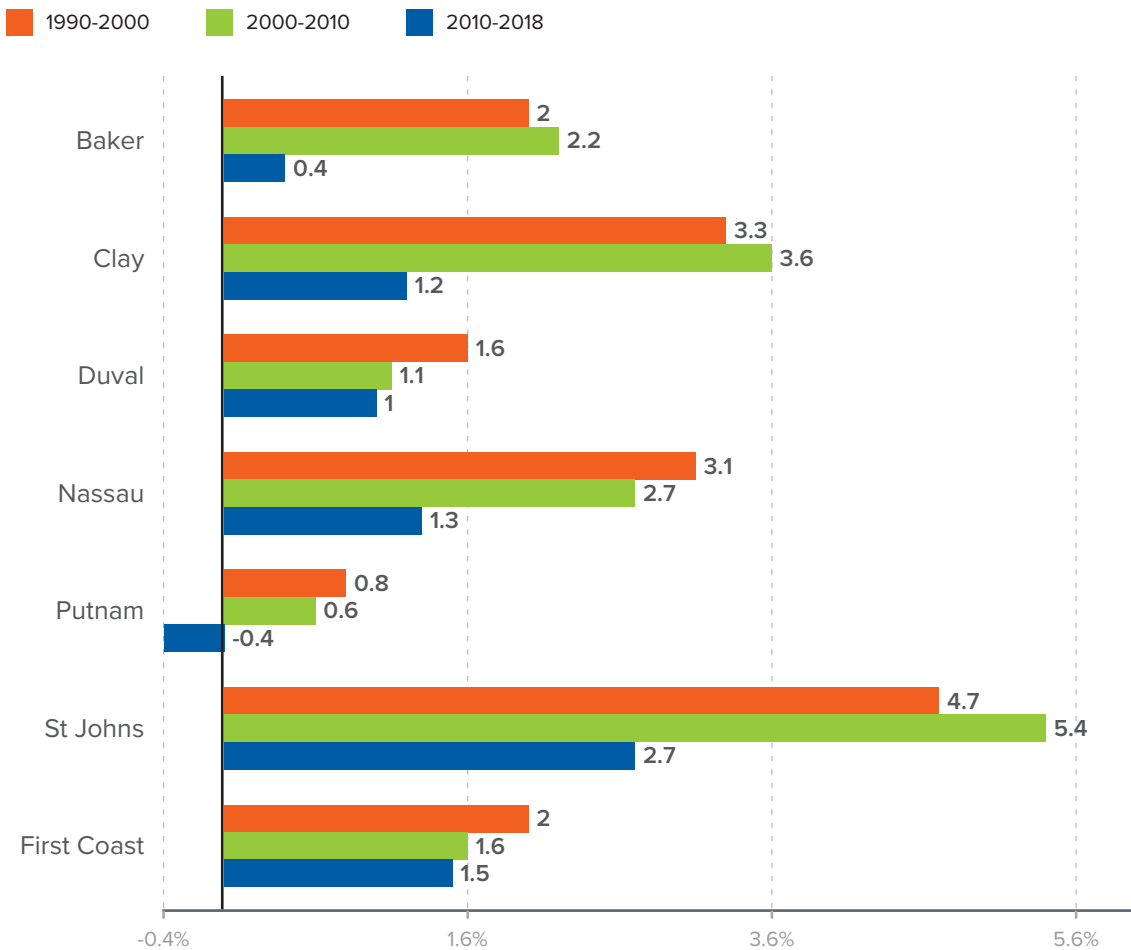
The most common foreign languages spoken in Jacksonville are Spanish, Tagalog (including Filipino), and Vietnamese.

POPULATION GROWTH

Population Growth			
2010-2018	9 Years	Past 12 Months	County
1,240	4.4%	0.5%	Baker
25,207	11.7%	1.3%	Clay
85,918	9.0%	1.0%	Duval
12,518	14.6%	1.6%	Nassau
-201	-0.3%	0.0%	Putnam
64,222	25.3%	2.8%	St Johns
222,177	13.8%	1.5%	First Coast
2,886,079	13.6%	1.5%	Florida
22,846,974	7.0%	0.8%	United States

According to U.S. Census data, since 2010, the six counties that comprise Florida’s First Coast (hereafter referred to as the “Region”) have averaged between 1.5 – 2.0% growth, which is a very sustainable rate, according to our economic development partners. The highest local rates of growth are in the suburban counties of Clay, Nassau, and St. Johns. Putnam is the only First Coast county showing no growth, a factor that will show up in several later sections of this analysis.

AVERAGE ANNUAL GROWTH RATE 1990 - 2018



Source: JobsEQ® Data as of Q2 2019

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

2b. Future Workforce

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

AGE DISTRIBUTION

By looking at the population’s age distribution, we offer additional insight into how the Region’s workforce will age in the future. The table below depicts the regional age distribution by group in 2019. This table shows the number of workers who will be leaving the workforce over the next 5 – 10 years. Nassau, Putnam, and St. Johns counties have the highest populations over the age of 65; these counties will need a relatively greater influx of young workers if they hope to help their local industries grow.

First Coast Working Age Population	Age 18-64	Age 65-74
Baker	62.5%	8.5%
Clay	60.5%	9.1%
Duval	63.0%	8.5%
Nassau	58.4%	13.0%
Putnam	56.4%	12.6%
St. Johns	59.2%	11.2%

Source: EDR Economic & Demographic Research

The table below shows predicted growth by county of population aged 15 – 64, the prime working ages. St. Johns County is projected to grow its working age population by over 44%.

2019 news reports stated that St. Johns County was among the fastest-growing counties in the country from mid-2017 to mid-2018, in part due to the high performing school district and many new communities such as Nocatee, which are attracting young families to the county.

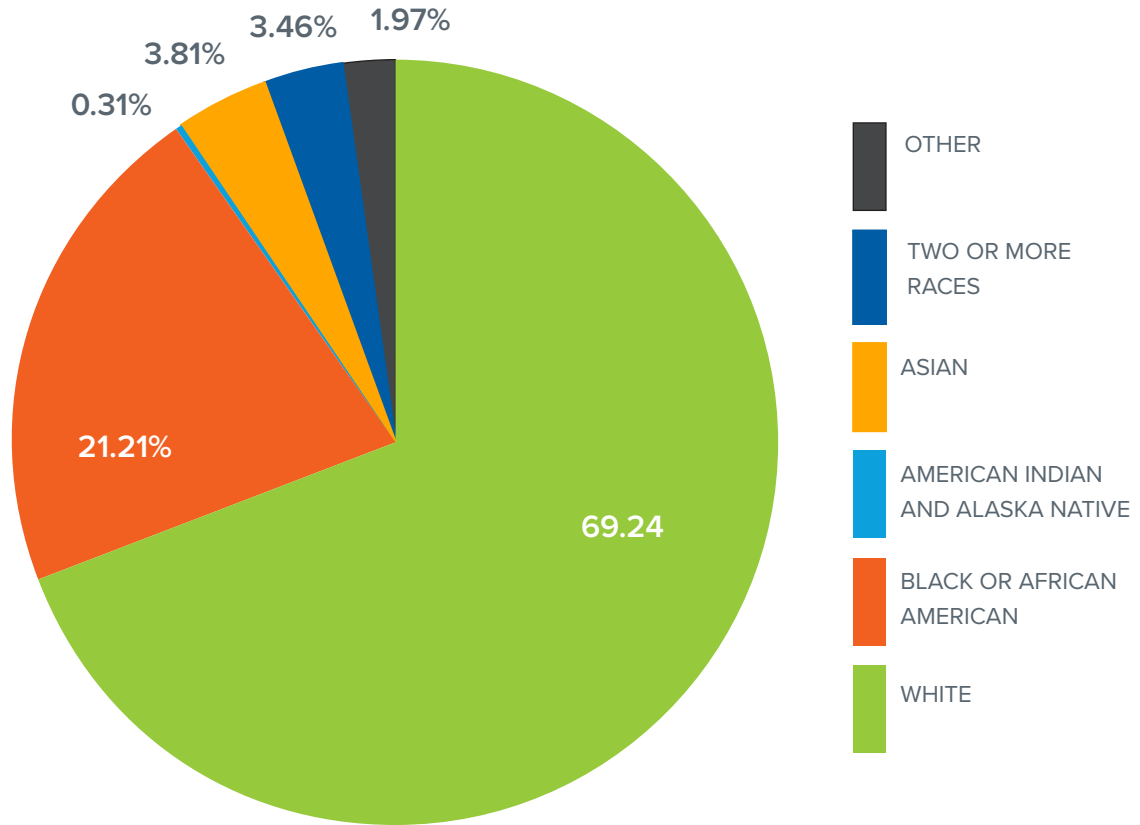
First Coast Working Age Population Ages 15 - 64					
	2010	2018	2025	Change	Rate
Baker	18,273	18,385	19,007	734	4.0%
Clay	128,077	137,408	149,553	21,476	16.8%
Duval	598,166	634,441	666,713	68,547	11.5%
Nassau	48,282	51,095	54,780	6,498	13.5%
Putnam	46,424	43,631	41,530	-4,894	-10.5%
St Johns	124,562	150,762	179,929	55,367	44.4%

Source: <http://edr.state.fl.us/Content/population-demographics> - Last revised December 19,2019

On the other end of the spectrum is Putnam County, which is predicted to experience a shrinkage in its working age population of over 10%. This is a growing concern for almost every rural county in the nation, all of which have seen a “brain drain” of young, motivated workers leaving their home towns for college and moving on to parts of the country they perceive as having greater employment opportunities.

Baker County is predicted to see small growth, at 4%, while Clay, Duval, St. Johns and Nassau counties will experience double-digit growth in the talent pipeline through 2025.

RACIAL DISTRIBUTION OF FIRST COAST POPULATION 2018



Source: US Census, 2018: ACS 1-Year Survey Estimates Detailed Tables

The Census Bureau categorizes Hispanic as an ethnicity. For example, people can classify themselves as being both White and Hispanic or both Black and Hispanic.

In 2018, the U.S. Census reported that Hispanics made up 9.2% of the Jacksonville MSA population (141,094 residents.) This is a significant increase from the 2010 Census data, which indicated that Hispanics comprised just 5.8% of the population. We indicated in our 2016 plan that the projection for growth in this ethnic group would be 51.2% from 2010 - 2020. Instead, the Hispanic population has grown by almost 60% in the past decade.

2c. Individuals with Barriers to Employment

	Employment Status	Total Civilian Non-Institutionalized Population	With a Disability	No Disability
		Estimate	Estimate	Estimate
Population Age 16 and Over	Total	1,203,039	182,206	1,020,833
Population Age 16 and Over	Employed	60.50%	25.30%	66.70%
Population Age 16 and Over	Not in Labor Force	36.10%	71.10%	29.80%

According to the U.S Census American Community Survey (ACS) data, 182,000 First Coast residents over the age of 16 have a disability (about 15% of the population.) This is higher than the 2016 data, which indicated that approximately 13.6% of Region 8’s population had a disability and the 2013 number, which was 12.5%. This increase almost certainly includes residents who have “aged into disability”, meaning that they have age-related conditions that impact their ability to work. Conditions such as hearing loss, chronic pain or conditions such as Diabetes affect many individuals who stay in the workforce into their 60s and 70s.

Even in this strong economy with historically low unemployment rates, the vast majority of people with disabilities are not in the labor force. The labor force participation rate for persons over 16 without disabilities is 66.7%; the participation rate for persons with disabilities is just 25.3%.

This represents an enormous opportunity for employers who are competing for talent, and it is one of the reasons CareerSource Northeast Florida has invested in its Disability Navigator program. We believe that many people with disabilities would prefer to be employed, and we work with employers to give them access to motivated workers and help them access services and accommodations.

Increasing employment among those with disabilities would provide enormous benefit for both individuals and our communities at large. The poverty level for people with disabilities is nearly twice that of the population of people without a disability – 17.3% live below the federal poverty level, compared to 9.8% of the population without a disability, as seen in the table below. A full 36% of the population with disabilities earned less than \$15,000 in the past 12 months (2018 – 2019.)

Population age 16 and older	General Population	With Disability	Without Disability
Below 100 percent of the poverty level	10.90%	17.30%	9.80%
100 to 149 percent of the poverty level	8.30%	12.50%	7.50%
At or above 150 percent of the poverty level	80.80%	70.10%	82.70%

The next table illustrates educational attainment for populations with and without disabilities. Of the population age 25 years and older, people with disabilities are almost twice as likely to have dropped out before finishing high school (15.7% have less than a high school education, compared to 7.9% of the population without a disability.) People with disabilities are half as likely to hold a 4-year degree (17.3% versus 34.7% of the population without a disability.) The increasing availability of online degree programs may help close this gap, but only if people with disabilities can afford the tuition and believe that their employment opportunities will make the investment worthwhile.

EDUCATIONAL ATTAINMENT AGE 25 AND OVER

Educational Attainment	General Population	With Disability	Without Disability
	1,042,767	170,700	872,067
Less than high school graduate	9.20%	15.70%	7.90%
High school graduate (includes equivalency)	27.90%	35.40%	26.40%
Some college or associate's degree	31.10%	31.60%	31.00%
Bachelor's degree or higher	31.90%	17.30%	34.70%

LACK OF SKILLS AS A BARRIER TO EMPLOYMENT

Elevate Northeast Florida, the regional strategic plan for workforce and economic development, performed an extensive study of skills gaps and occupational vacancies in Northeast Florida. The full workforce analysis can be found here: <https://tinyurl.com/elevate-workforces-strategy>

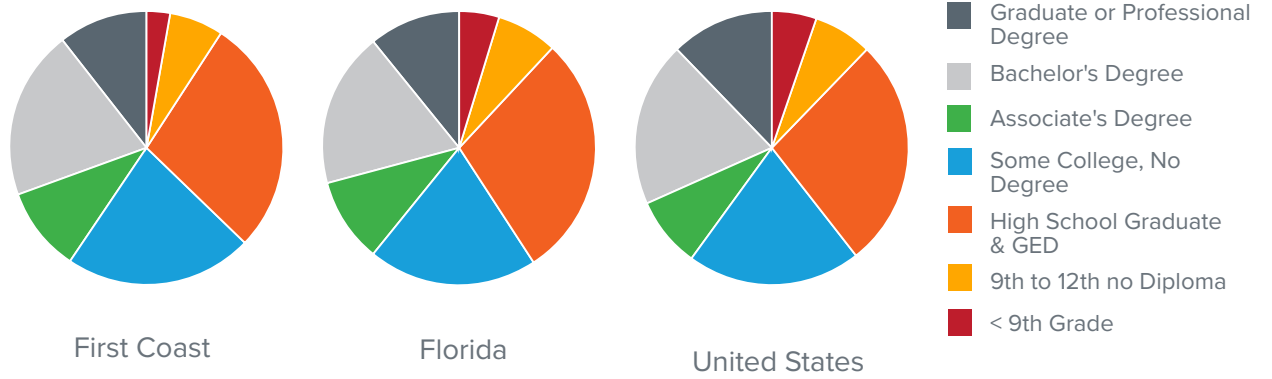
Skills gaps and job vacancy data by industry and occupation can be used to design workforce services (including On-the-job training (OJT) contracts, wrap-around services, and training requirements) and educational curriculum (soft skills and hard/technical skills targeted by occupation, training program or major).

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

2d. Educational Attainment

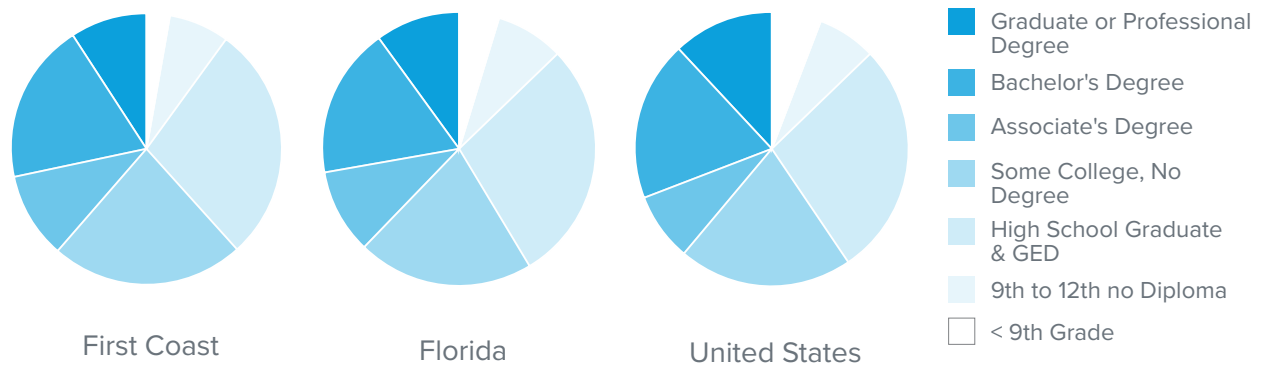
One of the best indicators of the quality of an area's labor force is Educational Attainment. The most recent county-level data available on educational attainment is from the 2020 United States Census estimates. Using data from the graph below, 20.1% of persons 25 and over in the Region obtained a Bachelor's degree. The same attainment level was 18.5% for Florida and 19.4% for the United States, putting the Region ahead in the number of Bachelor's degrees for the first time. On another positive note, almost 90% of persons in the Region had at least received a high school degree, compared to 88% in the state and the nation. The First Coast has room for improvement in post-graduate degrees (10.4%), trailing the Florida number (10.6%) and the U.S. (12.1%).

EDUCATIONAL ATTAINMENT
Population 25 Years and Over 2014 - 2018



Source: U.S. Census ACS

EDUCATIONAL ATTAINMENT
Population 25 Years and Over 2012 - 2016



Source: U.S. Census ACS

EDUCATIONAL ATTAINMENT BY COUNTY

As seen in the table below, St. Johns County has by far the highest educational attainment on the First Coast, with 43.8% of the population having a Bachelor's degree or above. Clay, Duval, and Nassau counties are relatively competitive, at 24.1%, 29.2% and 28.2% each.

Baker County, with 13.3% of the population having a Bachelor's degree or higher, and Putnam County, with 12.4%, trail the other counties in Educational Attainment. This statistic will make it harder to attract companies with high skill, high-paying jobs to those counties, increasing the risk that workers seeking these jobs will relocate to other parts of the region – or even further away from where they grew up.

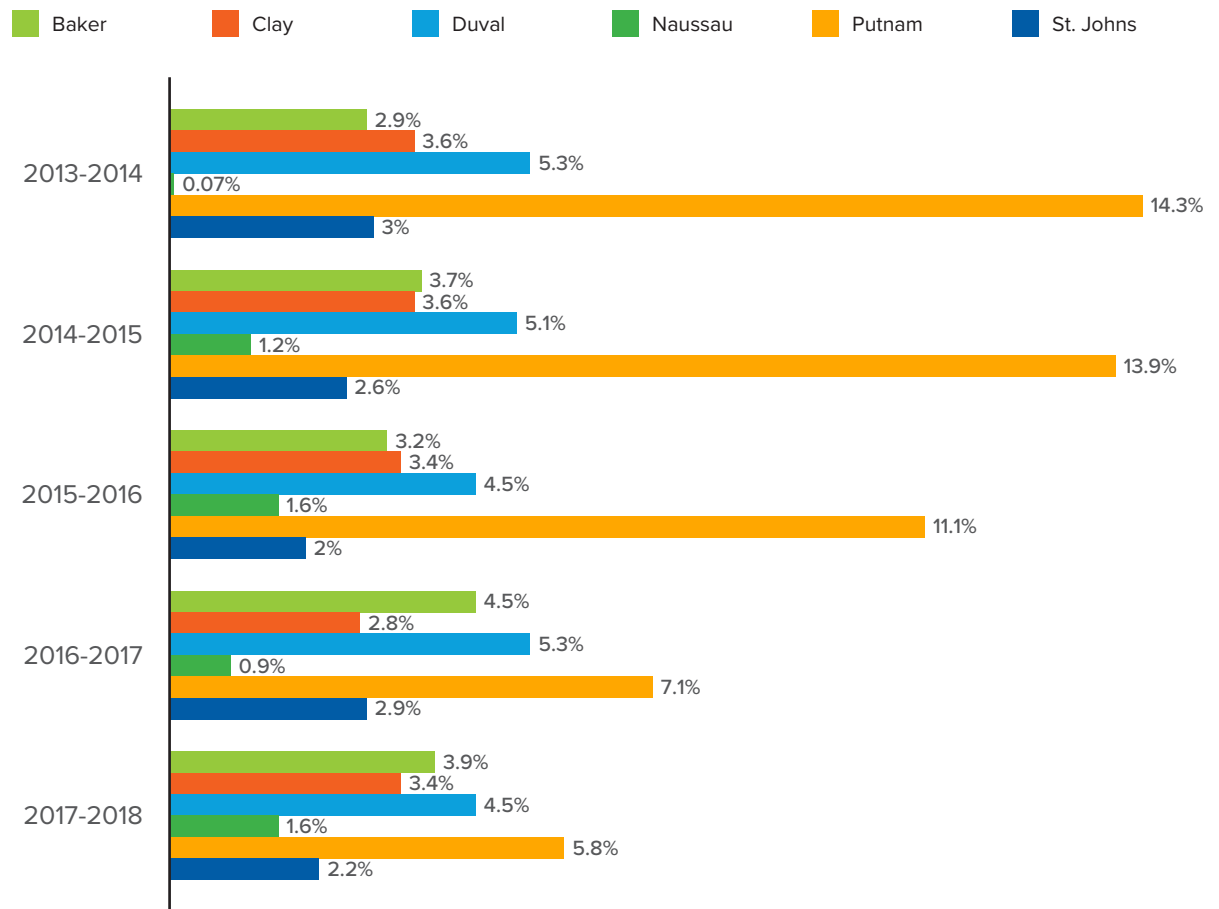
County	High School Diploma or Equivalent	Associate's Degree	Bachelor's Degree	Post-graduate or Professional Degree
Baker	42.8%	8.4%	9.1%	4.2%
Clay	31.6%	11.2%	16.5%	7.6%
Duval	27.9%	10.1%	19.5%	9.7%
Nassau	32.7%	9.0%	17.5%	10.7%
Putnam	40.7%	7.9%	7.9%	4.5%
St. Johns	21.4%	9.2%	27.6%	16.2%

HIGH SCHOOL DROPOUT RATE

The High School Dropout Rate, shown in the table below, is another key indicator concerning education levels. The trend in Northeast Florida is mostly positive, with slight variations over the past 5 years. Nassau County has the lowest dropout rate in the region at 1.6%, followed closely by St. Johns at 2.2%.

Putnam County has made remarkable progress over the past 5 years, going from a dropout rate of over 14% in 2013-14 to a rate of 5.8% in 2017-18. Putnam County leaders have attributed this turnaround to the more robust job market. When employers are able to offer jobs to high school graduates, more students see the value of remaining in school to obtain a diploma.

HIGH SCHOOL DROP OUT RATES 2013-2018



Source: Florida Department of Education

2e. Military Service

An additional, yet often overlooked, indicator of a workforce's quality is the percentage of the population having served in the military. Individuals with military service often possess additional training and skills that are highly marketable. In 2016, The Veteran Population Projection Model 2016 (VetPop2016) developed an actuarial projection model to estimate the number of Veterans in an area between 2015 and 2045. According to the project there are 157,239 people in the First Coast population who have served in the armed forces. This represents 9.8% of the area's total population. The State and National averages are 6.8% and 5.8% respectively.

While this is a relatively small percentage of the population, it indicates that First Coast businesses have an additional resource, a population that is highly trained and relatively crime and drug-free, to draw upon when searching for potential employees. Furthermore, many economic and workforce developers consider military spouses as potential valuable additions to the labor force. The values that drive men and women to serve are often shared by their spouses and offspring, infusing the First Coast workforce with motivated and resilient workers that many economic development prospects have told us are a valuable asset for our region.

2f. Poverty Rates

High poverty rates in an area can serve as an indicator of various social problems that can negatively affect the workforce's quality and performance. For instance, teenage mothers, single parents and persons with low levels of education are all at greater risk of falling into poverty. Individuals in poverty face immense obstacles as they seek to contribute positively to the labor force. Poverty creates challenges with transportation, access to healthcare and mental health treatment, among other issues. The estimated poverty rate for the First Coast in our 2012-2016 snapshot increased to 15%. But the booming economy has had a positive effect on poverty rates over the past couple of years. According to 2019 Census data, the poverty rate for the First Coast has declined to 13.9%, lower than the Florida rate of 14.8% and the U.S. rate of 14.1%.

The rural county of Putnam had poverty rates significantly above the Regional average (24.8% versus 13.9%.) This higher than average poverty rate presents an additional obstacle for residents of the county if they are to be valuable participants in the Region's labor force. As expected, the poverty rates in the suburban counties of Clay, Nassau and St. Johns were a good deal lower than the Regional average.

The graph below depicts the difference between the poverty rates for the total population and for children ages 0 to 17. Children increase a family's cost of living and can lead to increased poverty rates, particularly for single parent families. The First Coast rate of children 0 -17 in poverty is 20.1%, lower than the Florida rate of 21.3% but slightly higher than the U.S. rate of 19.5%. These are all improved since the last snapshot, where the regional, Florida, and U.S. rates were all at about 33 percent.

The table below shows the percentage by county of the population in poverty who are under the age of 18.

Those in Poverty	Baker County	Clay County	Duval County	Nassau County	Putnam County	St. Johns County
Total Population in poverty	14.6%	10.6%	15.5%	10.2%	24.8%	8.4%
Under Age 18	26.2%	23.6%	22.8%	20.0%	21.2%	21.7%

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

To understand the employment needs of our in-demand industry sectors and occupations we must continually monitor and maximize these advantages to help ensure the long-term economic health of the region. Advantages and opportunities in the First Coast Labor Force are as follows:

- The Region's working age population is growing at a very fast pace, with Clay and St. Johns counties experiencing double-digit growth.
- The Region has a relatively younger population than both Florida and the United States. This young population will add workers to the labor force in the future.
- Regional efforts to decrease the high school dropout rate and increase educational attainment rates have made significant progress. Putnam County's high school dropout rate has decreased from over 14% to about 6% over the past five years. The percentage of First Coast residents with Associates degrees, Bachelor's degrees, and Graduate or professional degrees is now comparable to the Florida and U.S. rates.

- The American Community Survey (ACS) estimates for 2019 indicate that approximately 15% of the regional population has a disability. Only 25% of people in our region with disabilities are employed. If we can find ways to help this population gain employment, we will make great strides in reducing poverty and helping our local businesses grow.
- Due to the high percentage of residents with military service, the Region has an additional supply of individuals who have acquired training and marketable labor skills. Comparatively, fewer people are in poverty in the First Coast than in the State of Florida, although our percentage of children living in poverty exceeds the state rates.

The challenges facing the workforce need to be acknowledged and addressed before true advancements can be made. The major challenges currently facing the Region are:

- Through aging and domestic migration, people of retirement age are moving into the Region, especially in Putnam and St. Johns Counties. This trend can strain the region's labor supply and its resources.
- Although the Region's total poverty rate has been dropping, one in four Putnam County residents lives in poverty. Putnam County is also experiencing a drop in population, especially among persons of working age. This is a troubling trend for our most rural county.

3. A Labor Market Supported by a Strong Economy

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

- Total Employment
- Labor Force Participation Rates
- Unemployment Rates
- Real Per Capita Income
- Average Wages
- Median Income of Migrants
- Sources of Income
- Commuting Patterns
- Opportunities and Challenges

3a. Total Employment

The last 10 years have seen strong growth in the First Coast labor force. Since 2010, our regional labor force has grown by 12.6%, slower than Florida's growth of 13.8% but nearly double the U.S rate of 6.8%. St. Johns and Clay counties have seen strong population growth, with St. Johns nearly tripling its working age population and Clay County doubling its working age population. Only Putnam County showed a decline in labor force since 2010 (-9.8%), but is now in positive territory since 2015, at 1.1%, declining labor force being a challenge faced by many rural parts of the country.

Since recovery from the Great Recession took hold in 2010, the First Coast has experienced strong job growth, at 12.6%, almost double the U.S rate of 6.8% and competing well with Florida’s growth of 13.8%.

Putnam County is the only Northeast Florida county that did not grow jobs during this time period. Putnam showed almost a 10% loss of employment between 2010-2015, but has now gone into positive territory in the last 5 years, growing by 1%. Clay (10.8%), Nassau (12%), and St. Johns (15.3%) are all showing double digit employment growth, while Florida (9.1% and the U.S. (4.6%) have now dropped below the JAX MSA growth rate of 9.8%.

County	Employment Growth Rate: 2010-2019	Employment Growth Rate: 2015-2019	2010 Civilian Labor Force	2015 Civilian Labor Force	November 2019 Civilian Labor Force
Baker	5.2%	8.9%	11,552	11,156	12,147
Clay	13.6%	10.8%	95,867	98,313	108,948
Duval	9.8%	8.6%	454,798	459,914	499,526
Nassau	14.2%	12.0%	35,799	36,507	40,878
Putnam	-9.8%	1.1%	30,518	27,226	27,520
St Johns	31.7%	15.3%	99,104	113,209	130,557
Jacksonville MSA	12.6%	9.8%	727,638	746,325	819,576
Florida	13.8%	9.1%	9,212,000	9,608,000	10,479,000
United States	6.8%	4.6%	153,889,000	157,130,000	164,386,000

Source: FL DEO LMI

3b. Labor Force Participation Rates

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

As unemployment rates drop and wages rise, we see trends develop that affect the labor force participation rate. For example, more parents of young children may decide to stay home, and more spouses may elect not to work if the family can get by on one income.

In 2005, the LFPR in the Region was 78%, above the rates for Florida, 61.4%, and the United States, 65.9%. Today, our regional LFPR is 62.2%, nowhere near pre-recession levels. Florida's LFPR is 58.3%, up from 57.6% in 2017; the U.S. LFPR has also gone up to 61.2% from the 2017 rate of 60%.

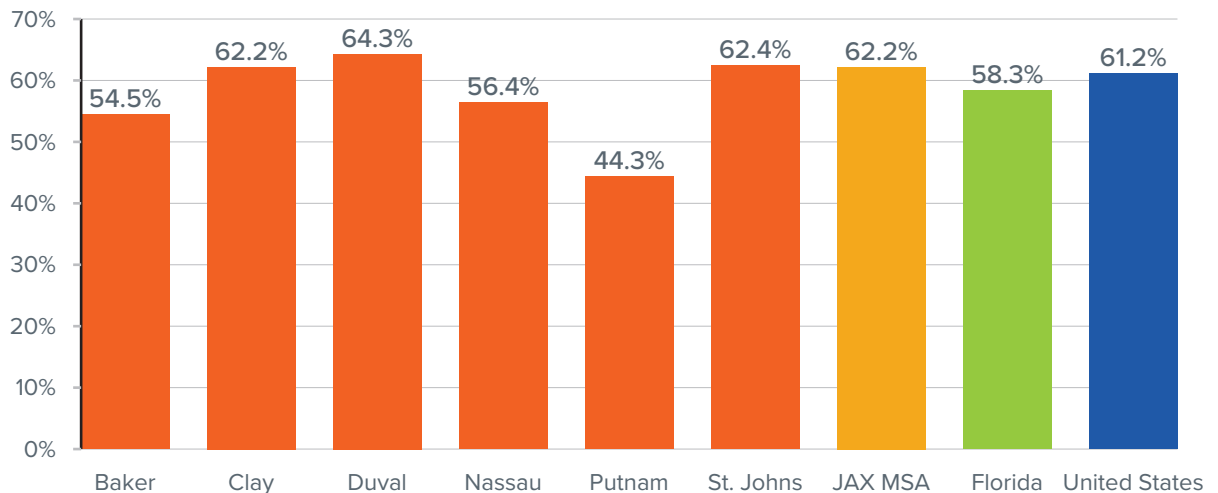
Many of those who drop out of the labor force are living on disability payments, in part because the aging baby boom generation develops chronic conditions such as back pain, heart conditions or diabetes that make full time work more difficult.

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

Each county in our region exceeds the state rate and the national rate, with the exception of Baker (54.5%), Nassau (56.4%) and Putnam, whose rate has actually dropped from 2017 (from 47.6% to 44%). It's not surprising that our two most rural counties have the lowest labor participation rate, but it is concerning. Rural residents have less access to transportation in order to commute to hubs with good employment, have less access to healthcare and mental health services, and are more likely to live in poverty. These infrastructure issues must be resolved before we can bring all residents into our thriving regional economy.

Putnam County's drop in LFPR is another indicator that the health of the county's economy must be a priority for policy makers and leaders if the county is to recover from the next economic downturn, when it (inevitably) comes.

LABOR FORCE PARTICIPATION RATE 2019



3c. Unemployment Rates

Unemployment rates are often cited as indicators for the health of an area’s labor market. By any measure, the Region’s unemployment rate is extremely low, far below what many economists consider to be “full employment.” The First Coast unemployment rate for October 2019 was 2.8%, down from 3.4% in 2017, below Florida’s at 2.9% and the US at 3.3%.

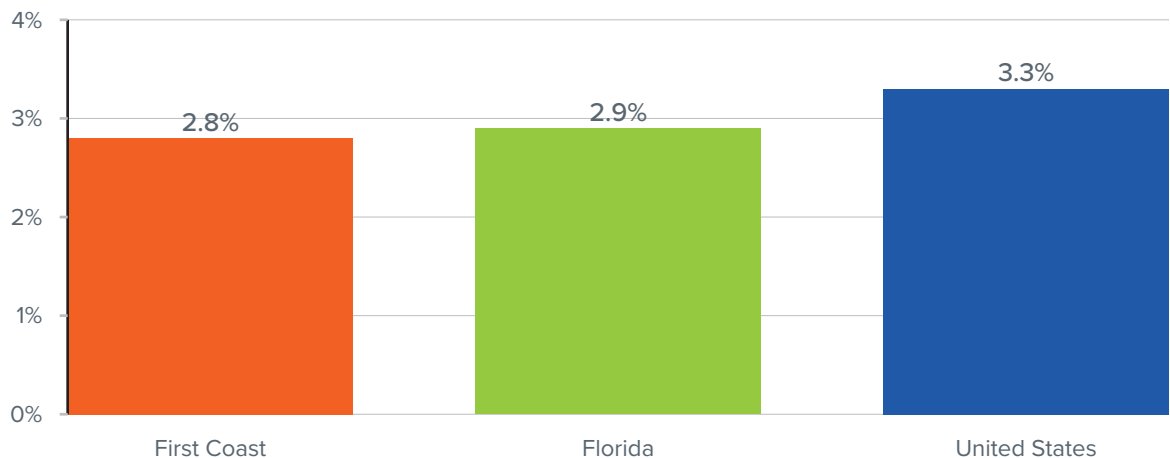
Although very low unemployment rates are an indicator that the region’s residents are finding work, which is generally good news, the data can be concerning for regional businesses. Very low unemployment means that businesses have a smaller labor pool to recruit from, and may find that those who are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

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

A small labor pool starts to put upward pressure on wages because companies must pay a premium to recruit and retain talent. But so far, we have not seen evidence of rising prices for goods and services.

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

UNEMPLOYMENT RATE COMPARISON OCTOBER 2019



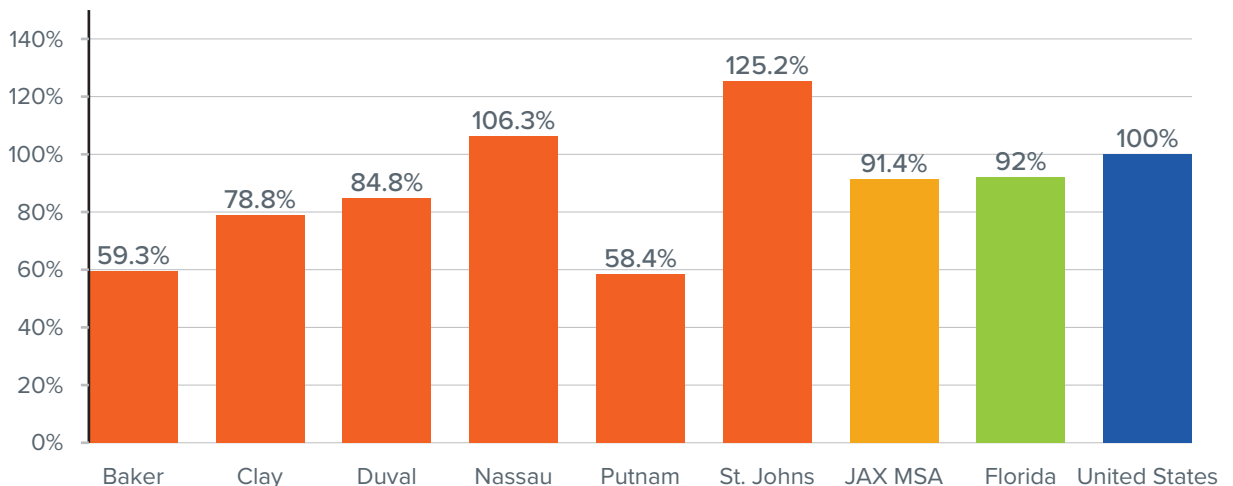
Among the six counties, Putnam County has the highest unemployment rate in the Region, but still at historic lows. Its October 2019 unemployment rate was 3.7%, which is higher than each of the other five counties, but still very low. We can assume that almost everyone looking for work is able to find it in each of our five counties, barring a significant barrier to employment.

Now, if business is going to find the talent it needs in our counties, our focus must shift to the Labor Market Participation rate, which we discussed in a previous section.

3d. Real Per Capita Income

In 2018, the JAX MSA RPCI was \$49,754, showing a healthy growth of 9.2%, up from \$45,572 in 2016. The growth is probably due to our low unemployment rate and wage growth due to the tight labor market. The State RPCI was \$50,070, so our regional position remains relatively unchanged, at 92%. The US RPCI was \$54,446. The data indicate that the Region PCPI ranked 123rd in the United States and was 91.4% of the national average. Nassau and St. Johns counties continue to exceed the National RCPI.

REAL PER CAPITA PERSONAL INCOME AS PERCENTAGE OF NATIONAL AVERAGE: 2018

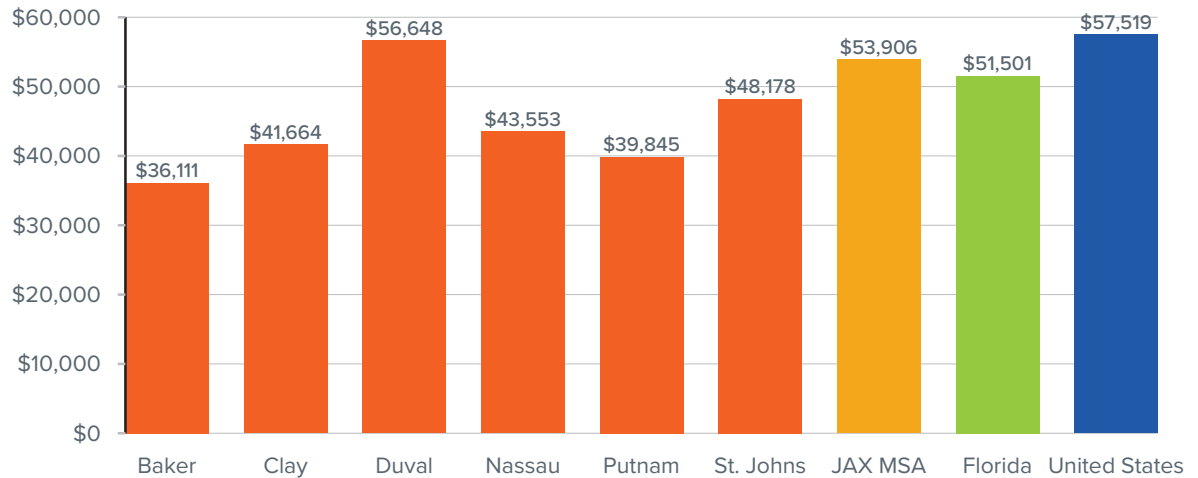


Source: U.S. Bureau of Economic Analysis

3e. Average Wages

Similar to RPCI, looking at average wages offers some insight into the level of wealth in the Region. However, where RPCI looks at income by each person, the average wage looks at income by employment that is covered by unemployment insurance. For privacy reasons, this data does not disclose wages in sectors with fewer than three establishments in the county. Because of this different approach, we find different results between the comparison areas. The JAX MSA 2018 average wage, \$53,906, shows growth over the 2016 average wage, which was \$50,845. This continues a positive trend over the past five years. The MSA average wage was above Florida's (\$51,501) but below the national average of \$57,519. Its relative position to the State and National averages remains unchanged from our 2016 comparison.

AVERAGE WAGE COMPARISON 2018



Source: U.S. Bureau of Economic Analysis

3f. Median Income of Migrants

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

Median Income of Migrants To and From the First Coast 2017-2018	Inside Florida		Outside Florida	
	In-Migrants	Out-Migrants	In-Migrants	Out-Migrants
Baker	\$46,325	\$40,919	\$46,468	\$37,223
Clay	\$48,617	\$55,885	\$75,168	\$58,274
Duval	\$52,006	\$60,317	\$61,920	\$55,869
Nassau	\$72,535	\$49,273	\$122,618	\$68,531
Putnam	\$41,096	\$36,317	\$45,299	\$41,127
St Johns	\$91,275	\$74,118	\$116,468	\$91,160

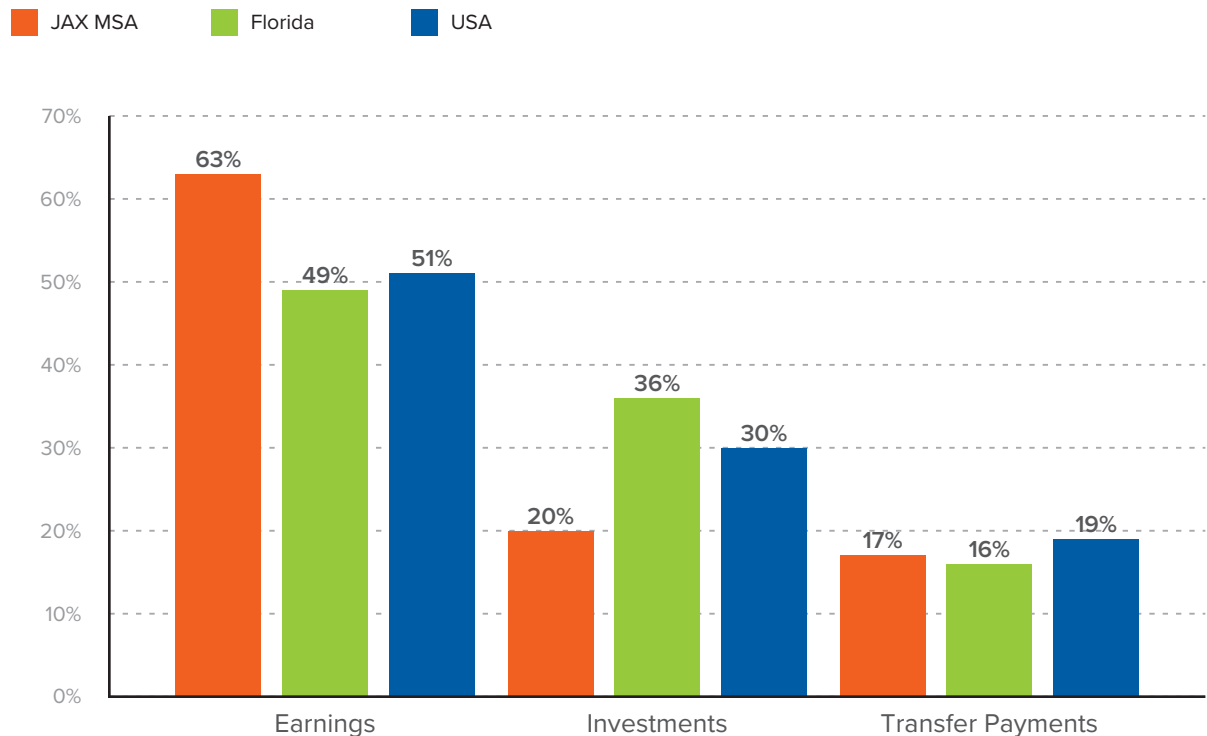
Source: Internal Revenue Service, Statistics of Income

3g. Sources of Income

The population receives income from three general sources: earnings, investments, and transfer payments. Earnings are the wages and salary people receive from their employment. Investments include income from sources such as stocks, bonds, rents and royalties. Transfer payments include governmental financial assistance such as Social Security and Medicare. If people in an area receive a greater portion of their income through transfer payments, that area would most likely have a large number of retired or unemployed individuals.

Comparing the Region against Florida and the United States (see chart below), we see relatively lower levels of investments as sources of income. 17% of the Region's income originated from transfer payments, down from 19% in our 2016 data. This compares favorably to Florida's rate (16%) and the U.S. rate of 19%. First Coast residents rely more on income (63%, compared to Florida's 49% and the U.S. rate of 51%.) This can be explained in part by our relatively young population, and remains unchanged since our previous plans.

SOURCES OF INCOME 2018



Source: Bureau of Economic Analysis

3h. Commuting Patterns

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

Across our region in 2018, most of the First Coast population worked in their county of residence; in Duval County, the number is 92%. Nassau County has the most residents working outside Florida; this may be attributed to the county’s location on the Georgia border.

Only in Baker and Clay counties do more residents commute out of county than work in county. Both counties have strong economic development teams dedicated to the idea of bringing more local jobs to their counties’ residents.

	Baker	Clay	Duval	Nassau	Putnam	St Johns
In County	46.0%	43.9%	92.5%	52.5%	65.5%	57.3%
Florida Counties	52.5%	54.5%	6.4%	38.6%	33.9%	41.0%
Outside Florida	1.5%	1.6%	1.1%	8.9%	0.6%	1.7%

3i. Opportunities and Challenges in the Labor Market

Our economy has been speeding along for at least 8 years now, and does not show much sign of slowing down. This provides many job opportunities for our citizens, even in our rural communities, which have struggled in the past with higher unemployment rates than the rest of the region. Current opportunities in the First Coast Labor Market are:

- Since recovery from the Great Recession took hold in 2010, the First Coast has experienced strong job growth, at 12.6%, almost double the U.S rate of 6.8% and competing well with Florida’s growth of 13.8%.
- Putnam County is the only Northeast Florida county that did not grow jobs during this time period. Putnam showed almost a 10% loss of employment between 2010 – 2015, but has now gone into positive territory in the last 5 years, growing by 1%. Clay (10.8%), Nassau (12%), and St. Johns (15.3%) are all showing double digit employment growth.
- The median income of in-migrants from outside Florida is higher than the median income of out- migrants in all counties in the Region. The healthy economy is generally attracting wealthier people who will earn and spend their incomes in the Region.
- 17% of the Region’s income is from transfer payments. Compared to Florida and the United States, more people in the Region earn their income through their labor or investments than through governmental assistance.

The Regional Labor Market also presents a number of challenges:

- Local businesses are having trouble finding and retaining qualified workers. The competition for talent is becoming fierce, and this puts small businesses at a disadvantage, since they struggle to compete with larger companies, which can offer better benefits and higher starting salaries. We are also seeing some skepticism from prospect companies researching our region as a location for business or expansion. They have told us that our low unemployment rate is a concern when they must hire hundreds of workers in a short time.
- Putnam County, our most rural county, is also showing some concerning economic and demographic trends. The relatively older population and reduction in prime working aged population suggest a large number of persons who have retired early in Putnam County or have dropped out of the labor force because of disabilities.

- Our counties exceed the state and the national Labor Force Participation Rate, with the exception of Baker (54.5%), Nassau (56.4%) and Putnam, whose rate has actually dropped from 2017 (from 47.6% to 44%). The lower rates in our rural counties are concerning, since they represent challenges for those residents who may lack opportunities and/or the ability to access them because of barriers. The people sitting out this booming job market also represent a significant share of the workforce that our local businesses need. Understanding and finding solutions to get this population back into the workforce should be a priority, both for CareerSource Northeast Florida and regional leaders and policy makers.
- Transportation is a barrier for many workers to get to where the high paying jobs are located. Without a stronger public transportation system, residents will be restricted to jobs within their neighborhoods. That means that residents of economically challenged communities will have trouble moving into better paying jobs in other parts of town (along the J. Turner Butler corridor, for example.)
- The migration of wealthy people to the suburban counties in the region has led to greater demand for lesser-skilled low-paying jobs to service these new residents (personal services, fast food, and landscaping, for example.) However, those individuals who are willing to work in these lesser-skilled jobs are priced out of living in these increasingly wealthy areas, making transportation a barrier to employment. Getting people to these opportunities will become progressively more difficult, and the cost of gas for the commute will cut into the higher hourly pay they may earn in these jobs.

4. Skills Demanded by First Coast Business and Workforce Activities

Each indicator we have previously discussed provides valuable insight into the people and businesses that work and operate in the Region. The population of the Region is changing in many ways. It is becoming more ethnically and racially diverse. Although some people do retire in the Region, the population is still relatively young and will provide additional workers for the future labor force. In 2018, 90% of the population (25 years and older) had graduated from high school. Dropout rates have generally declined in recent years across the First Coast Region and we expect educational attainment levels to rise in the future.

Education is key to the success of the Region's labor force as knowledge and information become increasingly valuable in the marketplace. An analysis of the largest, highest paying and fastest growing occupations in LWDA 8 consistently list Customer and Personal Services, English Language and Mathematics in the top 3 Knowledge Competencies that are required. And as we evaluate the Skill Competencies that support these same occupations, we quickly see that all require Reading Comprehension, Active Listening, Critical Thinking, and are included again in the top 3 across all jobs, which are surprisingly diverse.

Our regional educational attainment rate is steadily improving, and we now exceed Florida's rate of 29.1% for those with a bachelors degree or higher. We also compare favorably with the national rates (30.5% versus 31.5%). We exceed both the Florida and the national attainment rate in Associate's degrees (10%, compared to 9.8% and 8.4% respectively.) These 2-year degrees are essential to the "middle skills" jobs that represent so much of our local labor market and are an important first step from entry-level or low-paying jobs for our residents.

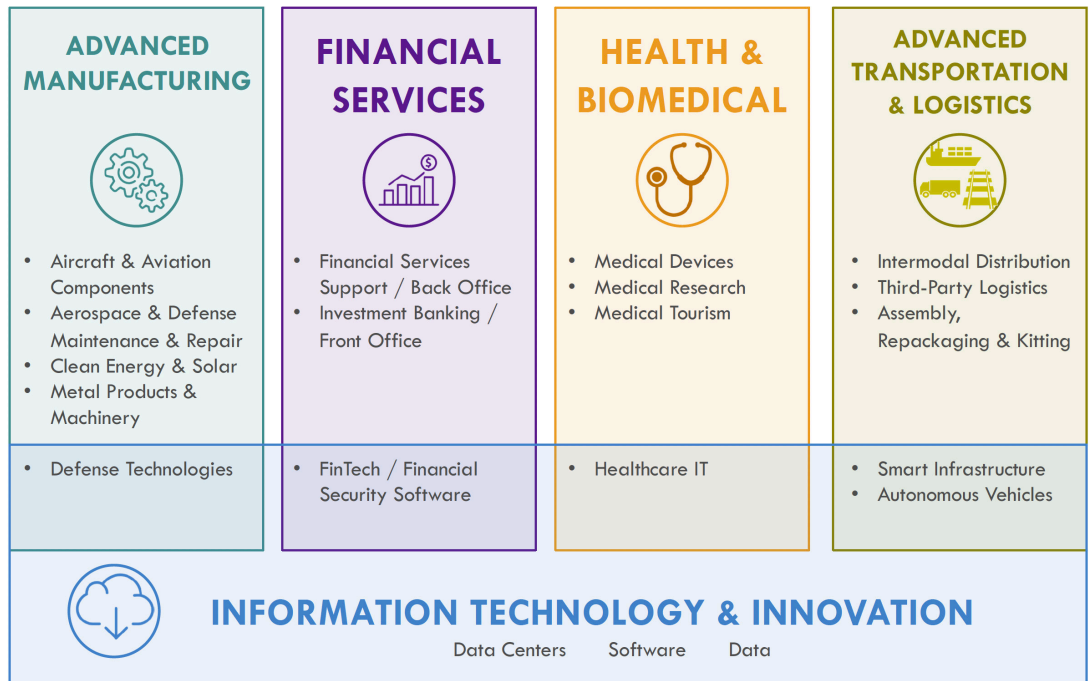
This progress can be credited in part to the efforts of a local initiative called Earn Up. Led by the Jacksonville Regional Chamber, Earn Up is a result of six months of collaboration and work by leaders of the region's private colleges and public universities, K-12 school districts, local governments, business communities and nonprofit organizations. The goal of Earn Up is that 60% of the adults living on the First Coast will have an in-demand market certification or college degree by 2025.

	First Coast		Florida		U.S.	
Associate's degree	101,376	10.0%	1,438,630	9.8%	18,338,323	8.4%
Bachelor's degree	203,662	20.1%	2,721,635	18.5%	42,470,927	19.4%
Graduate or professional degree	105,542	10.4%	1,561,822	10.6%	26,396,124	12.1%

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

Elevate NEFL Target Clusters

These target clusters were used to drive program review and analysis in the following section of this report.



Source: Elevate NEFL

- Advanced transportation, including aviation, clean fuels (including taking a lead role in Liquid Natural Gas fuel for shipping) , rail and port logistics, power storage, propulsion systems, tracking devices and security systems, distribution centers, and supply chain management and IT
- Financial services, making Northeast Florida one of the country's most prominent locations for financial services support, data centers, insurance, financial software, trade financing and wholesale banking

- Health and life sciences, ranging from human health care and wellness to medical technologies, food safety, agricultural sciences, marine sciences, health insurance, administrative services, complex regulatory compliance and health Information technology

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

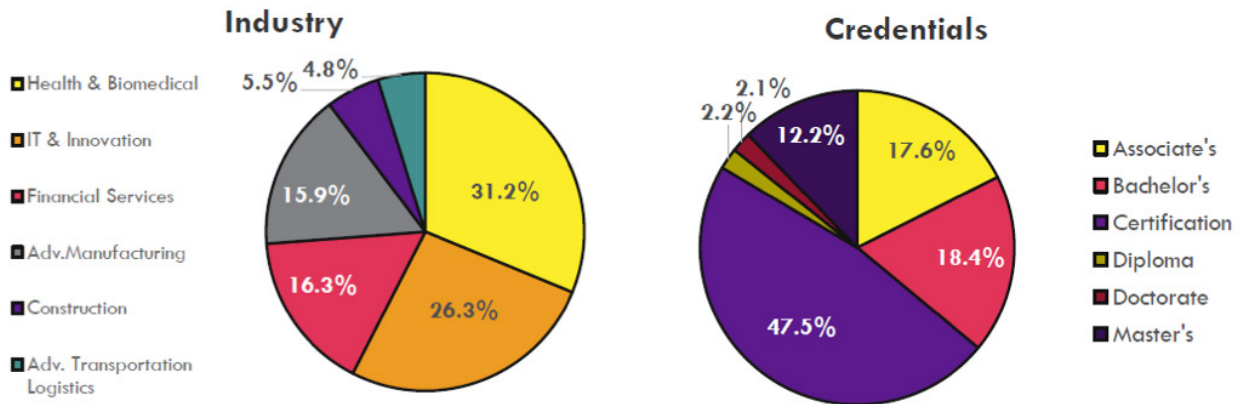
- Lean manufacturing and Six Sigma™ expertise have immediate applications to the Advanced Manufacturing, Aviation and Logistics industries and their niche sub-clusters.
- Regulatory compliance is another unique knowledge base in Northeast Florida. It has strong applications in the Financial Services and Health and Life Sciences industries. This knowledge base gives the region a competitive advantage as regulations tighten in the coming years.
- Military experience and a large exiting pool of military personnel are a strong advantage. The military workforce is well trained in safety, maintenance and is very disciplined. Former military members also have lower incidence of drug use and criminal history. During focus groups conducted for Elevate Northeast Florida, executives from all target industries stated that the military workforce is an important target for their talent pool.
- Information technology capabilities permeate every niche sub-cluster. For that reason, during our Elevate Northeast Florida strategic planning process, we moved IT from a standalone industry cluster to be foundational to the region's other five core targets, especially in Financial Services, Health and Life Sciences and Logistics. (as seen in the diagram below.)

AVAILABLE TRAINING AND CREDENTIALS

As part of the Elevate Northeast Florida planning process, consultants performed a study of educational resources and a detailed skills gap analysis.

The data show that Northeast Florida has a variety of training programs and certifications available to students and companies who want to invest in training their workforce. The graphic below shows the training available for so-called “middle skills” job as well as 4-year and post graduate education.

Industry & Credential Breakdown



Of the regional target Industries, Health & Biomedical is the most present, at 31%, followed closely by IT & Innovation at 26%. Following that is Financial Services at 16% and Advanced Manufacturing at 16%.

Within these industries, the most prevalent credential available in the region is a certification, taking up almost 50% of the total available credentials followed by an almost equal split between bachelors (18%) and associate's degrees at 18%.

*Construction educational offerings has been added to the regional analysis due to the foundational nature of this skill set and it's importance to all of the industry sectors.

Source: Elevate NEFL

In addition, the study analyzed the demand for occupations and certifications in our region, taking into account projected growth, turnover, and retirements. The analysts then looked at the projected number of graduates of training programs and workers currently in the workforce, and came up with occupations where we have an excess number of workers and those which will experience a shortage over the next 5 years. The results are in the graphic below.

Gap Analysis in Target Industries

SEVERE SHORTAGE

- Accountants & Tax Examiners
- Financial Managers, Analysts & Advisors
- Software Developers
- Doctors, Pharmacists, Surgeons & Psychiatrists
- Banking Analysts
- Ship/Marine Engineers
- Industrial Engineers

BALANCE

- Registered Nurses
- Environmental Science Technician
- Computer Support Technicians
- Civil Engineers
- Supply Chain Managers & Analysts
- Mechanical Drafters
- Surgical Technologists
- Medical & Lab Techs
- Medical Records & Health Information Technicians

SHORTAGE

- LPNs and LVNs
- Rad. Tech/MRI/Sonographers
- Industrial Production Technicians
- Aerospace Engineers
- Industrial Engineering Technicians
- Computer Systems & Info Security Analysts
- Environmental Scientists & Engineers
- Computer Network Administrators
- Dental Hygienists
- Web Developers
- Electrical & Electronics Engineers

SURPLUS

- Welders
- Chemical Technicians
- Mechanical Engineering Technicians
- Commercial Divers & Instructors
- Biological Technicians
- Medical & Health Services Managers

Source: Elevate NEFL

5. Adult and Dislocated Worker Employment and Training

In the First Coast region, we have adapted our training strategy to reflect business' need for just in time training. Businesses can no longer wait 2-4 years for skilled workers – they need them now. We have dramatically changed the way we deliver training. The traditional method of funding training through Individual Scholarship Accounts (ISAs) costs us an average of \$5,000 per trainee and may take from six months to two years to complete. Our Employer Based Training program cost averages \$1700 per trainee and is delivered in a few short weeks or months, at the business partners' discretion. Training in the workplace does not incur any additional supportive services costs such as childcare or transportation. We also have a partner in case management; the company's HR department helps us track career advancement and completion points.

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

PARTNERSHIP WITH EDUCATION

To support this robust training program, CSNEFL has developed partnerships with over 21 educational institutions, both publicly funded and private for-profit, which offer well over 200 courses of study. These courses lead to academic and technical degrees or industry recognized certifications. The majority of career study offerings are provided by more than one educational institution which supports job seeker choice in cost, frequency of classes, program placement success and location. In addition, offered courses of study fully support our Regional Demand Occupations List (RDOL).

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

Each year our education partners work diligently with us to ensure the right training programs are in place to support the training needs of the businesses in our region. As noted above, the resulting programs are offered not only on our college campuses but are many times customized and taken right to the worksite to be offered to workers. Please see Supporting Attachment II: LWDA 8 Approved Training Vendors 2019-2020

A UNIFIED STRATEGY TO MEET OUR WORKFORCE'S SKILL NEED

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

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

6. Description and Assessment of Youth Services

Since 1996, CSNEFL has operated a highly successful youth program that has witnessed thousands of at-risk youth graduate high school. These same youth then moved toward economic self-sufficiency through further education and training, and ultimately found gainful employment. WIOA has changed the focus of serving those who are in-school to those who are out-of-school. It challenges the workforce system to reengage those youth who have dropped out and equip them with educational, occupational, and other skills training to meet demand in the local labor market.

To prepare our youth program for this dynamic change in focus we conducted a region wide assessment of those entities that offer youth services, and specially targeted those organizations that worked with the dropout population and/or youth who have disabilities.

Our assessment included a survey to over 500 organizations and was further refined through focus groups of providers and one-on-one interviews. Our analysis showed that there were 11 major organizations providing services to almost 27,000 out-of-school/at-risk/disabled youth in Northeast Florida. Some of the types of services provided, which directly mirror those mandated through WIOA are, but not limited to:

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

1. Vision and Strategic Goals

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

GOALS

Capacity Goals

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

Sector Goals

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

Goals around youth and individuals with barriers to employment

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

Convening Goals

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

2. Our Strategy to Work with Our Core Program Partners

CareerSource Northeast Florida and its core partner programs are aligned to create a seamless, customer-focused One-Stop delivery system that integrates service delivery across all programs and enhances access to the programs services. The local workforce delivery system includes, as required by WIOA, six core programs (Title I Adult, Dislocated Worker, and Youth programs; Title II Adult Education and Literacy programs; Title III Wagner-Peyser program; and Title IV Vocational Rehabilitation program), as well as other required and optional partners, such as TANF, identified in WIOA.

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

3. How CareerSource NEFL will remain a High-Performing Workforce Board

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

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

It is the intent of CSNEFL to prohibit exclusion of an individual from participation in, denial of the benefits of, discrimination in, or denial of employment in the administration of or in connection with, any programs and activities funded or otherwise financially assisted, in whole or in part, under Title I of WIOA because of race, color, religion, sex, national origin, age, disability,

political affiliation or belief, and for beneficiaries, applicants, and participants only, citizenship status, or participation in a program or activity that receives financial assistance under Title I of WIOA.

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

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

- Actively partnering with programs such as Operation New Hope, the Department of Corrections and the Department of Juvenile Justice to provide career services to those who are re-entering the labor force.
- Providing bonding services to offenders and others.

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

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

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

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

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

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

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

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

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

5. Process to Develop CareerSource Northeast Florida’s Vision and Goals

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

The full plan can be found at:

<https://careersourcenortheastflorida.com/wp-content/uploads/2019/03/careersource-nefl-strat-plan-2-11-16.pdf>

Project goals included:

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

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

- Review of mission and vision included three executive committee and staff leader sessions
- Broad regional surveys included:
 - 38 Employers
 - 279 Job Seekers
 - 15 Partners
- Multiple focus groups with employers, partners and jobseekers
- 20 Employers (2 groups)
- 17 Job Seekers
- 12 Partners

Best practice benchmarking of 10 national workforce organizations, including:

- Kentuckiana Works
- Oklahoma Education & Industry Partnership
- Oklahoma Office of Workforce Development
- Toyota
- Review of dozens of thought leadership articles and white papers
- Interviews with regional opinion leaders to gather perceptions and feedback
- Visioning sessions with CareerSource NEFL's Board and Executive Committee
- Development of a regional asset map for all workforce providers

Interviews with regional opinion leaders to gather perceptions and feedback, including leaders from:

- Science First
- Jacksonville University
- University of North Florida
- St. Johns County Public Schools
- Baptist Health System
- City of Jacksonville
- Jacksonville Sheriff's Office

The regional asset map includes over 170 organizations.

REGIONAL UNIFIED STRATEGY

In 2018, as part of our ongoing efforts to review and update workforce development strategies and services, the Northeast Florida Regional Council, JAXUSA Partnership, and CareerSource Northeast Florida engaged Avalanche Consulting and the Council for Adult and Experiential Learning (CAEL) to complete Elevate Northeast Florida.

The strategic planning process included the following steps:

- Assembling a regionally diverse Steering Committee consisting of public, private, education, and nonprofit leaders from Northeast Florida with the role of building the framework and facilitating the effort of the strategic plan.
- Developing an economic assessment and benchmarking analysis of the region to include extensive in-depth stakeholder engagement such as interviews, focus groups, Steering Committee meetings, an online survey, site visits and open houses in each county and attendance at multiple public forums. Elevate Northeast Florida also includes a SWOT (strengths, weaknesses, opportunities and threats) analysis.
- Validating and updating target clusters by determining the types of businesses which have the best potential to thrive in Northeast Florida and provide residents with career opportunities.
- Creating a workforce development strategy to determine what barriers exist that keep Northeast Florida residents from finding employment and identifying a future path that will educate and employ more residents.
- Providing economic and marketing recommendations based on the findings that will help Northeast Florida continue its positive economic momentum and build its global brand.

The Elevate Northeast Florida planning process began in February 2018 and was completed in September 2018.

ELEVATE NORTHEAST FLORIDA GOALS

The purpose of creating and implementing the Elevate Northeast Florida economic development strategy was to achieve the following goals:

- **Economic growth:** Elevate Northeast Florida will lead to increased economic growth in the region by identifying and capitalizing on regional and county-specific assets.
- **Talent development:** Elevate Northeast Florida will lead to a more competitive talent pool and increased employment by connecting residents to jobs, especially in target industries.
- **Brand recognition:** Elevate Northeast Florida will result in a marketing and branding campaign that raises awareness of the region's assets to U.S. and international audiences.
- **Global competitiveness:** Elevate Northeast Florida will lead to enhanced global competitiveness by focusing on strategic investments across the region.

The Workforce Skills Assessment report analyzes the skill sets of Northeast Florida's workforce and highlights workforce attributes that distinguish Northeast Florida from the competition or need improvement. It also includes an examination of existing educational pathways, current and potential gaps in workforce supply, and opportunities for transitioning workers into higher growth careers.

The workforce strategy documents can be found at:

<https://tinyurl.com/elevate-workforcestrategy>

Reports, process documents, and the plan can be found at: <https://www.elevatenefl.com>

WORKFORCE SWOT ANALYSIS

Elevate Northeast Florida provided an in-depth analysis of the regional workforce. Below is the regional workforce SWOT analysis.

SWOT Findings: Talent, Education & Workforce

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Educational attainment in Northeast Florida at the associate's degree level exceeds national and statewide averages. The percent of workers with degrees has increased 3% since 2012.• The region's workforce has grown at a faster pace than available jobs.• Survey participants recognize the quality of the region's colleges and universities as one of its top five strengths. The region boasts a higher concentration of bachelor's degrees in Science & Engineering - related fields relative to the US average.• Earn Up is a strength and a beacon to employers that area leaders are proactively improving educational attainment.• The region's workforce programs for veterans are frequently cited by employers as one reason that they are located in Northeast Florida.	<ul style="list-style-type: none">• Educational attainment in Northeast Florida at the bachelor's and higher level is improving, but trails the US average.• Due to the lack of transportation availability and geographic distance of education/service offerings, workers in some parts of Northeast Florida find it difficult to pursue additional education or access career assistance.• Regional employers and leaders have voiced concerns about their ability to find a sufficient number of employees in certain fields, given the region's relatively low levels of unemployment.• 42% of those surveyed for this strategy said that they are not aware of career opportunities or pathways in the region.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• The region consistently attracts recent college graduates, contributing to the region's rising levels of educational attainment. Maintaining this trend, as well as investing in education programs and career pathway awareness at home, will greatly benefit the region's economy.• Young professionals in Northeast Florida have higher than average educational attainment at the associate's degree level. Promoting this fact should help attract businesses seeking skilled tradespeople.• The region is home to numerous colleges and universities that provide a continuous supply of new, skilled workers. The quality of regional post-secondary institutions is perceived by residents to be a core regional strength that should be expanded.• New leadership has recently transitioned into many higher education institutions, providing opportunities to partner with institutional leaders on economic development and workforce development initiatives.	<ul style="list-style-type: none">• An aging population and the impending Baby Boomer retirement is a significant issue for many industries. It is beginning to limit the availability of workers in key fields such as production and engineering. This threat impacts many regions in the US, including Northeast Florida.• Rising housing costs, especially in and around urban cores, have pushed a growing number of workers away from established employment centers. The misalignment between where people live and work, plus growing issues around the availability of transportation and highway congestion, could make hiring and worker retention more difficult.

Source: Elevate NEFL

The Elevate Northeast Florida report finds that talent attraction, retention, and development needs to be at the forefront in all standing JAXUSA engagements and is certainly core to the Elevate Northeast Florida Workforce Strategy. Infusing messages with language that bolsters, leverages, and builds upon existing talent initiatives will create a more regional, national, and even global understanding of how invested and committed this region is to creating a workforce system and talent supply that is ready to meet the needs of both the current and future economy.

Elevate Northeast Florida provides 5 workforce goals that our region will be working on for the next five years.

Summary: Goals and Strategy

GOAL 1: Northeast Florida is known as a great place to live, work, and learn. (Focus on Talent and Business Retention and Attraction)

- 1.1 Common and reinforced messages on career opportunities in Northeast Florida
- 1.2 Outreach and career access opportunities targeted to college students locally (reinforce FindYourJAX)
- 1.3 Targeted marketing and outreach to southern region of US and state of Florida university students
- 1.4 Increase system coordination (Economic and Workforce Development) to support business retention, expansion, and attraction efforts

GOAL 2: All residents have an opportunity to thrive in Northeast Florida (Focus on Inclusive Economic Development and Growth)

- 2.1 Coordinate and deploy social and wrap-around services to reach residents in need
- 2.2 Support Learn and Earn skill development models for all working residents
- 2.3 Common advocacy agenda for regional investments to bridge the "Benefits Cliff"

GOAL 3: Northeast Florida industry partnerships are strong and career pathways enable mobility (Focus on Industry Partnerships and Career Pathways)

- 3.1 Transition entry-level working population into careers in growing industries
- 3.2 Remove policy, perception, and communication barriers to upward mobility within the Northeast Florida workforce
- 3.3 Consistent, coordinated, and effective employer engagement is deployed to support business needs across the seven county region

GOAL 4: New Economy and STEM focus drives investment and alignment efforts in Northeast Florida (Focus on Business Development and Incubation)

- 4.1 STEM awareness, interest, and skill development is formally supported and scaled across the region (reinforce STEM2Hub and Renaissance JAX)
- 4.2 Coordinate advocacy, funding, and venture capital investments for STEM professional development, entrepreneur efforts, research & development

GOAL 5: Northeast Florida has a culture of lifelong learning and a resilient workforce (Focus on Value of Skills Development and Credential Attainment)

- 5.1 Expand and formalize efforts to increase credential completion in Northeast Florida (formally support and structure Earn Up)
- 5.2 Leverage and empower new education leadership within the regional systems (both in Higher Education and Secondary K-12 systems)

Source: Elevate NEFL

6. Achieving Performance

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

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



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

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

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

7. Negotiated Levels of Performance

LWDA 08 Program Year (PY) 2018 July 1, 2018 – June 30, 2019	PY 2018 Actual Performance	PY 2018 Performance Targets	PY 2018 Achievement Level	PY 2019 Performance Targets
Adults:				
Employed 2 nd Quarter After Exit	97.00%	88.50%	109.60%	88.70%
Employed 4 th Quarter After Exit	95.70%	86.00%	111.28%	86.50%
Median Wage 2 nd Quarter After Exit	\$12,103.00	\$9,800.00	123.50%	\$9,800.00
Credential Attainment	93.90%	84.00%	111.79%	86.50%
Dislocated Workers:				
Employed 2 nd Quarter After Exit	78.80%	83.00%	94.94%	83.20%
Employed 4 th Quarter After Exit	88.90%	79.00%	112.53%	79.20%
Median Wage 2 nd Quarter After Exit	\$8,001.00	\$7,700.00	103.91%	\$7,700.00
Credential Attainment	70.60%	84.00%	84.05%	84.20%
Youth Common Measures:				
Education and Employment Rate 2 nd Quarter After Exit	82.20%	75.00%	109.60%	75.50%
Education and Employment Rate 4 th Quarter After Exit	84.50%	69.00%	122.46%	69.20%
Credential Attainment	82.80%	75.20%	110.11%	75.50%
Wagner-Peyser:				
Employed 2 nd Quarter After Exit	70.10%	62.00%	113.06%	62.20%
Employed 4 th Quarter After Exit	70.10%	64.00%	109.53%	64.20%
Median Wage 2 nd Quarter After Exit	\$5,631.00	\$4,850.00	116.10%	\$4,850.00
Not Met (less than 90% of target)				
Met (90-100% of negotiated)				
Exceeded (greater than 100% of negotiated)				

8. Measuring Effectiveness and Performance

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

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

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

The system improvement process serves as an outreach tool for both CSNEFL and its service providers to provide feedback to management, as well as, the board and chief elected officials through findings and recommendations. The system improvement process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide warning signals of developing problems, al-

lowing management to implement improvement measures or take corrective action in a timely manner. CSNEFL performs system improvement as a regular and systematic review of program activities, administrative systems and management practices. The goal is to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and CSNEFL policies and procedures.

INDEPENDENT MONITORING

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

INTERNAL MONITORING

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

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

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

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

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

REPORT AND CORRECTIVE ACTION

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

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

CONTINUOUS IMPROVEMENT OF CENTERS AND SYSTEMS

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

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

DATA TO BE COLLECTED

PERFORMANCE:

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

SERVICES:

- Number of Participants who Received Career and Training Services
- Number of Participants who Exited from Career and Training Services
- Percentage of Participants Employed 2nd and 4th Quarter after Exit

PARTICIPANTS:

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

COSTS:

- Average Cost Per Participant for Career and Training Services
- Percentage of training budget spent on participant training and training related services

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

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

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

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

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

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

9. CSNEFL Definition of Self-Sufficiency

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

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

1. Coordination of Programs/Partners

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

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

The MOU is the cornerstone of service integration in this environment. We currently are operating with agreements that have been developed with all Core, Mandatory and Local partners. Our partners meet monthly to discuss the American Job Centers (AJC)/One-Stop system.

Included in these meetings are issues that arise through operation and governance, service delivery strategy and future program delivery direction. This structure has been foundational to the success of our local workforce system. We envision this model will only continue to be strengthened and enhanced as we refine and update the WIOA MOU among the One-Stop partners.

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

- Convening reoccurring meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so job seekers acquire the skills and credentials to meet employers' needs.
- Holding periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core programs' key staff will be invited to participate in these strategic meetings and work with CSNEFL to determine what changes, if any, are needed based on this input from local employers.
- Promoting the AJC brand to ensure all Core, Mandatory and Local partners are represented on promotional information.

- Developing strategies to support and encourage staff training and awareness across programs supported under WIOA, as well as, other key partner organizations to increase the quality and expand the accessibility of services job seekers and employers receive.
- Establishing career pathways aligned to high growth industries.
- Documenting agreed to strategies to enhance the provision of services to employers, workers and job seekers such as use and sharing of information, technology, performance outcomes, and cooperative outreach efforts with employers.
- Developing strategies for common intake and customer assessments.

2. Coordination with Economic Development Activities

Describe how the local board coordinates workforce investment activities carried out in the local areas with economic development activities carried out in the local area (or planning region) in which the local area is located and promotes entrepreneurial training and micro-enterprise services (WIOA §108(b)(5)).

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

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

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

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

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

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

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

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

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

ENTREPRENEURIAL TRAINING

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

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

CareerSource NEFL recently added regular workshops for professionals on the Gig Economy and how workers can diversify their income by adding side gigs to their regular employment or using gigs to create income during employment gaps.

A CareerSource NEFL staff member has been invited to join the Multidisciplinary Workgroup focused on reviewing state and national information and developing resources for businesses and individuals engaged in the gig economy. A primary objective of the Multidisciplinary Work-

group will be to provide input on the development of a Florida Gig Economy Toolkit. Members of the Workgroup will meet on a periodic basis by phone or webinar each month between November 2019 and May 2020.

A CSNEFL staff member has been certified to facilitate Entrepreneurial Mindset training from the Entrepreneurial Learning Initiative. The Entrepreneurial Learning Initiative (ELI) is a global thought leader dedicated to expanding human potential through entrepreneurial mindset education. ELI serves academic institutions, government agencies, profit, and nonprofit organizations around the world to empower their constituents with an entrepreneurial mindset through professional development, certification training, curriculum content, and consulting.

ELI is the creator of the Ice House Entrepreneurship Programs, which have been presented to the United Nations General Assembly, the Papal Council for Peace and Justice at the Vatican, and the European Commission.

The first staff workshop on Entrepreneurial Mindset was delivered in-house in December 2019. CSNEFL plans to offer the training in partnership with the JAX Chamber beginning in 2020.

3. Coordination of Education and Workforce Investment Activities

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

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

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

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

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

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

Additional coordination efforts are evident through the following strategies:

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

Annually, CSNEFL reviews the Carl D. Perkins grant applications submitted to the Department of Education by our training partners. A list of the current approved training vendors with programs of study can be found in Supporting Attachment II: LWDA 8 Approved Training Vendors 2018-2020. A list of training providers can also be found at our website here: https://careersourcenortheastflorida.com/partner_vendor_list.

4. Coordination of Transportation and Other Supportive Services

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

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

Our staff actively participates in local and regional Transportation Disadvantaged Boards:

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

In addition, CSNEFL staff members share information with job seekers regarding transportation services, schedules, routes, fixed and non-fixed route options, Americans with Disabilities Reduced Fare Option, ride-share and paratransit services and Connexion Plus – a new option for customers which provides private, same-day, door-to-door service anywhere in Duval county.

We provide referrals for Travel Training to job seekers; the goal of travel training on public transportation is to promote the independent travel of people with disabilities, particularly those who do not receive Medicaid funding for transportation.

People with physical differences may benefit from training or orientation related to the accessibility features of today's modernized, accessible transit vehicles. Likewise, people with mental, intellectual, or sensory differences may also benefit from training, orientation, and support.

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

CSNEFL staff members are current on legislation initiatives, studies, and reports to remain up to date on local considerations of the varied service delivery approaches and new innovative partnerships. At CSNEFL, staff members coordinate and lead transportation solutions initiatives.

Solutions include Rideshare, Vanpools, transportation stipends provided by the employer, and connecting them to transportation coordinators that provide options for individuals and employers, i.e. Connexion Plus, Cool to Pool, and other rideshare programs.

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

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

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

Childcare is issued to TANF recipients with children ages zero to twelve years of age while they are completing required activities. If a mandatory participant case has closed with entered employment the childcare can be extended through the Community Partner Agencies supporting the child care services. Specific criteria must be met and maintained to receive the service. Transportation will be provided for 12 months after the case has closed with employment in quarterly incremental payments provided funding is available, the employment is verified by staff for the specified time and the participant has requested the payments.

Transportation expenses are provided through a reloadable debit card. Transportation is limited to a maximum of \$65.00 per month. Public Transportation is limited to the advertised cost for a monthly pass. Automobile insurance is limited to 6-months for the minimum coverage required by Florida law. Automobile repairs are limited to \$500 after share of cost based on income. Tires are limited to \$100.00 each and batteries are limited to \$100.00.

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

5. Coordination of Wagner-Peyser (WP) Services

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

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

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

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

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs
- Outreach, intake (including identification through the state's Worker Profiling and Re-employment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the One-Stop delivery system by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time

The costs associated in providing meaningful assistance may be paid for by the State's Re-employment program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof through these funding sources.

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

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

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

6. Coordination of Adult Education and Literacy

Adult Education and Literacy services are provided through the Adult Education and Family Literacy Act (AEFLA), Title II of WIOA, as a partner in the workforce development system. AEFLA presents an extraordinary opportunity to improve the quality of life for individuals with low skills. Literacy and numeracy are fundamental skills necessary for workforce success and for personal and social well-being. Services provided under AEFLA can lead to further educa-

tion, training opportunities, and work, derived from best practices used in the most rigorous research available. The diversity of individuals who possess low literacy skills requires a broad approach to skills development.

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

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

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

success and reduce recidivism.

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

- Assess the One-Stop delivery system. Core programs, along with One-Stop partners, will assess the career service system and determine how to achieve seamless service delivery models that place the job seeker in the center of program design and delivery.
- Develop a Memorandum of Understanding (MOU) between our chief elected officials, CSNEFL and AEFLA providers to address One-Stop center infrastructure funding, physical and programmatic accessibility requirements, and the vision of WIOA and state established goals, among other issues. The MOU will document how adult education can provide career services such as initial assessment of skill levels, and how adult learners will benefit from integrated system design.
- Assist our AEFLA providers to collaborate with new or existing youth services contract operators to increase services to disconnected and out-of-school youth and reconnect them to education and jobs.

7. Reduction of Welfare Dependency

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

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

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

To assist our job seekers in managing these assets, all Welfare Transition and SNAP staff have been trained to use CareerTrax (<https://careersourcenortheastflorida.com/jumpstart-your-career>) our local step-by-step guide that meets each job seeker where they are and provides a path to success.

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

- Local Legal Aid
- Local Housing Authorities
- Episcopal Children Services
- Early Learning Coalition
- Community Transportation
- Jacksonville Transportation Authority

- Local Mental Health and Drug Agencies
- Goodwill Industries international, Inc.
- Generation

Partnership with organizations such as Goodwill Industries and Generation means customers are able to earn industry certificates and credentials as well as provide employment opportunities through Goodwill Temps, the temporary employment division of Goodwill.

While training and employment opportunities are available, recent research conducted by CSNEFL shows that over 60% of this population is functionally illiterate.

CSNEFL has partnered with Florida Learn to Read and Florida State College of Jacksonville to create and deliver a GED readiness program which implements career coaching and career pathing using contextualized instructional material provided through My Career Shines.

This introduces our customers to various career paths and sectors which support our regional economies while engaging them in relevant and informative instruction.

8. Cooperative Agreements

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

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

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

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

- Workforce Florida, Inc. d/b/a/ CareerSource Florida
- Florida Department of Economic Opportunity
- Florida Department of Children and Families, Substance Abuse and Mental Health Office
- Florida Developmental Disabilities Council, Inc.
- Florida Association of Rehabilitation Facilities, Inc.

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

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

Supporting Attachment III: Interagency Cooperative Agreement Employment First Initiative

1. The CareerSource Northeast Florida One-Stop System

The One-Stop delivery system is administered by CareerSource NEFL, designated by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWDA 8. CSNEFL brings together required partners in a seamless customer-focused service delivery network designed to give job seekers access to programs, services and other resources to improve their prospects of long-term employment.

CareerSource NEFL has designated its Gateway Career Center located at 5000 Norwood Avenue, Suite 2, Jacksonville, FL 32208 as the comprehensive American Job Center for LWDA 8. One-Stop partners work together to provide access to services. Fourteen One-Stop partners are co-located in the Gateway Career Center to administer their separately funded programs in an integrated and streamlined manner to individuals who frequent the Center. LWDA 8 partners include:

WOIA (Adult, Dislocated and Youth formula grants)	Florida State College at Jacksonville ¹ – Adult Education and Family Literacy
Jacksonville Job Corps*	Vocational Rehabilitation ¹
Wagner-Peyser	Division of Blind Services ¹
AARP Foundation SCSEP ¹	Jacksonville Housing Authority*
TAA	Northeast Florida Community Action Agency*
Jobs for Veterans	Operation New Hope* (Second Chance Grant)
Unemployment Compensation ¹	National Black Council on Aging (SCSEP) ¹

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

¹ Added partners to the Gateway Career Center

<p>AARP Foundation SCSEP</p>	<p>A featured program of AARP Foundation, the AARP Senior Community Employment Program (SCSEP) is the nation’s oldest program to help low-income, unemployed individuals aged 55+ find work.</p> <p>AARP Foundation first matches eligible older job seekers with local nonprofits and public agencies so they can increase skills and build self-confidence, while earning a modest income. Based on their employment interests and goals, participants may also receive supportive services and skills training through an educational institution. Their SCSEP experience most often leads to permanent employment.</p> <p>SCSEP is administered by the U.S. Department of Labor. AARP Foundation operates in 21 states and Puerto Rico. AARP Foundation currently operates the SCSEP program in 72 locations, 14 in the state of Florida.</p>
<p>Division of Blind Services</p>	<p>Mission Statement: To ensure blind and visually-impaired Floridians have the tools, support and opportunity to achieve success.</p> <p>Vision Statement: In partnership with others, create a barrier free environment in the lives of Floridians with visual disabilities.</p> <p>The Florida Division of Blind Services helps blind and visually impaired individuals achieve their goals and live their lives with as much independence and self-direction as possible. Applying for services requires downloading and completing the Application for Services Form from the website and submitting it to the nearest Division of Blind Services office.</p>
<p>FSCJ – Adult Education and Family Literacy</p>	<p>Adult Education at Florida State College at Jacksonville includes a range of instructional programs that help adults get the basic skills they need to be productive workers, family members and citizens.</p> <p>The major program areas are Adult High School, GED® Preparation: High School Equivalency, Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL). These programs emphasize basic skills such as reading, writing, math and English language competency. Adult education programs also help adult learners gain the college and career readiness skills needed to enter and succeed in the workforce and/or postsecondary education.</p> <p>FSCJ helps prepare adults of any age to take the GED® test and obtain a high school equivalency diploma. Note: There is a \$30 registration fee per term for Adult Education programs.</p>

<p>Jacksonville Housing Authority</p>	<p>JHA offers a variety of programs to fit the needs of low and moderate-income families, senior and handicapped adults in the greater Jacksonville, Florida area. JHA offers many programs to assist the residents' quest to move up and out of public housing and perhaps into homeownership, which is still the goal and dream of most Americans.</p> <p>Public housing communities are strategically positioned in all areas of town and are close to schools, shopping, transportation and community service resources. The Section 8 voucher program allows families to move to the private property of choice. The Resident Opportunities staff stand ready to help with education, job training, counseling, etc.</p>
<p>Jacksonville Job Corps</p>	<p>The Job Corps program was created during the administration of President Lyndon B. Johnson in 1964 as part of Johnson's War on Poverty and Great Society initiatives that sought to expand economic and social opportunities for Americans, especially minorities and the poor. Job Corps is one of the oldest social programs in the federal government today. A product of the Economic Opportunity Act of 1964, Job Corps was first set up by Sargent Shriver, a member of the Kennedy family who ran many of Johnson's social programs. Shriver modeled Job Corps on the Depression-era Civilian Conservation Corps of the 1930s, which provided room, board, and employment to thousands of unemployed people.</p> <p>Jacksonville Job Corps offers a full suite of Career Services to include career counseling, High School diploma/High School equivalency attainment, career technical training with industry recognized credential attainment, residential programming, as well as, day school services, basic medical, dental and other wellness services, transitional support and assistance, career placement and follow-up, college programs, internship programs, recreational programs and activities, on-site childcare, biweekly living allowance, as well as, transitional stipend, employability skill development and personal enrichment classes.</p>
<p>Northeast Florida Community Action Agency</p>	<p>NFCAA was established in 1965, envisioned as an agency with a driving force to combat poverty in Northeast Florida. NFCAA currently administers programs in seven (7) counties and employs a staff of 50. NFCAA's annual operating budget for Fiscal Year 2013 was more than \$8,000,000, and the Agency provided assistance to 23,831 low-income individuals.</p> <p>Vision: A community where all individuals and families achieve their potential through education, financial stability and healthy lives alleviating the devastating effects of poverty.</p> <p>NFCAA's service delivery encompasses providing a comprehensive and holistic approach to services for entire families. NFCAA is dedicated to establishing mutually beneficial partnerships that connect families to available resources, stabilize vulnerable households, and promote healthy families and communities. NFCAA has demonstrated effectiveness in producing outcomes in the lives of low-income people and the communities in which they live. The Agency has contributed to low-income neighborhoods by promoting advocacy, hiring low-income clients to their staff, and implementing Result Oriented Management Accountability (ROMA) agency-wide.</p>

<p>Operation New Hope</p>	<p>Operating with a four-pronged approach (case management, life coaching, job training and job placement assistance) Ready4Work ensures clients receive wrap-around care. Clients have no violent or sexual charges, and are required to be drug-free while participating in the 4-6- week career development training course that focuses on employment and life skills. A dedicated job coach works with the clients and employers to place individuals in jobs where there is a match for both parties. The Ready4Work staff remains in contact with the clients for a full year after intake.</p>
<p>Vocational Rehabilitation</p>	<p>Vocational Rehabilitation (VR), a federal-state program, helps people who have physical or mental disabilities get or keep a job. VR is committed to helping people with disabilities find meaningful careers.</p> <p>Mission: “to help people with disabilities find and maintain employment and enhance their independence.”</p> <p>Vision: “to become the first place, people with disabilities turn when seeking employment and a top resource for employers in need of qualified employees.”</p> <p>In addition to the general customer employment program, VR has additional specific programs designed to help eligible people with disabilities become employed.</p>
<p>NCBA Senior Community Service Employment Program (SCSEP)</p>	<p>The NCBA Senior Community Service Employment Program (SCSEP) is an employment training program sponsored by the United States Department of Labor. We serve seniors 55 and older who meet the federal poverty guidelines.</p> <p>SCSEP participants receive the necessary job-related training in preparation for unsubsidized employment. Training takes place in group sessions or at the work site and may involve performing duties at a non-profit, including daycare facilities, faith-based organizations, and senior centers.</p>

HOW OUR WIOA PARTNERS CONTRIBUTE BY PLANNING AND IMPLEMENTING

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

One-Stop partner meetings are conducted monthly and partners work in a collaborative manner to make decisions on a consensus basis. The One-Stop Operator established subcommittees where partners participated in focusing on mapping processes (i.e. data sharing and reporting performance, internal referral, customer service survey, etc.) and then shared outcomes from those meetings with the overall group of partners. The One-Stop Operator ensures each partner has equal input on the continuous process improvement of the overall delivery system.

Required Attachment A: Executed MOU for all One-Stop Partners

2. Customer Access

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

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

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

All CSNEFL staff members are expressly trained to serve job seekers with disabilities and are familiar, and compliant, with ADA rules and regulations. The Disability Navigator operates at the management level, providing direction and training to frontline staff throughout the career system. All staff assist all customers; in addition, each Career Center has at least one Disability Resource Coordinator assigned to assist those with disabilities. Accommodations have been made to allow wheelchair accessibility and designated workstations have been designed to facilitate use by individuals in wheelchairs. Large font computers are available, as is access to the Florida Relay System and Virtual Relay System.

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

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

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

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

Information and consultation from CILs regarding job seeker's needs informs CareerSource NEFL staffs as we assess and consider the needs of the local population, including individuals

with disabilities, in the design and delivery of services including the development of appropriate intake procedures, and screening devices and comprehensive assessments, if necessary; determining the nature and mix of services and supports provided; and analyzing training program needs for CareerSource NEFL personnel to accomplish the objectives of the program.

UNIVERSAL DESIGN

CSNEFL strives to meet the diverse needs of business and career seeking customers, including individuals experiencing barriers to employment. CSNEFL employs universal design of environments, products, and communication practices, as well as, the delivery of programs, services, and activities to meet the needs of all customers of the workforce development system. Our goal for any member of the public (including those with disabilities) is to experience easy access to our services, a welcoming atmosphere and exceptional customer service. CSNEFL develops services that are accessible to the largest number of people, thereby reducing the need for specialized assistance.

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

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

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

HOW WE FACILITATE ACCESS TO REMOTE AREAS

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



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

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

One example is CareerTRAX.
[\(https://careersourcenortheastflorida.com/jumpstart-your-career/\)](https://careersourcenortheastflorida.com/jumpstart-your-career/)

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

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

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



3. Integration of Services

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

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

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

4. Competitive Selection of the One-Stop Operator

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

The current procurement expires on June 30, 2020. A new procurement will occur in the spring of 2020 for the One-Stop Operator services to begin July 1, 2020.

5. System Improvement

TARGETING SERVICE IMPROVEMENT FOR OUR BUSINESS CUSTOMERS

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

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

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

career. The industry portals include the ability for job seekers to explore occupations, including salary information, job growth projections and more.

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

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

UNIFIED SYSTEM IMPROVEMENT

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

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

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

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

INDEPENDENT MONITORING

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

INTERNAL MONITORING

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

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

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

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

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

REPORT AND CORRECTIVE ACTION

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

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

CONTINUOUS IMPROVEMENT OF CENTERS AND SYSTEMS

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

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

DATA TO BE COLLECTED

PERFORMANCE:

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

SERVICES:

- Number of Participants that Received Career and Training Services
- Number of Participants that Exited from Career and Training Services
- Percentage of Participants employed 2nd and 4th quarter after exit

EMPLOYMENT PARTICIPANTS:

- Total Number Served by each Core Program
- Number of Individuals with Barriers to Employment Served by each Core Program
- Number of Participants Enrolled in more than one core program

COSTS:

- Average Cost Per Participant for Career and Training Services
- Percentage of training budget spent on participant training and training-related services

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

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

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

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

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

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

Description of Program Services

1. Design of the CSNEFL Career System

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

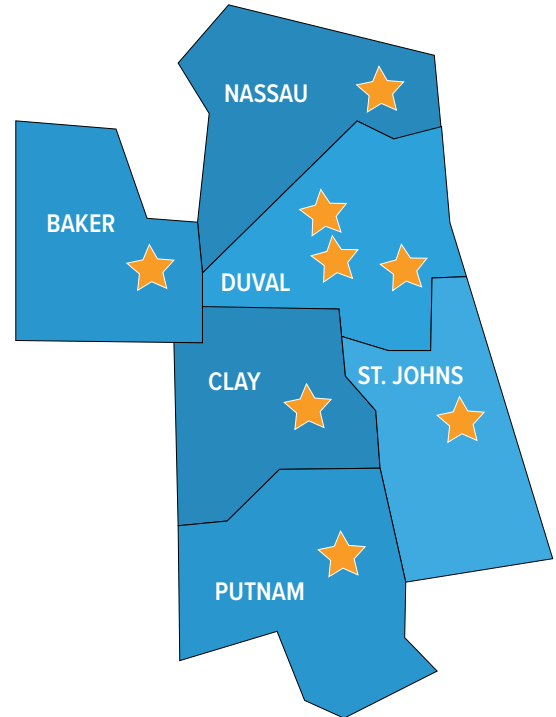
Its most visible components are the service providers which interact with the public: CSNEFL Career Services provides direct service to job seekers and program clients, and is in 1 full service One Stop, 7 access and 21 satellite sites. In addition, our mobile teams visit 134 monthly service sites throughout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

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

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

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

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



The challenge of operating the CSNEFL System is in the management of a wide variety of resources to integrate the full array of employment and training services available here on the First Coast.

The success of the system has been evident in the system partners' full integration of a wide-variety of programs, such as Job Corps, the Migrant Seasonal Farm Workers Program (MSFW), the Workforce Innovation and Opportunity Act (WIOA), the Wagner-Peyser Program (WP), Jobs for Veterans, the Trade Adjustment Act (TAA), the Welfare Transition Program (WT/TANF), the Supplemental Nutrition Assistance Program (SNAP), The Northeast Florida Community Action Agency (NFCAA), the Senior Community Service Employment Program (SCSEP), the Reemployment Assistance Program (RESEA), Adult Education and Family Literacy Act (AEFLA) and Vocational Rehabilitation (VR).

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

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

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

A CAREER ACADEMY MODEL THAT WORKS

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

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

- Provides instruction resulting in obtaining the highest industry recognized credential available at the high school level
- Provides opportunities for students to obtain the Florida Ready to Work Certification
- Includes an evaluation plan
- Includes a plan to sustain career and professional academies
- Redirects appropriated career funding to career and professional academies
- Provides articulation agreements to institutions of higher technical or academic learning

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

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

Currently, we have 123 academies with an enrollment of 17,497 students who last year earned 7,052 credentials, a 31% increase over last year.

LIFE LONG CAREER SERVICES

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

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

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

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



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

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

TRAINING STRATEGIES MANDATED BY GLOBAL COMPETITION

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

We have dramatically changed the way we deliver training. The traditional method of funding training through Individual Training Accounts (ISAs) costs us an average of approximately \$3,800 per trainee and may take from six months to two years to complete. Our employer-based training program cost averages about \$1,800 per trainee and is delivered in a few short weeks or months, at the business partners' discretion. Training in the workplace does not incur any additional supportive services costs such as childcare or transportation. We also have a partner in case management; the company's HR department helps us track career advancement and completion points. Annually, we serve well over 1,000 training job seekers, and many are trained and certified at the job site as part of the workday.

PARTNERSHIP WITH EDUCATION

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

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

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

PARTNERSHIPS THAT SUPPORT WORKER SKILL ATTAINMENT

CSNEFL understands that a truly effective workforce development system must be designed to embrace a unified vision among multiple entities. We have invested in strategic partnerships over the past 24 years. The strong partnerships allowed our region to strengthen our local economy while bettering the lives of those who live on Florida's First Coast.

PARTNERSHIP WITH ECONOMIC DEVELOPMENT

JAXUSA works in partnership with the City of Jacksonville, JEA, the regional county partners — Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns — CSNEFL, JAXPORT, the Jacksonville Aviation Authority, the Jacksonville Transportation Authority and more than 135 corporate investors throughout Northeast Florida.

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

PARTNERSHIP WITH ALL LEVELS OF EDUCATION PARTNERS

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

that provide important supports to educators and students throughout our region.

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

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

Our education partners include, but are not limited to:

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

Our economic development partners include:

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

2. Awarding Sub-grants and Contracts

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

Supporting Attachment I: FCWD Local Administrative Plan

3. Expanding Access to Employment

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

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

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

To support this common vision, CSNEFL launched a scanning system to check in job seekers at our career centers. The CAST (Customer and Services Tracking) system scans all US and Canadian IDs (driver's licenses, recent military IDs, other state-issued IDs) using the camera of an iPad. Staff will see an entry for the job seeker immediately upon scanning the ID. The

scan includes age, gender and address listed on the ID. Staff assigns the job seeker to a group (Transactional, WIOA or Wagner-Peyser) on the first visit, and that group helps staff members determine what services might be appropriate and whether staff will assist the job seeker directly.

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

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

Questions like:

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

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

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

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

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

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

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

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

READINESS CHECKLIST:

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

WILLING CHECKLIST:

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

ABLE CHECKLIST (INDICATES/DETERMINES ELIGIBILITY AND SUITABILITY FOR WIOA SERVICES):

- Assessments indicate career interest and suitability
- Able to perform post-secondary work in training
- Barriers such as transportation and childcare resolved
- Able to work in industry/occupation of choice
- Able to pass background and drug screening
- Able to finance and commit to training (if indicated)

- Able to perform job duties with accommodations
- Able to commit to (up to) 8 weeks of career coaching and follow up
- Able to provide necessary documentation required for programs

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

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

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

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

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

Job seekers who qualify for services may determine, with the help of their career coach, whether training is a viable option. The job seeker may then be referred to a traditional classroom training program, an apprenticeship program, or another type of work/training experience. We expect that most New Path job seekers will work regularly with a career coach for up to 8 weeks.

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

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

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

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

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

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

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

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

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

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

MOBILE ACCESS POINTS – DELIVERING SERVICE AT THE POINT OF NEED

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

Providing the same labor exchange services that a job seeker can receive in our Career Centers, the system is both cost effective and flexible. We can offer assistance in 3 different places for up to 20 job seekers, or combine our teams to provide services for up to 60 job seekers at the same time. To date, the Mobile Access Points team has provided services to 53,725 job seekers in 3,914 locations. Our newest addition is a mobile team that targets services to our veteran community serving 31,644 veterans in 618 locations. In addition, a mobile team conducted workshops, serving 2,210 job seekers in various locations.

In an effort to assist with reducing recidivism among incarcerated inmates, the mobile team is participating in the Florida Hire Program. The team goes to Baker County Correctional Facility once a week to assist inmates within 6 months of release in improving their employment skills.

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

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

Many people receiving disability benefits from Social Security want to work, and could work, but face a number of significant barriers that prevent them from reaching their goals. Under the Ticket to Work program, the Social Security Administration issues a ticket to Social Securi-

ty Disability Insurance (SSDI) or Supplemental Security Income (SSI) recipients. As a voluntary program, each person who receives a Ticket to Work has the option of using his or her ticket to obtain services from a provider known as an employment network (EN).

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

4. Key Industry Sectors

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

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

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

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

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

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

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

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

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

Launch of sector strategy for each targeted industry to include a convening in each of our targeted industry groups annually with key employers and education leaders.

- Host employer-driven conversations (to include 15 of the region's largest employers) across all sectors regarding increasing the industry certificate and college completion rate of targeted sectors. Create plan to address barriers and needs and pursue development of external programs.
- Documentation of convening events for each targeted industry with defined content and convening outcomes.

Provide connections, data and content needed to fully support CareerSource-driven build out of online career centers around two key sectors. To include internal meetings with CareerSource staff and any contracted service providers, any data support services, employer quotes, higher education provider responses, event and convening pictures, business executive background information and photos.

5. How We Target Our Industry Partnerships

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

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

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

The regional strategic planning process, updated every five years, also includes an analysis by a national consulting firm that provides an in- depth Competitive Analysis providing a detailed evaluation of our region's competitive strengths and areas for improvement, a Target Sub-Cluster Definition Report – containing detailed profiles of each target cluster and sub-cluster, an Education Infrastructure Assessment – containing an evaluation of all educational programs in the region, and a comparison of those programs with the talent needs of the target clusters. The consulting group uses a variety of data sources, from BLS data to Census data and economic modeling software, and includes a number of focus groups and individual meetings with industry leaders and educational providers.

Currently, JAXUSA is providing the following assistance:

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

B. Sector Strategies that are founded on a Regional Vision

In 2018, The Northeast Florida Regional Council, JAXUSA Partnership, and CareerSource Northeast Florida engaged Avalanche Consulting and the Council for Adult and Experiential Learning (CAEL) to complete Elevate Northeast Florida.

The strategic planning process included the following steps:

1. Assembling a regionally diverse Steering Committee consisting of public, private, education, and nonprofit leaders from Northeast Florida with the role of building the framework and facilitating the effort of the strategic plan.

2. Developing an economic assessment and benchmarking analysis of the region to include extensive in-depth stakeholder engagement such as interviews, focus groups, Steering Committee meetings, an online survey, site visits and open houses in each county and attendance at multiple public forums. Elevate Northeast Florida will also include a SWOT (strengths, weaknesses, opportunities and threats) analysis.
3. Validating and updating target clusters by determining the types of businesses which have the best potential to thrive in Northeast Florida and provide residents with career opportunities.
4. Creating a workforce development strategy to determine what barriers exist that keep Northeast Florida residents from finding employment and identifying a future path that will educate and employ more residents.
5. Providing economic and marketing recommendations based on the findings that will help Northeast Florida continue its positive economic momentum and build its global brand.

The Elevate Northeast Florida planning process began in February 2018 and was completed in September 2018.

ELEVATE NORTHEAST FLORIDA GOALS

The purpose of creating and implementing the Elevate Northeast Florida economic development strategy was to achieve the following goals:

- **Economic growth:** Elevate Northeast Florida will lead to increased economic growth in the region by identifying and capitalizing on regional and county-specific assets.
- **Talent development:** Elevate Northeast Florida will lead to a more competitive talent pool and increased employment by connecting residents to jobs, especially in target industries.
- **Brand recognition:** Elevate Northeast Florida will result in a marketing and branding campaign that raises awareness of the region's assets to U.S. and international audiences.
- **Global competitiveness:** Elevate Northeast Florida will lead to enhanced global competitiveness by focusing on strategic investments across the region.

KEY AREAS OF FOCUS

Aviation and Advanced Manufacturing Industry Opportunities

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

Actions we will take:

1. Continue to strengthen connections between CSNEFL/JAXUSA Partnership and FCMA; host discussion with organizational leaders to develop joint programming
2. Jointly host convening of employers, workforce development professionals and education leaders targeted to aviation and advanced manufacturing concerns

3. Produce report to summarize specific recommendations regarding skills needs for top occupations in sector
4. Ensure appropriate CareerSource Northeast Florida staff participate in forums and other conversations to foster employer relationships

Financial Services Industry Opportunities

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

Actions we will take:

1. Continue to address the lack of regional, comprehensive conversation regarding financial services workforce needs
2. Developing Financial Services Forums linking employers, workforce professionals and education leaders to create opportunities for curriculum and training alignment
3. Produce report summarizing specific recommendations regarding skills needs for top occupations in sector
4. Ensure appropriate CareerSource Northeast Florida staff participate in forums and other conversations to foster employer relationships

IT Industry Opportunities

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

Actions we will take:

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

Health and Life Sciences Industry Opportunities

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

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

Actions we will take:

1. Continue comprehensive conversations regarding health services workforce needs
2. Pursue development of middle skills focused health services convening linking employers, workforce professionals and education leaders to create opportunities for curriculum and training alignment
3. Produce report summarizing specific recommendations regarding skills needs for top occupations in sector
4. Ensure appropriate CareerSource Northeast Florida staff participates in forums and other conversations

Transportation and Logistics Industry Opportunities

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

Actions we will take:

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

C. A Strategy driven by our industry partners

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

CSNEFL has a contractual agreement with JAXUSA to strengthen our industry sector partnerships. Under the agreement, JAXUSA has developed a baseline evaluation of existing regional sector support groups and provided a menu of strategies for each group, whether via alignment and partnership with existing groups, or creation of a new body.

Our regional targeted industry sector categories are: aviation and advanced manufacturing, financial services, life sciences, logistics and transportation, and information technology.

1. JAXUSA also hosts several industry forums throughout the year, convening industry leaders, educators, workforce and economic development staff, to exchange information and report on industry trends.
2. CSNEFL has developed a close relationship with the regional chapter of SHRM, the Society for Human Resources Management. CSNEFL staff members attend every SHRM meeting to connect with local recruiters and gain feedback and to learn about trends in HR from speakers.
3. In addition, CSNEFL has developed a workforce survey that queries companies about their future hiring and training needs. The survey is delivered in our counties by the local economic development entities. Each county organization is responsible for conducting quarterly company surveys. The results are delivered almost immediately via an internet survey tool and can be forwarded to CSNEFL business services staff for action if a company has an immediate need for staffing or training support.

D. Alignment of our service delivery system with sector strategies

To better serve business in our targeted industries, a staffing realignment was necessary. As a result, Industry Managers were hired back in 2017 for our four main industry groups. These managers came with direct experience and deep knowledge within their industries and manage a small team to assist with each industry's plan.

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

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

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

E. Transforming our services to customers through sector strategies

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

We divide our time among all of our targeted industries. Through robust and candid conversations and workshops with partners, we are working with local businesses and training providers to identify training needs, training solutions and eligible candidates for training to move into or advance in careers in these growing industries.

We also host regional events to inform job seekers, educators and the public about opportunities in key targeted industries. For example, CareerSource NEFL has hosted multiple industry focused events such as Manufacturing the Future, Prescription For the Future and Banking on the Future, all forums designed to bring together industry and local colleges to expose K-12 educators to the wide variety of career options available to their students in these industries.

Our Prescription for The Future event was held on November 30, 2018. CareerSource Northeast Florida and Memorial Hospital in Jacksonville, Florida partnered to host a summit for K-12 school counselors and Adult Basic Education educators. The summit's purpose was to expose educational staff to the wide variety of career options available to their students in Northeast Florida's healthcare industry.

A Prescription for the Future included two panel discussions which highlighted career paths in healthcare and showcased jobs where students can begin careers with a high school diploma, workforce certificate, two-year associate degree, bachelor's degree, and beyond.

The Educational Panel included representatives from Florida State College of Jacksonville, Jacksonville University, and the University of North Florida. Representatives from the schools informed the audience about the varied academic and career programs in healthcare fields.

The Employer Panel included representatives from Baptist Health, Brooks Rehab, Memorial Hospital, and Osprey Village Retirement Community. The employer representatives spoke about the opportunities in their organizations and discussed the wide variety of positions available in this sector. They also discussed the soft and hard skills they are looking for from students entering the job market.

The program also featured a male nurse who spoke about Men in Nursing and a health educator who spoke about the Medical Explorers program.

A total of 52 education professionals were in attendance and included school counselors, teachers, Career Technical Education (CTE) educators, Year Up representatives, and Job Corps representatives.

Memorial Hospital hosted the event in its auditorium and provided breakfast and lunch for all attendees. Volunteers from the Memorial Hospital auxiliary staff took the attendees on a tour of areas of the hospital employing staff representing over 25 different medical career paths.

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

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

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

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

F. Measuring, improving and sustaining sector strategies

In March 2018, the JAXUSA Partnership, Northeast Florida Regional Council, CareerSource Northeast Florida, and other partners initiated a Regional Economic Development Strategy to improve regional competitiveness and collaboration throughout Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns counties. Avalanche Consulting, a national economic development consultancy, and the Council for Adult and Experiential Learning (CAEL), a national nonprofit focused on lifelong learning, were selected to facilitate the preparation of the economic development and workforce development strategy.

The Elevate Northeast Florida Strategy serves as a guide for policies, programs, and investments that ensure the region's continued economic dynamism.

Elevate Northeast Florida contains four reports:

REPORT 1: ECONOMIC ASSESSMENT & COMMUNITY BENCHMARKING

This first report of the Elevate Northeast Florida Strategy includes in-depth analysis of the region's current economic and demographic conditions in comparison to national and statewide trends, as well as selected benchmark regions. The first report also includes a SWOT Analysis (strengths, weaknesses, opportunities, and threats) based on both quantitative and qualitative information gathered through focus groups, interviews, and an online survey.

REPORT 2: TARGET INDUSTRY VALIDATION & UPDATE

Report 2 examines the current status of the region's existing target industries and competencies and identify emerging niche sectors that can be integrated into an updated target list for future economic development efforts. The Target Industry Validation & Update includes written profiles for each target Industry as well as county-specific opportunities for growth and investment. The report concludes with marketing playbooks for each niche sector.

REPORT 3: WORKFORCE DEVELOPMENT ASSESSMENT

The Workforce Skills Assessment analyzes the skill sets of Northeast Florida's workforce and highlights workforce attributes that distinguish Northeast Florida from the competition or need improvement. Report 3 also includes an examination of existing educational pathways, current and potential gaps in workforce supply, and opportunities for transitioning workers to higher growth careers.

REPORT 4: MARKETING & STRATEGIC PLAN

The final report of Elevate Northeast Florida provides marketing and community investment recommendations to help the region be even more competitive globally. Report 4 also includes an implementation timeline, estimated budget, and performance metrics that will equip Northeast Florida leaders with the tools it needs to successfully implement the Strategy.

You can find the reports and update on progress at <https://www.elevatenefl.com>.

6. In-demand Training

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

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

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

- Occupations designated with an entry wage of \$12.40 and a mean wage of \$15.24 per hour
- High Skill/High Wages. Occupations designated with an entry wage of \$15.24 and a mean wage of \$23.89 per hour

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

As previously discussed, in support of this robust training program, CSNEFL has developed partnerships with over 21 educational institutions, both publicly funded and private for profit, which offer well over 200 courses of study that lead to academic and technical degrees or industry recognized certifications. The majority of career study offerings are provided by more than one educational institution, which supports job seeker choice, in cost, frequency of classes, program placement success, and location. In addition, offered courses of study fully support our Regional Demand Occupations List (RDOL).

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

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

Supporting Attachment II: LWDA 8 Approved Training Vendors 2018-2020

Supporting Attachment IV: 2019-20 Regional Demand Occupations List

7. Employer Engagement

THE BUSINESS RELATIONSHIP DELIVERY SYSTEM

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

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

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

the service scheme, and how their work impacts other CSNEFL employees, and ultimately our business customers.

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

COMPONENTS OF THE BUSINESS RELATIONSHIP

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

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

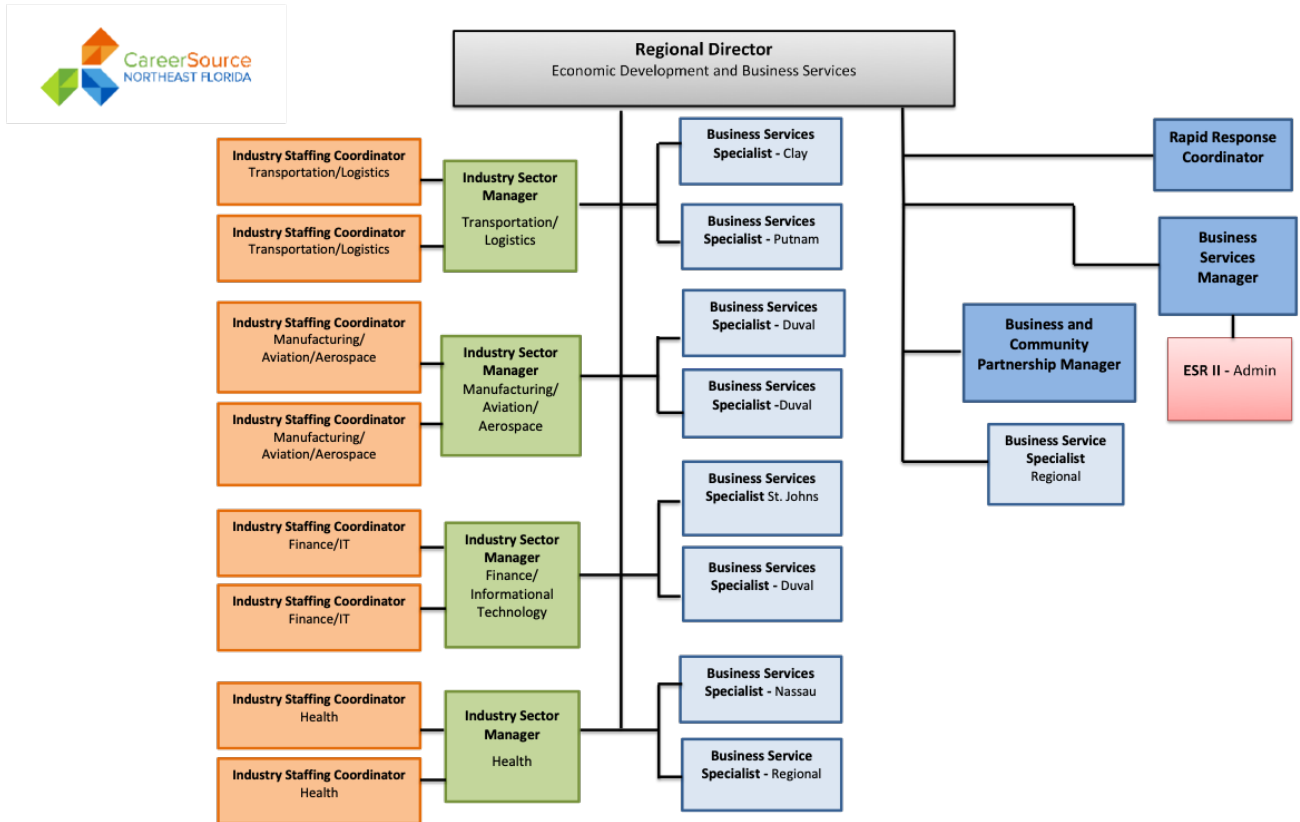
Relationship Management (delivered by Industry Staffing Coordinators) is the ongoing process of communication with the customer. While it fulfills the customer's needs, by communicating and follow-up, problems are fixed as they arise. It's also asking periodically how we're doing, and what we could do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

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

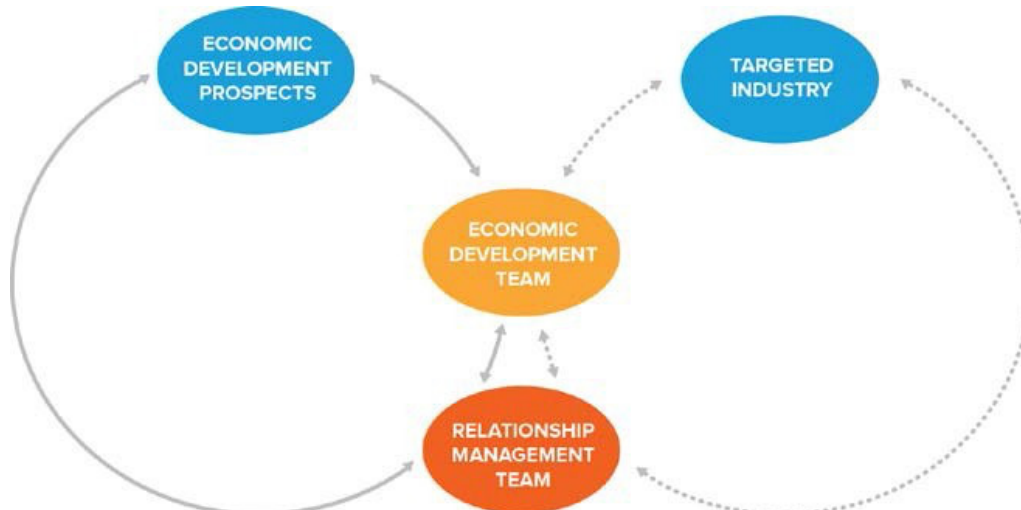
Outreach (delivered by the corporate communications staff) consists of presenting our message to the business customer. Key components of outreach include advertising and public relations and targeting business customers. Outreach means understanding customer needs, then working together as partners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

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

THE BUSINESS SERVICES TEAM IS STRUCTURED BY INDUSTRY



THE ECONOMIC DEVELOPMENT TEAM - GOALS AND RESPONSIBILITIES



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

The Economic Development Team influences the Employer Involvement rate through:

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

DEVELOPING INDUSTRY SECTOR STRATEGIES AND PARTNERSHIPS

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

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

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

- JAX Bridges program (JAX Chamber). JAX Bridges is a program to connect small businesses with mentoring, capital access and contacts with larger companies to help earn business with

FIRST COAST TARGETED INDUSTRIES

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

established corporations. The program is designed to be the facilitator of supplier quality and development in Northeast Florida, helping smaller companies grow and promoting supply chain diversification among corporations.

- The Jacksonville Women’s Business Center advances the success of women entrepreneurs at every stage of business development. The services and programs are designed to provide business owners with education, information on how to access capital, resources and networks to help them become successful.
- UNF’s Small Business Development Center provides no-cost consulting, low-cost training and extensive information resources offer entrepreneurs, both start-ups and second stage, access to the business solutions that help them grow and succeed.

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

ADDITIONAL INDUSTRY FOCUS

Due to the correlation between Finance/IT and Professional, Scientific and Technical Services, we are now also focusing on employers in this Industry area as well. These establishments have high skill/high wage jobs and they require a high degree of expertise and training. In 2018, employers in this industry were 18% of the region’s total. Additionally, 17% of the individual referrals for this same time period were from job seekers looking for opportunities in this industry.

EMPLOYER ENGAGEMENT VIA INDUSTRY FORUMS

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

A Transportation & Logistics Workforce Briefing was held on April 18, 2018 at Fanatics. Attendees enjoyed a robust discussion related to current workforce trends in the transportation & logistics. The industry will experience rapid change in the next 10 to 15 years, especially with the increase of e-commerce, drone technology, and autonomous vehicles. Insight was provided by panelists Robert Hooper, Jr. from Atlantic Logistics Inc., Riley Keys from Fanatics, Scott Lane from Beaver Street Fisheries, Inc., and Jeremy Smith from Keiser University (Jacksonville). Attendees from K-12, post-secondary, business, and community partners from around the region toured Fanatics inbound and outbound operations. Tina Wirth, VP of Workforce Development at JAXUSA Partnership, moderated the panel.

JAXUSA, CareerSource Northeast Florida, and FCMA hosted a Manufacturing Workforce Briefing on June 27, 2018 at Medtronic. Guests from around the region enjoyed networking and a panel-led discussion regarding how to leverage strengths in the multigenerational workforce within the manufacturing space. Panelists explained strategies on how to attract, retain, and develop their work-force. Panelists included representatives from Corrocoat USA, UTC Aerospace Systems, BAE

Systems, and Bacardi. JAXUSA's Manager of Workforce Development, Julie Hindall, moderated the panel.

On November 30, 2018, CareerSource Northeast Florida and Memorial Hospital in Jacksonville, Florida partnered to host **Prescription for the Future** a summit for K-12 school counselors and Adult Basic Education educators. The summit's purpose was to expose educational staff to the wide variety of career options available to their students in Northeast Florida's healthcare industry.

This event included two panel discussions which highlighted career paths in healthcare and showcased jobs where students can begin careers with a high school diploma, workforce certificate, two-year associate degree, bachelor's degree, and beyond.

The Employer Panel included representatives from Baptist Health, Brooks Rehab, Memorial Hospital, and Osprey Village Retirement Community. The employer representatives spoke about the opportunities in their organizations and discussed the wide variety of positions available in this sector.

A total of 52 education professionals were in attendance and included school counselors, teachers, Career Technical Education (CTE) educators, Year Up representatives, and Job Corps representatives.

Memorial Hospital hosted the event in its auditorium and provided breakfast and lunch for all attendees as well as a tour highlighting career paths at the hospital.

EMPLOYER ENGAGEMENT THROUGH THE TALENT ADVANCEMENT NETWORK

One of the initiatives to come out of the Elevate Northeast Florida strategy was the development of the Talent Advancement Network (TAN.) The Talent Advancement Network was formed in 2019 to leverage the knowledge that human resource professionals have to help generate workforce pipeline change. CareerSource Northeast Florida staff are part of the steering committee leadership.

By providing their insight into the for-profit sector, they can create cohesive messaging and approaches to creating pathways and work hand-in-hand with talent pipeline providers. The TAN will leverage existing educational systems and leadership, industry strengths and leadership, and pockets of workforce excellence to create a stronger talent pipeline focused on the youth, adults, and veterans currently living in Northeast Florida.

The group meets every other month to discuss innovative programs for workforce recruiting, training and retention. They also share articles of interest within a LinkedIn group that can be found at <https://www.linkedin.com/groups/12202942/>. The TAN Landing Page on Linked In has been established as a touch point not only for TAN Steering Committee members, but others in the community who are interested in utilizing and contributing to the information shared in that one central location. A Strategic Communications Subgroup of the TAN generated content for the Landing Page.

The group is led by HR professionals from key targeted industries: As of 2019, Kelly Smith from Wells Fargo and David Emanuel from APR Energy. Each high growth industry is represented, as well as non-target community-based organizations, educators, and other employers.

Guest speakers in 2019 have included: STEM2Hub, Joint Military Veterans Coalition of NEFL, Big Brothers/Big Sisters, and Junior Achievement.

The TAN steering committee has worked with additional subgroups, such as the CIO Council, on confirming the IT pathway information; hosted a Fintech convening to gather pertinent data needed for an RFP for the Florida Job Growth Grant funds.

Other TAN projects included:

- Provided the regional school districts employer validated information on meaningful industry certifications that result in additional funding to our CTE Academy programs.
- Supporting the development and/or expansion of workforce development programs in our targeted industries through employer/educator engagement activities to include data analytics/business intelligence, engineering support specialist for aviation and Fintech programming
- Conducted Quarterly Targeted Industry Forums for Educators with employer representatives connecting approximately 130 educators with business and industry representatives
- Connected employer partners with educators through field trips to include Manufacturing Month (nearly 30 tours over 300 students) activities with First Coast Manufacturing Association, connections for business to school mentoring, employer referrals for local career fairs, classroom presentations for manufacturing industry and development of an internship inventory.
- Through our Talent Advancement Partnership (includes our 7 school districts, state colleges and CareerSource) currently supporting and leveraging employer input to support local needs assessment required for ongoing Perkins funding which results in \$2,738,303 of Post-secondary Funding and \$2,045,085 of Secondary Career and Technical Education.

8. Priority of Service

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

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

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

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

- Our goal is to ensure the CSNEFL system, including contracted service providers, identifies covered persons at the point of service entry, and they are given an opportunity to take full advantage of priority of service.
- Operational procedures have been implemented to ensure that covered persons who are physically or virtually accessing CSNEFL services are aware of:
 - Their entitlement to priority of service
 - The full array of employment, training, and placement services available under priority of service, and
 - Any applicable eligibility requirements for those programs and/or services
- CSNEFL has implemented priority of service at all Career Development Centers and access points, and for service delivery by locally contracted workforce preparation and training providers. All operational procedures ensure covered persons are identified at the point of entry, so they are able to take full advantage of priority of service. These processes ensure covered persons are aware of:
 - Their entitlement to priority of service
 - The full array of employment, training, and placement services available under priority of service, and
 - Any applicable eligibility requirements for those programs and/or services

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

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

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

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

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

service members for this priority, in accordance with 38 U.S.C. 4213. However, Military Retirement earnings are to be included when determining income eligibility for retired military members.

SERVING SEPARATING SERVICE MEMBERS AND MILITARY SPOUSES WITH DISLOCATED WORKER FUNDS

Service members exiting the military, including, but not limited to, recipients of Unemployment Compensation for Ex-Military members (UCX), generally qualify as dislocated workers. Dislocated Worker funds under Title I can help separating service members enter or reenter the civilian labor force. Generally, a separating service member needs a notice of separation, either a DD-214 from the Department of Defense, or other appropriate documentation showing a separation or imminent separation from the Armed Forces qualifies as the notice of termination or layoff to meet the required dislocated worker definition.

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

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

9. Training Services

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

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

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

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

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

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

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

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

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

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

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

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

Supporting Attachment V: FCWD Occupational Skills Training Policy

TRAINING SERVICES - A UNIFIED STRATEGY TO MEET OUR WORKFORCE'S SKILL NEEDS

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

- a. Regional Demand Occupations List
- b. Skills Up-Grade Training System
- c. Delivery of Individual Scholarship Accounts (ISA)
- d. Delivery of Short-term Pre-Vocational Training Programs
- e. Occupational Skills Training Provider Selection

A. Regional Demand Occupations List

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

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

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

- Occupations designated with an entry wage of \$12.40 and a mean wage of \$15.24 per hour.
- High Skill/High Wages. Occupations designated with an entry wage of \$15.24 and a mean wage of \$23.89 per hour.

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

Supporting Attachment IV: 2019-20 Regional Demand Occupations List

B. Skills Upgrade Training System/Employer Based Training

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

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

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

Funding priority will be given to:

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

Reimbursable Training Expenses will be limited to:

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

C. Individual Scholarship Account (ISA) System

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

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

- a. Pell Grants and other scholarships, such as, Montgomery GI Bill, etc.
- b. CSNEFL partner funding

- c. TANF funds
- d. Dislocated Worker funds
- e. Adult funds

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

Should a job seeker desire additional training they may reapply for a new scholarship. Prior to consideration for a new scholarship, the job seeker at a minimum must;

- a. Have obtained a credential or certification from the first ISA; and,
- b. Complete a waiting period of not less than six months; and,
- c. Secure, unsubsidized gainful employment that was directly related to the first occupational skills training funded through the ISA system.

ELIGIBILITY

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

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

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

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

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

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

1. The most cost-effective price for the chosen occupational training available through the CSNEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost, and,
2. Potential earnings as articulated in the following four tiers:
 1. Tier 1 will be for Non-STEM occupations listed on the RDOL earning at least \$12.40 per hour starting hourly wage and a mean wage of \$15.24 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$6,000.
 2. Tier 2 will be for STEM occupations listed on the RDOL earning at least \$12.40 per hour starting hourly wage and a mean wage of \$15.24 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$7,000.
 3. Tier 3 will be for Non-STEM occupations listed on the RDOL earning at least \$15.24 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.89 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$8,000.
 4. Tier 4 will be for STEM occupations listed on the RDOL earning at least \$15.24 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.89 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$9,000.

Training funded under the Trade Adjustment Assistance, Trade Reduction Assistance and Trade and Globalization Adjustment Assistance are exempt from these cost limitations. Other exceptions to these thresholds must be approved in advance by CSNEFL. The job seeker may wish to choose a vendor whose costs exceed the value of the ISA. In those cases, the job seeker must prove they have adequate financial resources to fund the difference in cost.

CSNEFL will only reimburse the training vendor when they have been provided sufficient proof, in the form of written notification from the training vendor, the job seeker has paid the differing costs.

D. Short-Term Pre-Vocational Training

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

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

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

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

Supporting Attachment V: FCWD Occupational Skills Training Policy

E. Occupational Skills Training Provider Selection

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

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

1. Effectiveness of the training provider in delivering comparable or related training based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and service to targeted job seekers
2. Willingness of the training provider to enter into agreements, establish linkages with

other appropriate human service agencies, and provide discounted tuition or offer scholarships as evidenced by such activities as the on-site availability of no cost mentoring, tutoring services and placement services, cooperation with CSNEFL staff to access the institution's own grants-in-aid offerings, waiving of costs associated with selected fees, and similar supports

3. Willingness of training provider to make arrangements with CSNEFL or its designee on the utilization of other training assistance (i.e., Pell Grants, scholarships, etc.) and reimburse CSNEFL the amount equal to the assistance used for tuition, books, fees, supplies and training material when subsequent awards are used for those purposes
4. Availability of occupational skills training programs that provide a level of skills sufficient to meet the demands of the local labor market
5. Assurance that funding an occupational skills training program will not duplicate facilities or services available in the area. Exception will be made where it is demonstrated that alternative services or facilities would be more effective or more likely to achieve performance goals

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

The Region 8 Eligible Training Provider List (ETPL) is what ensures informed customer choice for individuals eligible for and seeking training. In administering the eligible training provider process, the Region has ensured that qualified providers, offering a wide variety of job-driven training programs, are available. The ETPL is made publicly available online through the CareerSource Northeast Florida web site, as well as, through local office staff who also disseminate the information to customers. The ETPL is easily available in an electronic format, is accompanied by relevant performance and cost information and are presented in a way that is easily understood, in order to maximize informed customer choice and serve all significant populations groups.

<https://careersourcenortheastflorida.com/wp-content/uploads/2019/12/CareerSource-NEFL-Region-8-Eligible-Training-Provider-List-Performance-Reporting-121119.pdf>

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

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

Occupational skills training providers who have an executed training provider agreement cur-

rently on file are required to biennially submit a request for continuation that includes updated tuition and training costs, performance information, and proof of FETPIP reporting requirements. The deadline for submitting these documents to CSNEFL will be in correlation with the biennially agreement execution.

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

10. Jobseeker Choice Process in the Selection of Training Programs

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

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

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

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

CSNEFL develops our RDOL by taking the following steps:

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

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

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

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

Through this process, CSNEFL has developed partnerships with over 21 educational institutions, both publicly funded and private for profit, which offer well over 200 courses of study that lead to academic and technical degrees or industry recognized certifications. These educational institutions and training programs are listed on our Eligible Training Provider List (ETPL). The ETPL is made available electronically and in hard copy, not only to our New Path job seekers, but to the public at large.

This information is valued as a quick reference for everyone who is seeking career advancement through credentialing or academic/technical degrees. In-depth counseling is provided to our New Path customers concerning the ETPL as part of our service strategy.

We also make the ETPL available to our career academy partners. A step-by-step description of the RDOL, ETPL and ISA scholarship training process is provided in Section 9- Training Services – above. The majority of career studies offer job seeker choice, in cost, frequency of classes, program placement success, and location.

The Region 8 Eligible Training Provider List (ETPL) is what ensures informed customer choice for individuals eligible for and seeking training. In administering the eligible training provider process, the Region has ensured that qualified providers, offering a wide variety of job-driven training programs, are available. The ETPL is made publicly available online through the CareerSource Northeast Florida web site, as well as, through local office staff who also disseminate the information to customers. The ETPL is easily available in an electronic format, is accompanied by relevant performance and cost information presented in a way that is easily understood, in order to maximize informed customer choice and serve all significant populations groups.

<https://careersourcenortheastflorida.com/wp-content/uploads/2019/12/CareerSource-NEFL-Region-8-Eligible-Training-Provider-List-Performance-Reporting-121119.pdf>

11. Individual Scholarship Accounts

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

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

1. PELL Grants and other scholarships, such as, Montgomery GI Bill, etc.
2. CSNEFL partner funding
3. TANF funds
4. Dislocated Worker funds
5. Adult funds

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

Should a job seeker desire additional training they may reapply for a new scholarship. Prior to consideration for a new scholarship the job seeker at a minimum must:

- Have obtained a credential or certification from the first ISA and;
- Complete a waiting period of not less than six months, and;
- Secure unsubsidized gainful employment, directly related to the first occupational skills training funded through the ISA system.

ELIGIBILITY

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

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

- that is linked to a demand RDOL occupation in the local area, is an occupation identified to be in a sector of growth, and make a commitment to seek employment in the field once trained
- e. After career counseling by CSNEFL or partner staff, select a training provider from the CSNEFL Eligible Training Providers List (ETPL)
 - f. Give evidence they have the financial resources to cover all other living expenses and complete the training period without support from CSNEFL
 - g. Have at least a 2.75 GPA prior to application for ISA

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

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

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

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

- a. The most cost-effective price for the chosen occupational training available through the CSNEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost, and
- b. Potential earnings as articulated in the following four tiers:
 - 1. Tier 1 will be for Non-STEM occupations listed on the RDOL earning at least \$12.40 per hour starting hourly wage and a mean wage of \$15.24 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$6,000.
 - 2. Tier 2 will be for STEM occupations listed on the RDOL earning at least \$12.40 per hour starting hourly wage and a mean wage of \$15.24 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$7,000.

3. Tier 3 will be for Non-STEM occupations listed on the RDOL earning at least \$15.24 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.89 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$8,000.
4. Tier 4 will be for STEM occupations listed on the RDOL earning at least \$15.24 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$23.89 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$9,000.

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

Supporting Attachment V: FCWD Occupational Skills Training Policy

12. Microenterprise and Entrepreneurial Training

CSNEFL is supporting the JAX Chamber in their program named JAX Bridges. JAX Bridges is a program of the JAX Chamber Entrepreneurial Growth Division which branched out to serve entrepreneurs in St. Johns County in 2018. It is a program designed to connect small and medium-sized companies with opportunities to do business with larger corporations, as well as providing targeted entrepreneurial education support. The program is a simulation that educates entrepreneurs and creates “many-to-many relationship access” for both vendors and suppliers. They leverage entrepreneurial tools, unique learning strategies, and corporate relationships to deliver on our value proposition.

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

CareerSource NEFL recently added regular workshops for professionals on the Gig Economy and how workers can diversify their income by adding side gigs to their regular employment or using gigs to create income during employment gaps.

A CareerSource NEFL staff member has been invited to join the Multidisciplinary Workgroup focused on reviewing state and national information and developing resources for businesses and individuals engaged in the gig economy. A primary objective of the Multidisciplinary Workgroup will be to provide input on the development of a Florida Gig Economy Toolkit.

Members of the Workgroup will meet on a periodic basis by phone or webinar each month between November 2019 and May 2020.

A CSNEFL staff member has been certified to facilitate Entrepreneurial Mindset training from the Entrepreneurial Learning Initiative. The Entrepreneurial Learning Initiative (ELI) is a global thought leader dedicated to expanding human potential through entrepreneurial mindset education. ELI serves academic institutions, government agencies, profit, and nonprofit organiza-

tions around the world to empower their constituents with an entrepreneurial mindset through professional development, certification training, curriculum content, and consulting.

ELI is the creator of the Ice House Entrepreneurship Programs, which have been presented to the United Nations General Assembly, the Papal Council for Peace and Justice at the Vatican, and the European Commission.

The first staff workshop on Entrepreneurial Mindset was delivered in-house in December 2019. CSNEFL plans to offer the training in partnership with the JAX Chamber beginning in 2020.

13. Enhancing Apprenticeships

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

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

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

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

It is the goal of the CSNEFL career system to support the growth of registered apprenticeship by leveraging robust existing service delivery mechanisms. We are actively working to expand apprenticeship awareness and outreach mechanisms, capitalize on successful workforce development strategies and support our apprenticeship program partners in the design and delivery of innovative training programs. See Supporting Attachment VI: Registered Apprenticeship Programs LWDA 8

14. Other Program Initiatives

Employer Based Training – The Just-in-Time Skills Upgrade Training System

(Program Year 2019 numbers)

Advanced Manufacturing	71	16.95%
Aviation and Aerospace	37	8.83%
Finance and Insurance	0	0%
Information Technology	0	0%
Life Sciences/Health	90	21.48%
Logistics and Distribution	0	0%
Other (Primarily Construction)	221	52.74%
Total	419	100%

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

In March 2017, CareerSource Northeast Florida helped two local hospitals fill a critical gap in their workforce through employer based training. Due to both hospitals facing a critical shortage of surgical technologists, Memorial Hospital Jacksonville and Baptist Health worked together to form a class that developed hospital employees into surgical technologists. Surgical technologists, also called operating room technicians, assist surgeons during operations by preparing operating rooms and sterilizing and arranging equipment and other supplies.

According to BLS projections, the demand for surgical technicians is expected to grow by 15 percent over the next ten years, and many hospitals are finding it difficult to recruit these highly skilled workers. The median wage for Surgical Technicians is \$21.31 hourly, or \$44,330 per year. But because of the shortage of workers, Memorial and Baptist were frequently calling on PRN (temporary, on demand) workers to assist in surgeries. These workers, commonly referred to as “travelers,” are placed through agencies for weeks at a time in a hospital’s site. The hourly cost for a “traveling” surgical technologist could be more than \$30 per hour, plus agency markups for placement, which can drive the cost as high as \$40 per hour.

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

Florida State College at Jacksonville (FSCJ) was selected to provide the 1,300 hour training program. The instruction program included a combination of classroom studies, classroom lab practice, and clinical experience in the perioperative arena (operating room, pre-and post-anesthesia care, and labor and delivery) which prepares students to assist members of the surgical team (surgeons, anesthesiologists, nurses and other surgical technologists). Both hospitals

host the students in various operating rooms to support their clinical objectives. Emphasis was placed upon the skills involved in scrubbing and circulating a wide variety of surgical procedures and the preparation and maintenance of sterilized and unsterilized supplies.

The first cohort began on March 1, 2017, consisting of 12 students: 2 from Memorial Hospital and 10 from Baptist Health. Within 11 months, they all graduated and transitioned to their new positions as Surgical Technologists.

Scott Brown, BSN, RN, StarTech Clinical Manager, HealthTrust Workforce Solutions (Memorial Hospital) was enthusiastic about the program and was certain the hospitals would commit to future classes. "It's a great recruiting tool for us," he said. "We can use this as an example of our commitment to our employees and is a differentiator as talented workers look at where they want to build a career."

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

Since the first cohort, CSNEFL has promoted and replicated this program to other regional health systems. Three additional cohorts have now occurred, yielding a total of 34 graduates. Cindy Wadsworth, Senior Director of Program Services, said it best, "This is a classic case study of what the workforce system was designed to do. We're not medical professionals, but we do have the cure for what's causing pain in this key regional industry."

Supporting Attachment V: FCWD Occupational Skills Training Policy

15. Service Provider Continuous Improvement

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

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

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

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

program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and CSNEFL policies and procedures.

INDEPENDENT MONITORING

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

INTERNAL MONITORING

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

16. Youth Program Design

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

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

Element	Providing Agency/Partner	Referral Needed
Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	Learn to Read NEFL Community Action Agency FSCJ Adult Education Program Center for Adult Learning (Library) Edward Waters College Job Corps Florida Support Services Jacksonville Urban League SalTech	No
Alternative secondary school services or dropout recovery services, as appropriate	Gaines Alternative & Transition Schools Job Corps SalTech	Yes
Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	NEFL Community Action Agency Year Up Job Corps Fresh Ministries Operation New Hope Florida Support Services Jacksonville Urban League	Yes
Occupational skill training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area	NEFL Community Action Agency Year Up Job Corps FSCJ UNF Jacksonville Urban League SalTech CareerSource	No
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Year Up Job Corps SalTech A-Step (Goodwill) AEFLA Partners	No
Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	Florida Support Services Fresh Ministries Job Corps Year Up Jacksonville Urban League	No
Support Services	Various	Yes
Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	Fresh Ministries Florida Support Services 100 Black Men	Yes

Follow-up services for not less than 12 months after the completion of participation, as appropriate	CareerSource	No
Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	River Region	Yes
Financial literacy education	Real Sense	No
Entrepreneurial skills training	Small Business Administration	No
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	CareerSource	No
Activities that help youth prepare for and transition to post-secondary education and training	CareerSource	No

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

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

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

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

- B. Definition of requires additional assistance

The local definition for those youth requiring additional assistance to complete an educational program or to secure and hold employment, will meet the definition of those “at-risk” youth as defined in the New Youth Vision adopted by the Florida Strengthening Youth Partnerships. This may include, but is not limited to, youth who are not basic skills deficient, but need addi-

tional studies to pass tests to enter post- secondary or apprenticeship training. In addition, it includes at-risk youth who are part of a dysfunctional family. Indicators may include, but not limited to, broken homes, working poor, graduated high school with a certificate of completion, reside within an empowerment or enterprise zone, has received a social service within the last six (6) months or does not have general public transportation available in their area of residency.

Required Attachments

- A. Executed MOU for all One-Stop Partners
- B. Executed Infrastructure Funding Agreement
- C. Executed Interlocal Agreement
- D. N/A to Region 8
- E. Board Roster with meeting minutes RE local plan - To be added
- F. Public Comments - There were no public comments
- G. See Attachment C
- H. See Attachment C
- I. FCWD By-Laws

Supporting Attachments

- I. FCWD Local Administrative Plan
- II. LWDA 8 Approved Training Vendors 2018-20
- III. Interagency Cooperative Agreement Employment First Initiative
- IV. 2019-20 Regional Demand Occupations List
- V. FCWD Occupational Skills Training Policy
- VI. Registered Apprenticeship Programs in LWDA 8

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
AARP FOUNDATION**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **AARP FOUNDATION** (hereafter referred to as the "Partner") and **CAREERSOURCE NORTHEAST FLORIDA** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Ted Gilson
Title: Project Director
Phone: 352-371-9510
Email: egilson@aarp.org

II. TERM

This Agreement shall commence on **July 1, 2019** and remain in effect through **June 30, 2020**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

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

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement

agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed

in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

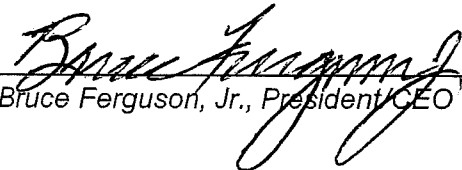
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL



Bruce Ferguson, Jr., President/CEO

7/16/19

date

AARP FOUNDATION

Authorized Signatory

6-21-2019

date

Demetrios Antzoulatos, VP--Finance, Operations & Grants

Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC at CareerSource NEFL - Gateway Career Center **Effective 7-1-19**
IFA Budget for PY 19

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$168,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	
Career Services - WSRs in Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$45,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundator	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = \$602,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$25,064.45

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,012.89

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - to be determined

Note: AARP SCSEP's contribution to support AJC will be \$0. The in-kind cost will be covered by an AARP SCSEP Sponsored Participant in the AJC.

July 25, 2019

AARP Foundation SCSEP will cover the PY19 MOU contribution with a Participant serving three hours (0.08 FTE)/week in the American Job Center to assist at the Greeter's Station, Information Center and other areas specified by the CS Gateway Center Director and One-Stop Operator.

Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16

In addition, a representative from the organization will support customers per the Partner Schedule for three hours/week from July 1 2019 through June 30, 2020.

The table below provides the cost of an AARP SCSEP participant for the year (July 1, 2019 through June 30, 2020).

Program Contribution Per Participant (One Participant @ 18 hours per week equates to 0.45 FTE)	2019 Pay Rate	Hours Per Week	Weeks Per Year	Annual Sub Total	7.65% Benefits (FICA 6.2%, Medicare 1.45%)	Annual Total
Participant 1	\$8.46	18	52	\$7,918.56	\$605.77	\$8,524.33
Total AARP Foundation Costs						\$8,524.33

Ted Gilson | Project Director |
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AARP Foundation Workforce Programs

MEMORANDUM OF UNDERSTANDING
ONE-STOP CAREER CENTER
BY AND BETWEEN CAREERSOURCE NORTHEAST FLORIDA
AND
DIVISION OF BLIND SERVICES

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by **DIVISION OF BLIND SERVICES** (hereafter referred to as the Partner) and CareerSource Northeast Florida (hereafter referred to as "CareerSource NEFL").

II. PURPOSE

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

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

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08). In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

III. PROVISION OF SERVICES

A. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL will perform the following functions:

1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.

Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.

4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.

5. Provide an area for the Partner's meetings and/or co-location as space permits.

6. Model CareerSource NEFL core values and maintain a professional working environment.

7. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.

4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.

5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.

6. Provide feedback to CareerSource NEFL management regarding the performance of the partnership, including its effectiveness and success.

7. Participate in career center periodic meetings to provide updates on the partners' programs

and procedures to CareerSource NEFL staff.

IV. METHODS OF INTERNAL REFERRAL

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

V. CONFIDENTIALITY OF RECORDS

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

VI. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

VII. TERM

This MOU is effective **July 1, 2018 or the date last executed by both parties, whichever is later through June 30, 2020** and will be reviewed and renewed annually for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon sixty (60) days written notice. Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

VIII. MERGER

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

IX. THIRD PARTY BENEFICIARY

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

X. MONITORING

CareerSource NEFL the Local WDB, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

- ❖ Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
- ❖ Those laws, regulations, and policies are enforced properly,

- ❖ Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- ❖ Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
- ❖ Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
- ❖ All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

XI. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XII. INDEMNIFICATION

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the Local WDB and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of the Local WDB or the One-Stop operator.

XIII. SEVERABILITY

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

XIV. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants

from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XV. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XVI. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XVII. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XVIII. GOVERNANCE

The accountability and responsibility for the One-Stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-Stop System.

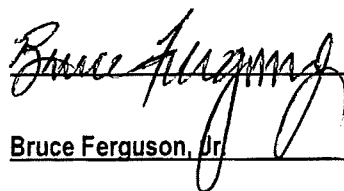
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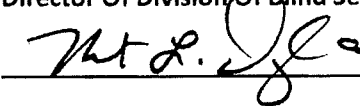
SIGNATURES

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

APPROVED BY:
CareerSource Northeast Florida

APPROVED BY PARTNER:
Department of Education
Director Of Division Of Blind Services

By: 
Name: Bruce Ferguson, Jr

By: 
Name: Robert L. Doyle, III

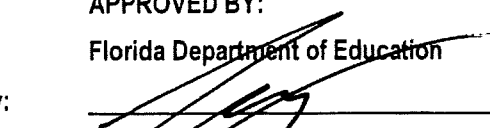
Title: President

Title: Director of Division of Blind Services

Date: 6/5/19

Date: 5/21/19

APPROVED BY:
Florida Department of Education

By: 

Name: Richard Corcoran J. Alan Kelly

Title: Commissioner of Education Chief of Staff

Date: 5/18/19

**INFRASTRUCTURE AGREEMENT
ONE-STOP CAREER CENTER SYSTEM
BY AND BETWEEN CAREERSOURCE NORTHEAST FLORIDA
AND
DIVISION OF BLIND SERVICES**

I. PARTIES

This Infrastructure Agreement ("IFA") is made pursuant to the Workforce Innovation Act of 2014 ("the Act"), and is entered into by **DIVISION OF BLIND SERVICES** and CareerSource Northeast Florida ("CareerSource NEFL").

The contact information for Partner is as follows:

Name: Madeline C. Davidson, M.S. CRC
Title: District Administrator, District 3
Telephone: 352-955-2075
Email: Madeline.Davidson@dbs.fldoe.org

II. PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its American Job Center (AJC) One-Stop customer delivery system. The AJC One-Stop system assures coordination between the activities authorized in and linked to the Act.

WIOA requires Local Workforce Development Boards (LWDB) to develop and finalize Infrastructure Funding Agreements (IFA) with all required partners that carry out their programs in the local area.

The purpose of this agreement is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the AJC One-Stop customer delivery system. The Parties to this Infrastructure Agreement (IFA) agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

- Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the

Local area,

- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
- Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs, and
- Ensures that costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partners consider this One-Stop operating budget the master budget that is necessary to maintain the high standard One-Stop delivery system. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA)),
- Career services, and
- Shared services.

All costs included in the IFA, allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis. The One-Stop operating budget is transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiated in good faith and sought to establish outcomes that are reasonable and fair.

III. PARTNERS

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the One-Stop operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint goals, strategies, and performance measures,
- The use of common and/or linked data management systems and data sharing methods, as appropriate
- Leveraging of resources including other public agency and non-profit organization services.
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

IV. ONE-STOP OPERATING BUDGET

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. The Local Workforce Development Board based the budget on all cost associated with operating the American Job Center.

Below is the overall estimated annual operating budget for the local AJC One-Stop system:

Comprehensive AJC (CareerSource NEFL-Gateway Career Center Location)	Revised 10-1-18	
IFA Budget PY 18 (AJC One-Stop Operating Budget)		
Description		Estimated IFA Budget
INFRASTRUCTURE COSTS		
Office Rent / Lease		\$168,000.00
Utilities		\$775.00
Repairs & Maintenance		\$9,000.00
AJC Common Signage		\$2,000.00
Furniture/Equipment associated with furniture		\$19,700.00
Copy machine usage / maintenance		\$28,000.00
IT Wide Area Network		\$4,150.00
Janitorial Services		\$11,700.00
Indirect Program (IT, telephones, etc.)		\$39,000.00
	TOTAL INFRASTRUCTURE COSTS	\$282,325.00
ADDITIONAL COSTS		
Career Services - WSRs in Resource Room (7)		\$254,800.00
SHARED SERVICES		
Security		\$75,900.00
		\$36,400.00
Gateway Intake Staff (1)		\$87,000.00
One Stop Operator		
		\$199,300.00
		\$87,000
TOTAL INFRASTRUCTURE COSTS		\$282,325.00
TOTAL ADDITIONAL COSTS		\$254,800.00
TOTAL SHARED SERVICES		\$199,300.00
TOTAL ONE-STOP OPERATING BUDGET		\$736,425.00
FTEs Supporting the AJC (as of 10-1-18)		24.48
Cost Per FTE = \$736,425.00/24.48 FTEs (as of 10-1-18)		\$30,082.72
Direct Linkage = 0.2 x Cost Per FTE (as of 10-1-18)		\$6,016.54

V. COST ALLOCATION METHODOLOGY

All required Partners have agreed to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center (on a full or part-time basis) or will provide access via direct linkage as outlined in Attachment A (Partner On-site Representation Schedule) and will fund operating costs based on a percentage of the partner's annual FTE. (All costs included in the IFA, allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.)

Required partners who have elected not to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with partner program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week).

The LWDB selected the cost allocation bases to determine overall Partner contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

As outlined in the MOU, the costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

VI. PARTNER CONTRIBUTION (Based on all costs associated with the operation of the American Job Center)

Below is the partner contribution cost determination:

Estimated Cost per FTE	<u>Estimated Infrastructure Costs</u> Total Partner FTE $\$736,425.00/24.48 = \$30,082.72$
DIVISION OF BLIND SERVICES <i>(Partners who elected to have their representatives in the One Stop on a FT or PT basis to serve customers.)</i>	Partner FTE x Estimated Cost per FTE $0.08 \text{ FTE} \times \$30,082.72 = \$2,406.62$ (1 FTE represents 40 hours/week commitment)
Partner Direct Linkage Contribution <i>(Partners who elect not to have their representatives in the One Stop but offer a technology option to serve customers.)</i>	Minimum of 0.2 FTE or 8 hours/week $0.2 \text{ FTE} \times \$30,082.72 = \$6,016.54$ (0.2 FTE represents 8 hours/week commitment)

FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. partner's program or administrative funds) may differ depending upon the partner's program's authorizing law and implementing regulations. The funds that may be used also differ based on whether the amount that must be contributed by a partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. (Copy of the TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.)

Types. Funding for infrastructure costs and additional costs may be in the form of:

- (1) CASH, NON-CASH and THIRD-PARTY IN-KIND CONTRIBUTIONS***
- (2) Funding from philanthropic organizations or other private entities; or
- (3) Other alternative financing options (described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some partner programs may have statutory or regulatory prohibitions against using certain types of these contribution or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements.

Cash

Cash funds provided to the Local WDB or its designee by one-stop Partners, either directly or by an interagency transfer, or by a third party.

Non-Cash

- Expenditures incurred by one-stop Partners on behalf of the one-stop center; and
- Non-cash contributions or goods or services contributed by a Partner program and used by the One-Stop center.

The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

Third-party In-kind

Contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, by a non-one-stop Partner to:

- Support the One-Stop Center in general; or
- Support the proportionate share of One-Stop infrastructure costs of a specific partner.

[20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760]

Sources. The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the partner program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on the partner program's requirements.

VII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for the review.

The LWDB will submit invoices to the Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or the budget to the LWDB in writing. The LWDB will review the disputed cost items and respond accordingly to the Partner. When necessary, the LWDB will revise the invoice and the adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the OSCC, including, but not limited to: Rental of the facilities; Utilities and maintenance; Equipment, including assessment-related products and assistive technology for individuals with disabilities; and, Technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of partner programs or their subrecipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of partner program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop Career Center (OSCC) or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

VIII. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system,

Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the local American Job Center network,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
- Develop and utilize common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

IX. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the partner programs and aggregated information to assist the partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in partner programs. The partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the partner.

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
- The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- Customer data may be shared with other programs, for those programs' purposes, within the American Job Center network only after the informed written consent of the individual has been obtained, where required.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

X. TERM

The Term of this IFA shall commence on **July 1, 2018**, or the date last executed by both parties, whichever is later, through **June 30, 2020**, and will be reviewed and renewed annually for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon sixty (60) days written notice. Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

XI. AMENDMENTS AND MODIFICATIONS

Neither this IFA nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U. S. Mail.

XII. MERGER

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

XIII. THIRD PARTY BENEFICIARY

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

XIV. GOVERNANCE

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

XV. DISPUTE RESOLUTION

If an issue arises involving this IFA, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

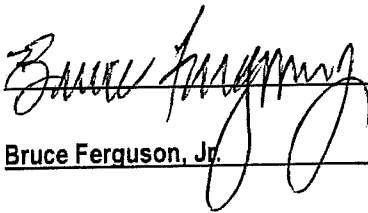
If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource and to the Director of the Partner organization, Partner or impose other remedies to resolve the issue.

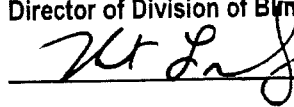
XVI. SIGNATURES

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

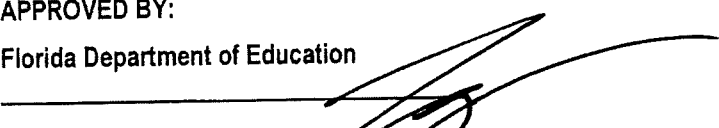
APPROVED BY:
CareerSource Northeast Florida

APPROVED BY PARTNER:
Department of Education
Director of Division of Blind Services

By: 
Name: Bruce Ferguson, Jr.
Title: President
Date: 0/5/19

By: 
Name: Robert L. Doyle, III
Title: Director of Division of Blind Services
Date: 5/21/19

APPROVED BY:
Florida Department of Education

By: 
Name: Richard Corcoran
Title: Commissioner of Education
Date: 5/18/19

J. Alenkelly
Cheryl deStark

ATTACHMENT A

AS of 10-1-18

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY18							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	65.37%	\$481,323.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.82%	\$6,016.54
Wagner Peysner	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.09%	\$30,082.72
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	4.00	0.10	0.41%	\$3,008.27
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	2.00	20.00	0.50	2.04%	\$15,041.36
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.09%	\$30,082.72
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.26%	\$90,248.16
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	40.00	1.00	4.09%	\$30,082.72
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.09%	\$30,082.72
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.31%	\$2,406.62
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.82%	\$6,016.54
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	8.00	0.20	0.82%	\$6,016.54
Reentry Employment Opportunities*	DOL, Second Chance	Operation New Hope	0.00	8.00	0.20	0.82%	\$6,016.54
TOTALS			28.00	979.00	24.40	100.00%	\$736,625.00

Estimated Infrastructure Budget Total = \$736,425.00 This amount is required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs (\$736,425/24.48)

Estimated Cost per FTE = \$30,082.72

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours/week (.02 FTE) of time for access through technology.

Direct Linkage = \$6,016.54

*Direct Linkage Partners

Based on the Term of October 1, 2018 through June 30, 2020, Operation New Hope's contribution will be \$4,512. 41.

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = **\$602,800.00** **Total required to determine the Cost per FTE.**

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$25,064.45**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,012.89**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - to be determined

MEMORANDUM OF UNDERSTANDING ONE-STOP CAREER CENTER

I. PARTIES

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

II. PURPOSE

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

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

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08). In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

III. PROVISION OF SERVICES

A. CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08. CareerSource NEFL will perform the following functions:

1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans

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

3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System.
2. Coordinate with CareerSource NEFL to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-stop System.

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

IV. METHODS OF INTERNAL REFERRAL

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

V. CONFIDENTIALITY OF RECORDS

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

VI. INFRASTRUCTURE COSTS

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

VII. TERM

This MOU becomes effective July 1, 2017 through June 30, 2020, and may be renewed for an additional three-year term. This MOU may be terminated for convenience at any time by any party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed or amended orally, but only by an instrument in writing signed by all of the parties to this MOU.

VIII. MERGER

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

IX. THIRD PARTY BENEFICIARY

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

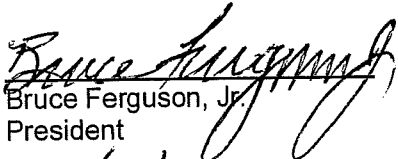
X. GOVERNANCE

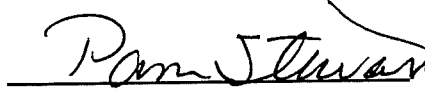
The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Development Consortium. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the CareerSource NEFL Board in partnership with the FCWD Consortium shall conduct oversight with respect to the One-stop System.

SIGNATURES

CareerSource NEFL

**Partner
Florida Division of Vocational Rehabilitation**


Bruce Ferguson, Jr.
President


Pam Stewart,
DOE Commissioner

7/14/17
Date

7/28/17
Date

MEMORANDUM OF UNDERSTANDING
NO.: IA-864
BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
FLORIDA DEPARTMENT OF EDUCATION
DIVISION OF VOCATIONAL REHABILITATION
AMENDMENT NO. 1

Memorandum of Understanding (MOU) number IA-864, entered into by and between First Coast Workforce Development, Inc. d/b/a CareerSource Northeast Florida ("CareerSource NEFL") and the Florida Department of Education, Division of Vocational Rehabilitation ("Partner") on July 28, 2017, is hereby amended as follows:

1. Attachment I, Infrastructure Funding Agreement, including all attachments thereto, is hereby incorporated in its entirety.

All provisions in the MOU not in conflict with this Amendment remain in full force and effect and are to be performed at the level specified in the MOU.

This Amendment and all its attachments are hereby made a part of the MOU.

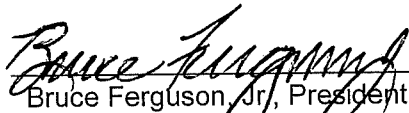
This Amendment shall become effective as of the date of the final signatory below.

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

CAREERSOURCE NORTHEAST FLORIDA

DEPARTMENT OF EDUCATION
DIVISION OF VOCATIONAL REHABILITATION

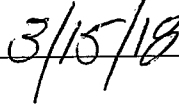
BY:


Bruce Ferguson, Jr., President

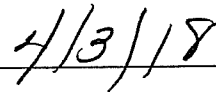
BY:


Pam Stewart, Commissioner of Education

DATE:


3/15/18

DATE:


4/13/18



IA-864 A1, ATTACHMENT I
INFRASTRUCTURE AGREEMENT
ONE-STOP CAREER CENTER SYSTEM
BY AND BETWEEN CAREERSOURCE NORTHEAST FLORIDA
AND
DIVISION OF VOCATIONAL REHABILITATION

I. PARTIES

This Infrastructure Agreement ("IFA") is made pursuant to the Workforce Innovation Act of 2014 ("the Act"), and is entered into by the **Division of Vocational Rehabilitation** and CareerSource Northeast Florida ("CareerSource").

The contact information for Partner is as follows:

Name/Title: Yovancha Lewis-Brown/Area Director
Telephone: 904-486-7155
Email: Yovancha.Lewis-Brown@vr.fldoe.org

II. PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its American Job Center (AJC) One-Stop customer delivery system. The AJC One-Stop system assures coordination between the activities authorized in and linked to the Act.

WIOA requires Local Workforce Development Boards (LWDB) to develop and finalize Infrastructure Funding Agreements (IFA) with all required partners that carry out their programs in the local area.

The purpose of this agreement is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the AJC One-Stop customer delivery system. The Parties to this Infrastructure Agreement (IFA) agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

- Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs, and
- Ensures that costs are appropriately shared by determining contributions based on the proportionate use of the one-stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform

Guidance.

The Partners consider this one-stop operating budget the master budget that is necessary to maintain the high standard One-Stop delivery system. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA)),
- Career services, and
- Shared services.

All costs included in the IFA, allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis. The one-stop operating budget is transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiated in good faith and sought to establish outcomes that are reasonable and fair.

III. PARTNERS

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the one-stop operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint goals, strategies, and performance measures,
- The use of common and/or linked data management systems and data sharing methods, as appropriate
- Leveraging of resources including other public agency and non-profit organization services.
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

IV. ONE-STOP OPERATING BUDGET

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. **The local Workforce Development Board based operating costs solely on the infrastructure costs included in the following operating budget below:**

Below is the overall estimated annual operating budget for the local AJC one-stop system:

Comprehensive AJC (CareerSource NEFL-Gateway Career Center Location)

IFA Budget

PY 2017/2018

Description

Estimated IFA Budget

Office Rent / Lease	168,000
Utilities	775
Repairs & Maintenance	9,000
Security	75,900
Janitorial Services	17,600
Furniture/Equipment	19,700
Copy machine usage / maintenance	28,000
IT Wide Area Network	4,150
Indirect Program (IT, telephones, etc.)	39,000
	\$362,125

FTEs supporting the AJC (as of 9-1-17) **23.6**

Estimated Cost per FTE **\$15,360.55**
(\$362,125/23.6 FTEs)

V. COST ALLOCATION METHODOLOGY

All required Partners have agreed to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center (on a full or part-time basis) or will provide access via direct linkage as outlined in Attachment A (Partner On-site Representation Schedule) and will fund the infrastructure costs based on a percentage of the partner’s annual FTE. (All costs included in the IFA, allocated according to Partners’ proportionate use and relative benefits received, and will be reconciled on a quarterly basis.)

The Unemployment Insurance (UI) program, as a required partner, will not be physically located in the One-Stop Career Center but must contribute to the cost of infrastructure. The UI program and other required partners who have elected not to have staff co-located in the AJC will utilize a “direct linkage” that will allow customers to connect with partner program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week).

The LWDB selected the cost allocation bases to determine overall Partner contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners’ contributions having to be in proportion to the Partners’ use of the AJC and relative benefit received.

As outlined in the MOU, the costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

VI. PARTNER CONTRIBUTION (Based on Infrastructure costs only; not additional costs)

Below is the partner contribution cost determination:

Estimated Cost per FTE	<u>Estimated Infrastructure Costs</u> Total Partner FTE $\$362,125/23.6 = \$15,360.55$
Division of Vocational Rehabilitation FTE Contribution <i>(Partners who elected to have their representatives in the One Stop on a FT or PT basis to serve customers.)</i>	Partner FTE x Estimated Cost per FTE 1 FTE x \$15,360.55 = \$15,360.55 (1 FTE represents 40 hours/week commitment)
Partner Direct Linkage Contribution <i>(Partners who elect not to have their representatives in the One Stop but offer a technology option to serve customers.)</i>	Minimum of 0.2 FTE or 8 hours/week Contribution = 0.2 x Estimated Cost per FTE

FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local one-stop delivery system (i.e. partner's program or administrative funds) may differ depending upon the partners program's authorizing law and implementing regulations. The funds that may be used also differ based on whether the amount that must be contributed by a partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. (Copy of the TEG 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at:

https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

Types. Funding for infrastructure costs and additional costs may be in the form of:

- (1) CASH, NON-CASH and THIRD-PARTY IN-KIND CONTRIBUTIONS***
- (2) Funding from philanthropic organizations or other private entities; or
- (3) Other alternative financing options (described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some partner programs may have statutory or regulatory prohibitions against using certain types of these contribution or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements.

Cash

Cash funds provided to the Local WDB or its designee by one-stop Partners, either directly or by an interagency transfer, or by a third party.

Non-Cash

- Expenditures incurred by one-stop Partners on behalf of the one-stop center; and
- Non-cash contributions or goods or services contributed by a Partner program and used by the One-Stop center.

The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

Third-party In-kind

Contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, by a non-one-stop Partner to:

- Support the One-Stop Center in general; or
- Support the proportionate share of One-Stop infrastructure costs of a specific partner.

Sources. The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the partner program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on the partner program's requirements.

VII. PAYMENT METHODOLOGY/COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for the review.

The LWDB will submit invoices to the Partners quarterly such that the Partners will have covered all costs agreed to in this IFA by the end of the program year, June 30 annually. A copy of the updated budget will also be sent to all Parties with invoice submission. Partners will communicate any disputes with costs in the invoice or the budget to the LWDB in writing. The LWDB will review the disputed cost items and respond accordingly to the Partner. When necessary, the LWDB will revise the invoice and the adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the OSCC, including, but not limited to: Rental of the facilities; Utilities and maintenance; Equipment, including assessment-related products and assistive technology for individuals with disabilities; and, Technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the one-stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation

of the one-stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of partner programs or their sub recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of partner program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the one-stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the OSCC or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

VIII. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system,

Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the local American Job Center network,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CSTB website for ease and consistency of referrals.
- Develop and utilize common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

IX. TERM

The Term of this IFA is entered into on the date it is signed by all parties and must terminate on June 30, 2020. The parties agree to review this IFA no less than once every three-year

period to ensure appropriate funding and delivery of services. This IFA may be terminated for convenience at any time by either party upon thirty (30) days written notice.

X. AMENDMENTS AND MODIFICATIONS

Neither this IFA nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U. S. Mail.

XI. MERGER

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

XII. THIRD PARTY BENEFICIARY

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

XIII. GOVERNANCE

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

XIV. DISPUTE RESOLUTION

If an issue arises involving this IFA, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

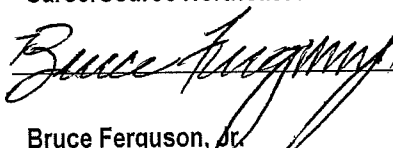
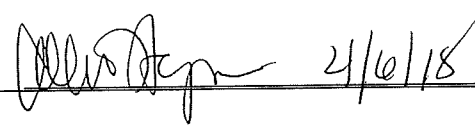
If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource and to the Director of the Partner organization, Partner or impose other remedies to resolve the issue.

If Partners in a local area have employed the dispute resolution process and have failed to

reach consensus on an issue pertaining to the IFA, then an impasse is declared and the State Funding Mechanism (SFM) is triggered and the IFA will be appealed through the process established by the governor for this purpose.

XV. SIGNATURES

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

	APPROVED BY:	APPROVED BY PARTNER:
	CareerSource Northeast Florida	
By:		 2/16/18
Name:	Bruce Ferguson, Jr.	Pam Stewart
Title:	President	Commissioner of Education
Date:	3/15/18	

ATTACHMENT A

As of 9-28-17

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16	640	16.0	67.869%	\$245,768.82
Job Corps*	DOL WIOA Title I	Job Corps	0	0	0.0	0.000%	\$0.00
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1	40	1.0	4.242%	\$15,360.55
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation	1	4	0.1	0.424%	\$1,536.06
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1	40	1.0	4.242%	\$15,360.55
Jobs for Veterans	DOL, JVSG	CSNEFL	3	120	3.0	12.725%	\$46,081.65
Unemployment Compensation**			0	0	0.0	0.000%	\$0.00
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	2	40	1.0	4.242%	\$15,360.55
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1	40	1.0	4.242%	\$15,360.55
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1	3	0.1	0.318%	\$1,152.04
Employment and Training***	HHS, HUD	Jacksonville Housing Authority	0	8	0.2	0.848%	\$3,072.11
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1	8	0.2	0.848%	\$3,072.11
TOTALS			27	943	23.6	100.000%	\$362,125.00

Estimated Infrastructure Budget Total = This amount is required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE =

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

Direct Linkage (DL) Infrastructure Contribution

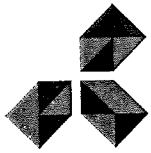
Direct Linkage is defined as a minimum of 8 hours/week (.02 FTE) of time for access through technology.

Direct Linkage =

* Job Corps in contract negotiations; will contribute after January 2018.

** Unemployment Compensation: Direct Linkage; State of Florida DEO will determine contribution level.

** Jacksonville Housing Authority: Direct Linkage



MEMO for the Record

Date: April 1, 2019

Reference: DOE/VR MOU #1A-1-864

One Stop Partner agreement July 1, 2017 between First Coast Workforce Development, Inc. and the Division of Vocational Rehabilitation

By: Dianna Davis, Vice President of Compliance and Administration

The original Memorandum of Understanding for partnering in the One-Stop Career Center between First Coast Workforce Development, Inc. and the Division of Vocational Rehabilitation indicated a term date of July 1, 2017 – June 30, 2020. Subsequently, First Coast Workforce Development, Inc., made the management decision to reissue these partnership agreements on an annual basis, July 1 – June 30. The current agreement will remain in force through June 30, 2019.


However, the renewed Memorandum of Understanding One-Stop Career Center, for the partnership, July 1, 2019 – June 30, 2020 will supersede the previous Memorandum of Understanding (DOE/VR MOU #1A-1-864) and will need to be signed by both parties.

MEMO for the Record

Date: July 15, 2019

Reference: DOE/VR MOU #1A-1-864

One Stop Partner agreement July 1, 2017 between First Coast Workforce Development, Inc. and the Division of Vocational Rehabilitation

By: Dianna Davis, Vice President of Compliance and Administration 

The original Memorandum of Understanding for partnering in the One-Stop Career Center between First Coast Workforce Development, Inc. and the Division of Vocational Rehabilitation indicated a term date of July 1, 2017 – June 30, 2020. Subsequently, First Coast Workforce Development, Inc., made the management decision to reissue these partnership agreements on an annual basis, July 1 – June 30. On 4-1-19, it was agreed that the current agreement will remain in force through June 30, 2019 and the MOU partnership agreement, July 1, 2019 – June 30, 2020 would supersede the previous Memorandum of Understanding (DOE/VR MOU #1A-1-864) and would need to be signed by both parties.

However, to be consistent with the other required State partners, the final determination was made that the original MOU with effective dates of July 1, 2017 – June 30, 2020 will in fact remain the effective document, however, the 2019 – 2020 MOU/IFA funding agreement was provided to Division of Vocational Rehabilitation so they have the Infrastructure Contribution amount that has been calculated for PY19. Actual invoices will be made according to the contribution sheet in that document.

Acknowledgement received from Andreas Glover, Area Supervisor – Area 2, Division of Vocational Rehabilitation, July 15, 2019.

ATTACHMENT A

As of 7-27-18

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY18							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	67.30%	\$495,492.01
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.84%	\$6,193.65
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.21%	\$30,968.25
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	4.00	0.10	0.42%	\$3,096.83
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.21%	\$30,968.25
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.62%	\$92,904.75
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	40.00	1.00	4.21%	\$30,968.25
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.21%	\$30,968.25
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.32%	\$2,477.46
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.84%	\$6,193.65
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	8.00	0.20	0.84%	\$6,193.65
TOTALS			26.00	951.00	23.78	100.00%	\$736,425.00

Estimated Infrastructure Budget Total = **\$736,425.00** This amount is required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs (\$736,425/23.78)

Estimated Cost per FTE = **\$30,968.25**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours/week (.02 FTE) of time for access through technology.

Direct Linkage = **\$6,193.65**

*Direct Linkage Partners

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = **\$602,800.00** Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$25,064.45**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,012.89**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - to be determined

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
FLORIDA STATE COLLEGE AT JACKSONVILLE**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **THE DISTRICT BOARD OF TRUSTEES OF FLORIDA STATE COLLEGE AT JACKSONVILLE** (hereafter referred to as the "Partner"), a public body corporate of the State of Florida and **CAREERSOURCE NORTHEAST FLORIDA** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Jana Kooi
Title: Vice President, Online and Workforce Education
Phone: 904-997-2649
Email: jana.kooi@fscj.edu

II. TERM

This Agreement shall commence on **July 1, 2019** and remain in effect through **June 30, 2020**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

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

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the

American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and

individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

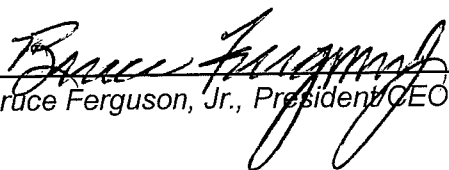
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

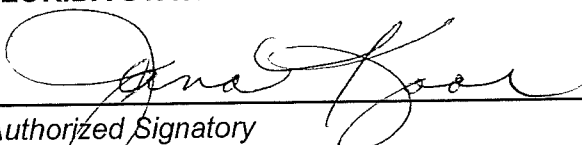
APPROVED BY:

CAREERSOURCE NEFL


Bruce Ferguson, Jr., President/CEO

7/16/19
date

FLORIDA STATE COLLEGE AT JACKSONVILLE


Authorized Signatory

7-10-19
date

JANA KOOI VP online and Workforce
Printed Name / Title Education

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

**Comprehensive AJC at CareerSource NEFL - Gateway Career Center
IFA Budget for PY 19**

Effective 7-1-19

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$168,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	
Career Services - WSRs in Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$45,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = \$602,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$25,064.45

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,012.89

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - to be determined

Note: FSCJ contribution to support AJC infrastructure cost will be \$0. The in-kind cost of housing the CareerSource NEFL staff on the FSCJ campuses to conduct WIOA services offset the FSCJ's commitment of the 0.64 FTE at the AJC.

ADDENDUM #1
MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER

BY AND BETWEEN CAREERSOURCE NORTHEAST FLORIDA
AND
FLORIDA STATE COLLEGE AT JACKSONVILLE

The parties to the MOUIFA agree to the addendum as follows:

- III. PURPOSE** – "Agreement" is defined as MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT.
- IV.A.1. PROVISION OF SERVICES** - "Agreement" is defined as MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT.
- VI. CONFIDENTIALITY OF RECORDS** – Add at the beginning of the paragraph, Subject to Chapter 119, Florida Statutes...
- XX. INDEMNIFICATION** – Add to the beginning of the second sentence, Subject to applicable law.....

Add the following language to complete the document –

INDEPENDENT CONTRACTOR

The relationship of the parties hereunder shall be an independent contractor relationship, and not an agency, employment, joint venture or partnership relationship. Neither party shall have the power to bind the other party or contract in the name of the other party. All persons employed by a party in connection with this Agreement shall be considered employees of that party and shall in no way, either directly or indirectly, be considered employees or agents of the other party.

POLITICAL SUBDIVISION

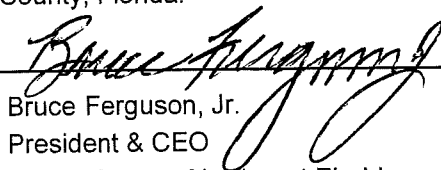
Partner is a political subdivision of the State of Florida. As such Partner's performance under this Agreement and any amendments hereto or attachments herewith, shall at all times be subject to any and all Florida laws, Florida regulations and District Board of Trustees Rules which are applicable to the Partners operations, commitments and/or activities in furtherance of any terms specified herein. Furthermore, nothing contained herein shall be construed or interpreted as: (i) denying to either party any remedy or defense available to such party under the laws of the State of Florida; (ii) the consent of the Partner to be sued; or (iii) a waiver of sovereign immunity of the Partner beyond the waiver provided in Section 768.28, F. S. As Partner is a political subdivision of the State of Florida, this Agreement is subject to the applicable provisions of Florida Statutes regarding public access and other issues. This Agreement is executed and entered into in the State of Florida, and shall be construed, performed and enforced in all respects in accordance with the Florida law including Florida provisions for conflict of law.

PUBLIC ACCESS TO RECORDS

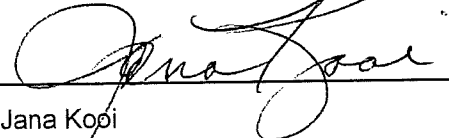
Partner, as a political subdivision of the State of Florida is subject to the provisions of Chapter 119, Florida Statutes regarding public access to records. The parties agree to comply with applicable Florida Statutes as it relates to the maintenance, generation and provision of access to all public records related to this Agreement.

GOVERNING LAW

The validity, interpretation and enforcement of this MOU and IFA shall be governed by the laws of the State of Florida. The parties submit to the jurisdiction and venue of the local state and federal courts located in Duval County, Florida.

 7/16/19

Bruce Ferguson, Jr. Date
President & CEO
CareerSource Northeast Florida

 7-10-19

Jana Kooi Date
Vice President, Online and Workforce Education
Florida State College at Jacksonville

MEMORANDUM

TO: Dr. Linda D. Woodard, One-Stop Operator (Region 8)

FROM: Sabrina Mixson, Director of Pre-Collegiate Instructional Programs *SM*

RE: AJC Affiliate Infrastructure Budget for FSCJ (PY18)

DATE: January 17, 2019

Please allow the budget below to serve as the official Affiliate Infrastructure Budget for Florida State College at Jacksonville as one of the required partners in the comprehensive American Job Center. Attachment A and B represent FSCJ's costs associated with determining the affiliate budget.

AFFILIATE BUDGET FLORIDA STATE COLLEGE AT JACKSONVILLE (PY18 as of 1-17-19)							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	7.00	280.00	6.00	100.00%	\$ 237,120.00
Adult & Family Literacy	DOE, WIOA Title II	FSCJ	0.00	0.00	0.00	0.00%	\$ -
TOTALS			7.00	280.00	6.00	100.00%	\$ 237,120.00

\$19/hr x 40 hrs/week = \$760/week x six CSNFEL staff = \$4,560/week x 52 weeks/yr = \$237,120/yr

Affiliate Site - FSCJ Campus Sites

INFRASTRUCTURE COSTS

FSCJ Office Space	\$ 13,992.00
FSCJ Large Office Space	\$ 18,108.00
FSCJ Custodial Services	\$ 33,600.00
Total Infrastructure Costs	\$ 65,100.00

ADDITIONAL COSTS

FSCJ Security	\$ 25,200.00
FSCJ Facility Manager	\$ 33,600.00
CS Career Services Staff	\$ -
Total Additional Costs	\$ 58,800.00

SHARED SERVICES

	\$ -
Total Shared Costs	\$ -

TOTAL INFRASTRUCTURE COSTS	\$ 65,100.00
TOTAL ADDITIONAL COSTS	\$ 58,800.00
TOTAL SHARED SERVICES	\$ -

TOTAL AFFILIATE BUDGET \$ 123,900.00

Less non-cash contribution to the Affiliate IFA \$ 123,900.00 (FSCJ Office Space + FSCJ Large Office Space + FSCJ Custodial Services + FSCJ Security + FSCJ Facility Manager)

Amount Due From FSCJ \$ -
(FSCJ AJC IFA contribution - FSCJ non-cash Affiliate contribution)
\$30,082.72 - \$123,900.00 = (\$93,817.28)

The costs associated with the Comprehensive AJC Infrastructure Funding Agreement and Florida State College at Jacksonville (FSCJ) Affiliate Infrastructure Funding Agreement are combined in order to determine each Partner's contribution to the IFA costs. As such, FSCJ will use its non-cash contribution of facilities and Additional Costs at the Affiliate Center to apply as an offset to FSCJ's fair share of IFA costs at the Comprehensive Center.

ATTACHMENT A

**Partner Contribution per Infrastructure Agreement
Between
Florida State College at Jacksonville and American Job Center
FY 2018 - 2019**

LOCATIONS

Career Source staff at five FSCJ campuses occupy the seven spaces listed below.

Location	Room	Sq. Ft
Downtown	A1120	100*
North	E150A	144
North	E150B	168
Kent	B104A	98*
South	U129	1045
Deerwood	D2401A	110*
Deerwood	D2401B	160

*Office space below the typical square footage on the pricing chart is assessed rent at the 120 sq. ft. rate based on FSCJ 2017/2018 College Rate Table attached. The average office size of the six offices excluding South campus is 130 sq. ft.

FACILITIES RENTAL COST

Descriptions	Estimated Budget
Office Space (120 sf)	\$ 13,392.00
Large Meeting Space	\$ 18,108.00
Custodial Services	\$ 33,600.00
FACILITIES RENTAL TOTAL	\$ 65,100.00

ADDITIONAL COST

Descriptions	Estimated Budget
Security	\$ 25,200.00
Facility Manager	\$ 33,600.00
FACILITIES RENTAL TOTAL	\$ 58,800.00

TOTAL IN-KIND PARTNER CONTRIBUTION

Descriptions	Estimated Budget
Facilities	\$ 65,100.00
Additional	\$ 58,800.00
TOTAL PARTNER CONTRIBUTION	\$ 123,900.00

ATTACHMENT B

Costs based on FSCJ College Rate Table 2017/2018

COLLEGE RATE TABLE 2017/2018

Space	SHORT TERM LEASE Hourly Rate Schedule 2 Hour Minimum Required			LONG TERM LEASE Monthly Rate Schedule Six Month Minimum Required		
	Type 1 State, Federal, and Local Agencies; Elected Officials & Other State Education Institutions	Type 2 Non-Profit Organizations w/Exempt Status	Type 3 For-Profit Organizations and Political Campaigning	Type 1 State, Federal, and Local Agencies; Elected Officials & Other State Education Institutions	Type 2 Non-Profit Organizations w/Exempt Status	Type 3 For-Profit Organizations and Political Campaigning
	Office Space (Typical 120 SF)	Exempt*	\$7.50 per hour	\$15.00 per hour	Exempt*	\$186 per Month
Auditoriums (5,182 SF, Varies)	Exempt	\$90.00 per hour	\$100.00 per hour	Exempt*	\$8,807 per Month	\$17,614 per Month
Art Gallery (1,873 SF, Varies)	Exempt*	\$90.00 per hour	\$90.00 per hour	Exempt*	\$8,186 per month	\$6,373 per Month
Conferences Rooms (400 SF, Varies)	Exempt*	\$25.00 per hour	\$50.00 per hour	Exempt*	\$621 per Month	\$1,243 per Month
Large Meeting/Classrooms (1,000 SF, Varies)	Exempt*	\$50.00 per hour	\$100.00 per hour	Exempt*	\$1,509 per Month	\$3,018 per Month
Medium Meeting/Classroom (723 SF, Varies)	Exempt*	\$7.50 per hour	\$75.00 per hour	Exempt*	\$1,094 per Month	\$2,188 per Month
Small Meeting/Classroom (482 SF, Varies)	Exempt*	\$25.00 per hour	\$90.00 per hour	Exempt*	\$727 per Month	\$1,455 per Month
Administrative Office Board Room (2,271 SF) ***	Exempt*	\$45.00 per hour	\$90.00 per hour	Exempt * and ***	***	***
Multipurpose Rooms ***	Exempt*	\$90.00 per hour	\$100.00 per hour	Exempt*	***	***
Computer and other Labs (1,390 SF, Varies)	Exempt*	\$50.00 per hour	\$100.00 per hour	Exempt*	\$2,098 per Month	\$4,196 per Month
Digital Media Productions Studio (DMP) (Space)**		See Below	See Below		See Below	See Below
Video Studio (Space)**		See Below	See Below		See Below	See Below
Lobby Area Per Section, including Atrium, Entry, Courts	Exempt*	\$25.00 per hour	\$30.00 per hour	Exempt*	\$2,188 per Month	\$4,373 per Month
Gym or Field House (varies with event; call for rates)	***	***	***	***	***	***
Baseball, Softball Fields (varies with event; call for rates)	***	***	***	***	***	***
Track (varies with event; call for rates)	***	***	***	***	***	***
Outdoor Space (varies with event; call for rates)	***	***	***	***	***	***
Trunking Pool (varies with event; call for rates)	***	***	***	***	***	***
Kitchen*** (call for availability/rates)	***	***	***	***	***	***
Parking Lot (Space) 10 ft x 20 ft (Varies)	Exempt*	\$15.00 per month	\$90.00 per month	Exempt*	***	***

Downtown & ATC Campus Staff Hourly Rates

POSITION	Type 1 State, Federal, and Local Agencies; Elected Officials & Other State Education Institutions	Type 2 Non-Profit Organizations w/Exempt Status	Type 3 For-Profit Organizations and Political Campaigning			
	Weekday / Weekend	Weekday / Weekend	Weekday / Weekend			
Maintenance/Custodial Staff	\$20 / \$24	\$20 / \$24	\$20 / \$24			
IT Staff	\$24 / \$28	\$24 / \$28	\$24 / \$28			
Security Officer	\$21 / \$28.20	\$21 / \$25.20	\$21 / \$25.20			
Off-Duty Police	City of Jacksonville Rate	City of Jacksonville Rate	City of Jacksonville Rate			
Facility Manager	\$28 / \$28	\$28 / \$28	\$28 / \$28			

*Cost of out of pocket expenses are not exempt.

**Digital Media Production Studio & Video Production Hourly Rates as Applicable will be applied.

*** Call for availability /Rates

Note: College President, Vice Presidents or Director of Campus Operations may adjust fees for market conditions or otherwise as deemed in FSCJ's best interest

Note: An energy surcharge may be added to the total fee charged

Long Term Lease Rate Calculations Notes:

A. Basis of Facilities Long Term Lease rate is adjustable for annual changes in facilities construction values, current utility costs, typical maintenance costs and the type of space .

From: Mixson, Sabrina B. <smixson@fscj.edu>
Sent: Wednesday, May 22, 2019 9:24 AM
To: Linda Woodard <lindawoodard1@outlook.com>
Subject: IFA for 19/20

Good morning,

I pray your morning is off to a great start.

I wanted to let you know that our facilities cost has not changed since the last one I sent you. Is there anything else you need for the new IFA agreement?

Dr. Sabrina Mixson
Executive Director of Pre-Collegiate Programs
Florida State College at Jacksonville
Downtown Campus
101 West State Street Bldg. A2100D
Jacksonville, FL 32202
(904) 361-6193
smixson@fscj.edu

**Partner Contribution per Infrastructure Agreement
Between
Florida State College at Jacksonville and American Job Center
FY 2019 – 2018 (rates remained the same as FY 2018 – 2019)**

LOCATIONS

Career Source staff at five FSCJ campuses occupy the seven spaces listed below.

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North	E150B	168
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*Office space below the typical square footage on the pricing chart is assessed rent at the 120 sq. ft. rate based on FSCJ 2017/2018 College Rate Table attached. The average office size of the six offices excluding South campus is 130 sq. ft.

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TOTAL IN-KIND PARTNER CONTRIBUTION

Descriptions	Estimated Budget
Facilities	\$ 65,100.00
Additional	\$ 58,800.00
TOTAL PARTNER CONTRIBUTION	\$ 123,900.00

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
JACKSONVILLE HOUSING AUTHORITY**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **JACKSONVILLE HOUSING AUTHORITY** (hereafter referred to as the "Partner") and **CAREERSOURCE NORTHEAST FLORIDA** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Rhonda Lattimore
Title: Director of Resident Services
Phone: 904-366-6091
Email: rlattimore@JAXHA.org

II. TERM

This Agreement shall commence on **July 1, 2019** and remain in effect through **June 30, 2020**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

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

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement

agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed

in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

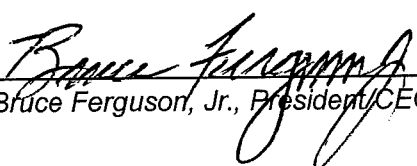
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

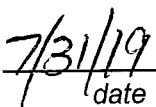
IN WITNESS WHEREOF, the Partner and CareerSource NEFL have caused this Agreement to be duly executed as of the date set forth below.

APPROVED BY:

CAREERSOURCE NEFL




Bruce Ferguson, Jr., President/CEO

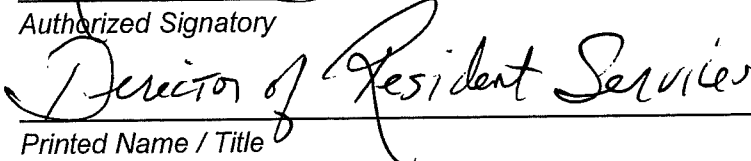


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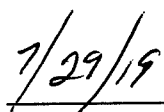
JACKSONVILLE HOUSING AUTHORITY



Authorized Signatory



Printed Name / Title



date

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC at CareerSource NEFL - Gateway Career Center **Effective 7-1-19**
IFA Budget for PY 19

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$168,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	
Career Services - WSRs in Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$45,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peysner	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = \$602,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$25,064.45

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,012.89

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - to be determined

Note: **JAXHA contribution to support AJC infrastructure cost will be \$0. The proposed in-kind cost of housing the CareerSource NEFL Mobile Unit at Victory Point will offset the JAXHA's commitment of the 0.2 FTE at the AJC,



JACKSONVILLE HOUSING AUTHORITY

Resident Opportunities

August 7, 2019

Addendum to MOU:

Proposed In-Kind Support of the American Job Center for PY19

During PY18 (July 1, 2018 through June 30, 2019), the CareerSource Northeast Florida Mobile Unit made eleven 4-hour visits to JHA Residence Community: Victory Point. Based on those visits, JHA provided the following in-kind support to CareerSource:

Room Rental (\$100/hour)

o 11 x 41-hour visits = 44 hours x \$100/hour = \$4,400

Total In-kind for PY18 = \$4,400

All costs will remain the same for PY19 and therefore,
\$4,400 will be used for the calculation for PY19 in-kind.

Thank you for your consideration.

Sincerely,

Rhonda Lattimore
Director of Resident Services
(904) 366-6091
rlattimore@jaxha.org
Jacksonville Housing Authority



MEMORANDUM

TO: Dr. Linda D. Woodard, One-Stop Operator (Region 8)

FROM: Rhonda Lattimore, Director of Residential Services, Jacksonville Housing Authority

RE: AJC Affiliate Infrastructure Budget for FSCJ (PY19)

DATE: August 7, 2019

Please allow the budget below to serve as the official Affiliate Infrastructure Budget for Jacksonville Housing Authority as one of the required partners in the comprehensive American Job Center for PY19.

AFFILIATE BUDGET JACKSONVILLE HOUSING AUTHORITY (PY19)							
Required Program/Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	3.00	2.54	0.06	50.00%	\$ 1,920.60
Employment & Training	DOE, WIOA Title II	Jacksonville Housing Authority	3.00	2.54	0.06	50.00%	\$ 1,716.00
TOTALS			6.00	5.08	0.12	100.00%	\$ 3,636.60

Affiliate Site - Jacksonville Housing Authority

INFRASTRUCTURE COSTS			
Facilities*	\$	4,400.00	11 4-hour visits/year @ \$100/hr = \$4,400.00
Total Infrastructure Costs	\$	4,400.00	
ADDITIONAL COSTS			
JHA Supervisor (1)*	\$	1,100.00	JHA Supervisor @ \$25/hr = \$1,100/yr
JHA Admin Support (1)*	\$	616.00	JHA Admin Support @ \$14/hr = \$616/yr
CSNEFL Career Services Mobile Staff (\$	1,920.60	CSNEFL Career Service Mobile Staff @ \$14.55/hr = \$640.20 per staff or \$1,920.60 for 3 staff
Total Additional Costs	\$	3,636.60	
SHARED SERVICES			
Total Shared Costs	\$	-	
TOTAL INFRASTRUCTURE COSTS	\$	4,400.00	
TOTAL ADDITIONAL COSTS	\$	3,636.60	
TOTAL SHARED SERVICES	\$	-	
TOTAL AFFILIATE BUDGET	\$	8,036.60	
Less non-cash contribution to the Affiliate IFA	\$	7,216.00	(JHA Facilities + JHA Supervisor + JHA Admin Support)
Amount Due From JHA	\$	2,203.11	(JHA AJC PY19 IFA contribution - JHA non-cash Affiliate contribution) \$5,012.89 - \$7,216.00* = (\$2,203.11)

The costs associated with the Comprehensive AJC Infrastructure Funding Agreement and Jacksonville Housing Authority Affiliate Infrastructure Funding Agreement are combined in order to determine each Partner's contribution to the IFA costs. As such, Jacksonville Housing Authority will use its non-cash contribution of facilities and Additional Costs at the Affiliate Center to apply as an offset to Jacksonville Housing Authority's fair share of IFA costs at the Comprehensive Center.

The table below details the cost for Victory Point which is used by CareerSource NEFL Mobile Unit to provide career services.

**Jacksonville Housing Authority Rental Cost
for
Victory Point
PY 2019-2020**

FACILITIES RENTAL COST

Descriptions	Estimated Budget
Meeting Space 11 4-hour visits @\$100/hr	\$ 4,400.00
FACILITIES RENTAL TOTAL	\$ 4,400.00

**Jacksonville Housing Authority Rental Cost
for
Victory Point
FY 2019 - 2020**

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
JOB CORPS**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **JOB CORPS** (hereafter referred to as the "Partner") and **CAREERSOURCE NORTHEAST FLORIDA** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Paul Wykoff
Title: Center Director
Phone: 904-632-5401
Email: Wykoff.Paul@jobcorps.org

II. TERM

This Agreement shall commence on **July 1, 2019** and remain in effect through **June 30, 2020**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

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

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement

agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed

in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

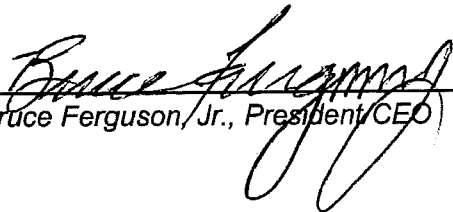
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:


CAREERSOURCE NEFL



Bruce Ferguson, Jr., President/CEO

7/11/19
date

JOB CORPS



Authorized Signatory

7-1-19
date

Glen Bottomley, President

Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

**Comprehensive AJC at CareerSource NEFL - Gateway Career Center
IFA Budget for PY 19**

Effective 7-1-19

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$168,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	
Career Services - WSRs in Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$45,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peysner	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = **\$602,800.00** Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$25,064.45**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,012.89**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - to be determined

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
NATIONAL CAUCUS AND CENTER ON BLACK AGING, INC.**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **NATIONAL CAUCUS AND CENTER ON BLACK AGING, INC.** (hereafter referred to as the "Partner") and **CAREERSOURCE NORTHEAST FLORIDA** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Pauline Mills
Title: Program Manager
Phone: 850-623-3046
Email: pmills@mynbca.com

II. TERM

This Agreement shall commence on **July 1, 2019** and remain in effect through **June 30, 2020**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

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

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the

American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and

individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

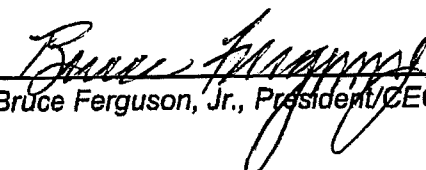
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL



Bruce Ferguson, Jr., President/CEO

7/11/19
date

NATIONAL CAUCUS AND CENTER ON BLACK AGING, INC.



Authorized Signatory

7/11/19
date



Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

**Comprehensive AJC at CareerSource NEFL - Gateway Career Center
IFA Budget for PY 19**

Effective 7-1-19

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$168,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	
Career Services - WSRs in Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$45,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peysner	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = \$602,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$25,064.45

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,012.89

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - to be determined

Note: NCBA contribution to support AJC will be \$0. The in-kind cost will be covered by NCBA Sponsored Participants in the AJC.

August 8, 2019

The National Caucus and Center on Black Aging, Inc. (NCBA) will cover the PY19 MOU contribution with two Participants serving 20 hours (0.5 FTE)/week in the American Job Center to assist at the Greeter's Station, Information Center and other areas specified by the CS Gateway Center Director and One-Stop Operator.

Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22

In addition, a representative from the organization will support customers per the Partner Schedule for three hours/week from July 1, 2019 through June 30, 2020.

The table below provides the cost for two NCBA participants for the year (July 1, 2019 through June 30, 2020).

Program Contribution Per Participant (One Participant @ 18 hours per week equates to 0.45 FTE)	2019 Pay Rate	Hours Per Week	Weeks Per Year	Annual Sub Total	7.65% Benefits (FICA 6.2%, Medicare 1.45%)	Annual Total
Participant 1	\$8.46	20	52	\$8,798.40	\$673.07	\$9,471.47
Participant 1	\$8.46	20	52	\$8,798.40	\$673.07	\$9,471.47
Total NCBA Costs						\$18,942.94

Pauline Mills-NCBA
 Program Manager
 Phone: 850-623-3046
pmills@myncba.com

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
NORTHEAST FLORIDA COMMUNITY ACTION AGENCY**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **NORTHEAST FLORIDA COMMUNITY ACTION AGENCY** (hereafter referred to as the "Partner") and **CAREERSOURCE NORTHEAST FLORIDA** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Berneitha K. McNair
Title: Executive Director
Phone: 904-398-7472
Email: bmcnair@nfcaa.org

II. TERM

This Agreement shall commence on **July 1, 2019** and remain in effect through **June 30, 2020**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

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

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement

agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed

in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

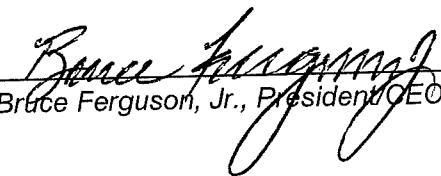
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

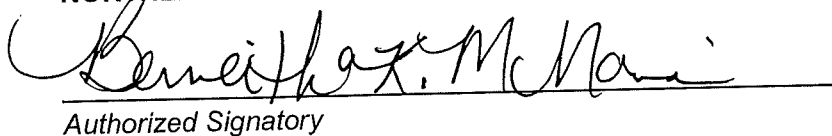
APPROVED BY:

CAREERSOURCE NEFL


Bruce Ferguson, Jr., President/CEO

7/10/19
date

NORTHEAST FLORIDA COMMUNITY ACTION AGENCY


Authorized Signatory

7/10/19
date

Berneitha K. McNair, Executive Director

Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

**Comprehensive AJC at CareerSource NEFL - Gateway Career Center
IFA Budget for PY 19**

Effective 7-1-19

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$168,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	
Career Services - WSRs in Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$45,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = \$602,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)
 Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs
 Estimated Cost per FTE = \$25,064.45

Direct Linkage (DL) Infrastructure Contribution
 Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.
 Direct Linkage = \$5,012.89

Estimated Partner Infrastructure Contribution
 Estimated Cost per FTE x Partner total #FTEs

Notes:
 * Direct Linkage Partners
 ** Unemployment Compensation - to be determined

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
OPERATION NEW HOPE**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **OPERATION NEW HOPE** (hereafter referred to as the "Partner") and **CAREERSOURCE NORTHEAST FLORIDA** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Peggy Boord
Title: Chief Financial Officer
Phone: (904) 407-3730 ext. 103
Email: pboord@operationnewhope.com

II. TERM

This Agreement shall commence on **July 1, 2019** and remain in effect through **June 30, 2020**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

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

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement

agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed

in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

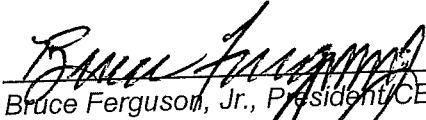
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL



Bruce Ferguson, Jr., President/CEO

7/11/19
date

OPERATION NEW HOPE



Authorized Signatory

6/24/19
date

Kevin T. Gay CEO

Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC at CareerSource NEFL - Gateway Career Center
IFA Budget for PY 19

Effective 7-1-19

Description	Estimated Budget
INFRASTRUCTURE COSTS	\$168,000.00
Office Rent / Lease	\$1,000.00
Utilities	\$6,000.00
Repairs & Maintenance	\$2,000.00
AJC Common Signage	\$10,700.00
Furniture/Equipment associated with furniture	\$16,000.00
Copy machine usage / maintenance	\$2,100.00
IT Wide Area Network	\$20,000.00
Janitorial Services	\$14,000.00
Indirect Program (IT, telephones, etc.)	\$239,800.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	\$172,000.00
Career Services - WSRs in Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	\$76,000.00
Security	\$45,000.00
Gateway Intake Staff (1)	\$70,000.00
One Stop Operator	\$191,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$75,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,064.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,064.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = \$602,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$25,064.45

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,012.89

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

- * Direct Linkage Partners
- ** Unemployment Compensation - to be determined

Dianna Davis

From: Linda Woodard <lindawoodard1@outlook.com>
Sent: Monday, July 15, 2019 11:35 AM
To: Dianna Davis
Cc: Cheryl Taylor; Linda Woodard
Subject: Facilities Costs for FSCJ for PY19

Importance: High

Dianna,

Here's the email from Dr. Sabrina Mixson confirming that their facilities costs did not change from last year.

Thanks!

Respectfully,

Dr. Linda D. Woodard, CWDP, CPRW, GCDF, CCSP

President, LDW Group LLC

One-Stop Operator, CareerSource Northeast Florida (Region 8)

One-Stop Operator, CareerSource Central Florida (Region 12)

P.O. Box 28613

Jacksonville, FL

216-496-4598

lindawoodard1@outlook.com



From: Mixson, Sabrina B. <smixson@fscj.edu>
Sent: Wednesday, May 22, 2019 9:24 AM
To: Linda Woodard <lindawoodard1@outlook.com>
Subject: IFA for 19/20

Good morning,

I pray your morning is off to a great start.

I wanted to let you know that our facilities cost has not changed since the last one I sent you. Is there anything else you need for the new IFA agreement?

Dr. Sabrina Mixson
Executive Director of Pre-Collegiate Programs
Florida State College at Jacksonville
Downtown Campus

101 West State Street Bldg. A2100D
Jacksonville, FL 32202
(904) 361-6193
smixson@fscj.edu

**MEMORANDUM OF UNDERSTANDING INFRASTRUCTURE FUNDING AGREEMENT
FOR ONE-STOP CAREER CENTER SYSTEM
LOCAL WORKFORCE DEVELOPMENT AREA 8
BETWEEN CAREERSOURCE NORTHEAST FLORIDA
AND THE FIRST COAST WORKFORCE DEVELOPMENT CONSORTIUM
2019 – 2020**

Whereas, the Interlocal Agreement (hereinafter "Agreement") of the First Coast Workforce Development Consortium ("Consortium") designates CAREERSOURCE NORTHEAST FLORIDA (hereafter referred to as CareerSource NEFL), as the local board, fiscal agent, grant recipient and administrative entity to administer Federal and State workforce development programs in the Local Workforce Development Area 8 ("LWDA 8") counties of Baker, Clay, Duval, Nassau, Putnam, and St. Johns County, Florida.

Whereas, the Workforce Innovation and Opportunity Act of 2014 ("WIOA"), Section 121(c) outlines the requirements for establishment of a WIOA compliant one-stop delivery system which states the local board, 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), concerning the operation of the one-stop delivery system in the local area.

Whereas, the Memorandum of Understanding between the local board and the one-stop partners shall include the costs of infrastructure used with respect to American Job Center operations which means non-personnel costs that are necessary for the general operation of the job center, including the rental costs of the facilities, the costs of utilities and maintenance, equipment including assessment-related products and assistive technology for individuals with disabilities and technology to facilitate access to the job center, including the center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), 34 CFR 463.700(a)).

Whereas, in accordance with WIOA Section 121(c) CareerSource NEFL developed and entered into Memorandums of Understanding between CareerSource NEFL as the local board and one-stop partners the AARP Foundation SCSEP, Florida Department of Education Division of Blind Services, Florida Department of Education Division of Vocational Rehabilitation, Florida State College at Jacksonville, Jacksonville Housing Authority, Jacksonville Job Corps, National Caucus and Center on Black Aging, and Northeast Florida Community Action Agency, and Operation New Hope concerning the operation of the one-stop delivery system in the local area.

NOW THEREFORE, in consideration of the mutual covenant and agreement expressed herein, CareerSource NEFL and Consortium hereby agree as follows.

- I. **PARTIES**
This Memorandum of Understanding Infrastructure Funding Agreement ("IFA") is made pursuant to WIOA Section 121(c) and is entered into by the Consortium and CareerSource NEFL.
- II. **PURPOSE**
In accordance with WIOA Section 121(c) CareerSource NEFL entered into Memorandums of Understanding between the local board and the one-stop partners, including the costs of infrastructure used with respect to American Job Center operations and concerning the operation of the one-stop delivery system in the local area. The Consortium as Chief Elected Official hereby declares its agreement with the development and execution of the one-stop partner Memorandums of Understanding/IFA Agreements, IFA Schedule between CareerSource NEFL and the one-stop partners that includes costs for all partners for each one-stop partner attached hereto as "Exhibit A MOU/IFA Agreements, IFA Schedule" incorporated herein by reference as though written herein verbatim and constitute promised performances.

IN WITNESS WHEREOF, the Consortium and CareerSource NEFL have caused this IFA to be duly executed as of the date set forth below.

<p>Approved By: CareerSource Northeast Florida</p> <p>By: <u></u> Bruce Ferguson, Jr., President/CEO</p> <p>Witness: <u></u></p> <p>Date: <u>12/20/19</u></p>	<p>Approved By: First Coast Workforce Development Consortium</p> <p>By: <u></u> Consortium Chair</p> <p>Witness: <u>Japhtha B. Lassit</u></p> <p>Date: <u>12/20/19</u></p>
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**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC at CareerSource NEFL - Gateway Career Center
IFA Budget for PY 19

Effective 7-1-19

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$168,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
ADDITIONAL SERVICES	
Career Services - WSRs In Resource Room (7)	\$172,000.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$45,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL INFRASTRUCTURE COSTS	\$239,800.00
TOTAL ADDITIONAL SERVICES	\$172,000.00
TOTAL SHARED SERVICES	\$191,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$602,800.00
FTEs Supporting the AJC	24.05
Cost Per FTE = Total One-Stop Operating Budget / #FTEs	\$25,064.45
Direct Linkage = 0.2 x Cost Per FTE	\$5,012.89

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-19

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY19							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	18.00	640.00	18.00	66.53%	\$401,031.19
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$76,193.35
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$12,532.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$25,084.45
Wagner Payser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$25,084.45
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$25,084.45
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$16,041.25
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$3,759.67
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,005.16
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,005.16
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,012.89
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,012.89
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,012.89
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	981.50	24.05	100%	\$602,800.00

Estimated Infrastructure Budget Total = \$602,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$25,084.45

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours a week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,012.89

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

- * Direct Linkage Partners
- ** Unemployment Compensation - to be determined

Required AJC Partners-(Gateway Career Center) As of 8-1-19



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Gateway Leadership: Maurice Menchan, Director: mmenchan@careersourcenefl.com; 904-924-1710 Ext. 2401

Req. Partners	Governance	Local Grantee	Contact Information
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	ADULT and DISLOCATED WORKER: Carmen Lomboy: CLamboy@careersourcenefl.com 904-798-0060 Ext. 2148 YOUTH: Rhonda Bryant: rbryant@careersourcenefl.com 904-213-3800 Ext. 2176 LaTasha Tarver: ltarver@careersourcenefl.com 904-924-1710 Ext. 2403 (ONSITE)
Job Corps (DIRECT LINKAGE PARTNER)	DOL WIOA Title I	Job Corps	Paul WyKoff: Wykoff.Paul@jobcorps.org 904-632-5401 Joann Manning: manning.ioann@jobcorps.org 904-632-5410
Wagner Peysner	DOL, WIOA Title III	CSNEFL	Patricia Griner: pgriner@careersourcenefl.com 904-798-0060 Ext. 2824
Senior Community Service Program	DOL, Older Americans Act, Title V	AARP Foundation	Ted Gillson: egilson@aarp.org Office: 352-371-9510, Cell: 352-213-4992
Senior Community Service Program	DOL, Older Americans Act, Title V	National Council on Black Aging, Inc.	Pauline Mills-NCBA: pmills@myncba.com Phone: 850-623-3046 James West: jwest@myncba.com (904) 900-5011
Traded Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	Karen Mingo: kmingo@careersourcenefl.com 904-798-0060 Ext. 2211
Jobs for Veterans	DOL, JVSG	CSNEFL	Cynthia Owens: cowens@careersourcenefl.com 904-798-9229 Ext. 2172 Brian Hargrove: BHargrove@careersourcenefl.com 904-924-1710 Ext. 2425 (ONSITE)
Adult Education and Family Literacy	DOE, WIOA Title II	Florida State College at Jacksonville	Sabrina Mixson: smixson@fscj.edu , 904-361-6193 Dr. Nalta Gulne: ngulne@fscj.edu , 904-633-8241 Karen Brown: k.brown@fscj.edu 904-633-8114 (ONSITE)
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	Andreas Glover: Andreas.Glover@vr.fldoe.org 904-365-2674 LaVonne Gilley-Williams: LaVonne.Gilley-Williams@vr.fldoe.org 904-365-2731 Norma Glass: norma.glass@vr.fldoe.org 904-486-7117 (ONSITE)
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	Madeline Davidson, Madeline.Davidson@dbs.fldoe.org (352) 955-2075 or (904) 348-2730 Daniel O'Connor: Daniel.O'Connor@dbs.fldoe.org , 904-348-2730 John Mosely: John.Mosley@dbs.fldoe.org 904-348-2730 (ONSITE) Nancy Bateh: nancy.bateh@dbs.fldoe.org 904-348-2730 (ONSITE) Jean Flore: Jean.Flore@dbs.fldoe.org 904-348-2730 (ONSITE)
Employment and Training (DIRECT LINKAGE PARTNER)	HHS, HUD	Jacksonville Housing Authority	Rhonda Lattimore: rlattimore@JAXHA.org 904-366-6091
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	Ronald Howell: rhowell@nfcaa.org 904-398-7472 ext. 205 Glendora McCargo: gmccargo@nfcaa.org 904-632-1470 Ext. 16 (ONSITE)
Reentry Employment Opportunities (DIRECT LINKAGE PARTNER)	DOL, Second Chance	Operation New Hope	Reggie Fullwood: rfullwood@operationnewhope.org 904-425-6002 Ext. 140 Lois Florelli: lflorelli@operationnewhope.org

ONE-STOP PARTNERS AND SCHEDULE



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network



AARP Foundation SCSEP

www.aarp.org/aarp-foundation/

The AARP Senior Community Employment Program is the nation's oldest program to help low-income, unemployed individuals aged 55+ find work.

- Work experience in nonprofits and local agencies
- (If eligible) Supportive services and skills training



The National Caucus and Center on Black Aging

<https://www.ncba-aged.org/>

The NCBA Senior Community Service Employment Program (SCSEP) is an employment training program sponsored by the United States Department of Labor to serve seniors 55 and older who meet the federal poverty guidelines.

- Job-related training for unsubsidized employment
- Training in group sessions or at the work site and may involve performing duties at a non-profit, including daycare facilities, faith-based organizations, and senior centers



Division of Blind Services

dbs.myflorida.com

The Division of Blind Services ensures blind and visually-impaired Floridians have the tools, support and opportunity to achieve success.

- Assistance with independent living
- Assistance with employment



FSCJ – Adult Education and Family Literacy

www.fscj.edu

Adult Education at Florida State College at Jacksonville includes a range of instructional programs that help adults get the basic skills they need to be productive workers, family members and citizens.

- GED® Preparation: High School Equivalency
- Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL)



Jacksonville Housing Authority

www.JAXHA.org

JHA offers a variety of programs to fit the needs of low and moderate income families, senior and disabled adults in the greater Jacksonville, Florida area.

- Assistance to move into homeownership
- Staff assistance with education, job training, and counseling



Jacksonville Job Corps

www.jacksonville.jobcorps.gov

- Career counseling
- Career technical training program
- Guidance in one of five career paths (Military, Advance Training, Employment, Apprenticeship and College)



Northeast Florida Community Action Agency

www.nfcaa.org

NFCAA works to combat poverty in Northeast Florida.

- GED prep and skills training
- Employment assistance
- Supportive services



Operation New Hope

www.operationnewhope.com

ONH Ready4Work program serves people with non-violent criminal backgrounds through a four-pronged approach (case management, life-coaching, job training and job placement assistance.)

- Career development training course
- Employment placement and coaching
- Employment assistance

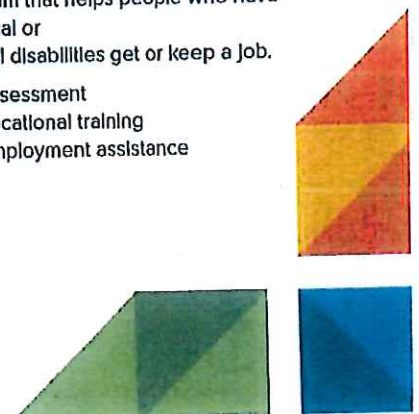


Vocational Rehabilitation

www.rehabworks.org/

Vocational Rehabilitation (VR) is a federal-state program that helps people who have physical or mental disabilities get or keep a job.

- Assessment
- Vocational training
- Employment assistance





ONE-STOP PARTNERS AND SCHEDULE

Partners	Monday	Tuesday	Wednesday	Thursday	Friday	Contact Number
WIOA Adult, Dislocated, Youth Formula Grants	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-4pm	904-688-5667
Job Corps	8am-10am	8am-10am	8am-10am	8am-10am	8am-10am	904-360-8228
Wagner Peysner	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-4pm	904-688-5699
AARP Foundation SCSEP	9am-12pm	-	-	-	-	352-371-9510
NCBA	-	8am-5pm	8am-5pm	8am-5pm	8am-4pm	904-688-5690
Traded Adjustment Act, TAA	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-4pm	904-688-5681
Jobs for Veterans	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-4pm	904-688-5668
Unemployment Compensation	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-4pm	800-204-2418
Adult Education and Family Literacy (FSCJ)	8am-5pm	-	8am-5pm	-	8am-4pm	904-688-5875
Vocational Rehabilitation	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-4pm	904-688-5870
Jacksonville Housing Authority	10am-11:45am	10am-11:45am	10am-11:45am	10am-11:45am	10am-11:45am	904-366-6097
Northeast Florida Community Action Agency	-	-	8am-5pm	-	-	904-688-5876
Operation New Hope	10am-12pm	10am-12pm	10am-12pm	10am-12pm	-	904-425-6002
Division of Blind Services	-	-	9am-12pm	-	-	904-688-5683

www.careersourcenortheastflorida.com

(904) 356-JOBS (5627)



AmericanJobCenter

CareerSource Northeast Florida is an equal opportunity employer/agency.

Auxiliary aides and accommodations for people with disabilities are provided. FRS users dial 711.

CSNEFL-AJC-One-Stop-080119

CareerSource Northeast Florida
One-Stop Center

Gateway
5000 Norwood Avenue, Suite 2
Jacksonville, FL 32208
Phone: (904) 924-1710
Fax: (904) 924-1725

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

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

WITNESSETH

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

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

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

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

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

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

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

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

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

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

2. PARTIES TO THIS AGREEMENT

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

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

Board of County Commissioners
Clay County, Florida

477 Houston Street
Green Cove Springs, Florida 32043

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

117 West Duval Street
Jacksonville, Florida 32202

Board of County Commissioners
Nassau County, Florida

P.O. Box 456
Fernandina Beach, Florida 32034

Board of County Commissioners
Putnam County, FL

514 St. Johns Avenue
Palatka, Florida 32177

Board of County Commissioners
St. Johns County, FL

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

3. CONSIDERATION

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

4. GEOGRAPHICAL AREA SERVED BY THIS AGREEMENT

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

5. FEDERAL AND STATE REQUIREMENTS

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

6. CREATION OF ADMINISTRATIVE ENTITY

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

7. JOINT UNDERSTANDING

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

8. MEMBERSHIP

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

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

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

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

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

10. MEETINGS

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

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

11. FINANCIAL SUPPORT

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

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

12. POWERS OF THE CONSORTIUM

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

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

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

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

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

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

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

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

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

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

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

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

13. SIGNATORY

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

14. PRIOR AGREEMENTS

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

15. AMENDMENT

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

16. NOTICE

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

FOR:

Board of County Commissioners
Baker County, Florida

55 North 3rd Street
Macclenny, FL 32063

Board of County Commissioners
Clay County, Florida

477 Houston Street
Green Cove Springs, FL 32043

Office of the Mayor for the
City of Jacksonville, Florida

117 W. Duval Street
Jacksonville, FL 32202

Board of County Commissioners
Nassau County, Florida

P.O. Box 456
Fernandina Beach, FL 32034

Board of County Commissioners
Putnam County, Florida

514 St. Johns Avenue
Palatka, FL 32177

Board of County Commissioners
St. Johns County, Florida

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

17. CONSTRUCTION

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

18. INVALID PROVISION/SEVERABILITY

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

19. WAIVER OF RIGHTS

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

20. COUNTERPARTS

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

[The remainder of this page is intentionally left blank]

Baker County, Florida

By: [Signature]

Date: March 15, 2016

Attest: Stacie D. Harvey
Clerk

Clay County, Florida

By: [Signature]

Date: April 12, 2016

Attest: S. Kopeloussos
Clerk

City of Jacksonville, Florida

By: [Signature]
Mayor

Date: 8/14/16

Attest: [Signature]

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



FORM APPROVED

[Signature]
ASSISTANT GENERAL COUNSEL

Nassau County, Florida

By: Walter J. Boatright

Date: 5-9-16

Attest: [Signature]
Clerk

MES
05-10-16

Putnam County, Florida

By: Chris Laird

Date: 4/12/16

Attest: Chris Weaver
for Clerk Tim Smith

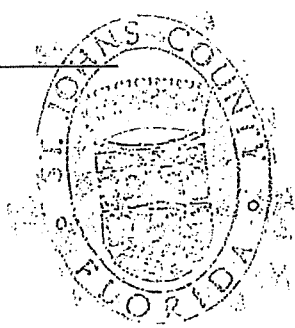


St. Johns County, Florida

By: [Signature]

Date: 6/27/16

Attest: Pam Haltem
Deputy Clerk 6/27/16



LEGALLY SUFFICIENT
[Signature]
Name
Date: 6-23-16

Meeting of the
First Coast Workforce Development Consortium
April 22, 2020

FCWD Consortium Chair Larry Harvey called to order a meeting of the First Coast Workforce Development Consortium on Wednesday, April 22, 2020 at 1:00 p.m. The following members were present, representing a quorum.

Present: Aaron Bowman, Duval County
Gavin Rollins, Clay County
Thomas Ford, Nassau County
Paul Waldron, St. Johns County
Larry Harvey, Putnam County
Bobby Steele, Baker County

Staff: Bruce Ferguson, Cheryl Taylor, Jay Loy, Steven Dionisio, Judy Hahn, Dianna Davis and Diane Nevison

Others: Richard Powell, CPA (Powell and Jones)

Public Comment: None

***Action Items**

***Approval of Minutes – December 18, 2019 Meeting**

Motion made by Commissioner Waldron and seconded by Commissioner Steele to move approval the December 18, 2019 FCWD Consortium meeting minutes as written; motion unanimously carried.

***Acceptance of FCWD Consortium Audit - FYE September 30, 2019**

Mr. Richard Powell, CPA, Powell and Jones, reviewed the FCWD Consortium audit report for FY ending September 30, 2019, highlighting points of interest. The audit received a clean unmodified opinion with no reportable findings or recommendations. The audit is in accordance with applicable financial auditing and government auditing standards. The financial statements are an accurate opinion of what transpired during the year and where the organization stood at year end and is a good reflection of the financial practices and records of the organization during the year. You have the highest level of assurance reflected on the quality of the financial records and practices of the Consortium. **Motion made by Vice Chair Waldron and seconded by Commissioner Rollins to move acceptance of the FCWD Consortium Audit for FYE September 30, 2019 as presented; motion unanimously carried.**

***Approval of WIOA 4-Year Plan for 2020-2024**

The WIOA 4-Year plan for 2020-2024 was presented to the FCWD Consortium for approval. The draft was presented to the FCWD Full Board in January and subsequent to their approval was released for public comment and none was received. It was also submitted in draft form to the state. **Motion made by Commissioner Waldron and seconded by Commissioner Ford to move approval the WIOA 4-Year Plan for 2020-2024 as presented; motion unanimously carried.**

***Approval of Application for Extension of Provision of Direct Services**

This is an extension application for the extension of provision of direct services that will be sent to DEO. A waiver and approval from the state is needed for us to continue to provide direct career services to our client. Providing direct career services is written directly into the WIOA 4 Year Plan which has already been approved. CSNEFL has been providing services directly within our career centers the past 10 years. Previously these services were contracted out; we brought services back in house when funding went on a hard downward trend to save money and it also allows us to make changes as needed. **Motion made by Commissioner Steele and seconded by Commissioner Waldron to move approval the Application for Extension to Provide Direct Services as incorporated in the WIOA 4 Year Plan; motion unanimously carried.**

President's Report

Labor Market data for March 2020 shows an increase in regional unemployment from 3% to 4.3%. Updated numbers should be received this Friday and those numbers will increase. Also workers receiving 1099's and Gig workers are not included in these numbers.

We recently completed an IT audit which is done every 2 years to see the strength of our network security (protecting clients and company data) and included in the packet is their report card.

There are some areas to work on but overall we did a very good job. FCWD also sends phishing emails to staff to see if they open the link or report it. Only 1 person clicked on the link and other security measures kicked in. We continue staff training on phishing and security measures

CSNEFL: COVID-19 Update

Bruce reported on the measures CSNEFL has taken in response to COVID 19. Bruce has met with all staff on sanitizing, hand washing and the theme of rapid change and flexibility. All staff are now working remotely providing virtual services including a virtual call center. Call volume is high with most calls relating to unemployment claims. Paper unemployment applications are now available. WIOA student training is being done on line and will continue through summer. Welfare transition caseloads are up 39% since March 2 and Snap applications (able bodied adults) up 1200+ since March 20th. There is a 50% decrease in job orders from January to April 2020. Summer youth internships suspended for 2020. All youth contractors moved to virtual training and case management. WARN Notices (companies with 50+ employees) since March 15, 2020 are at 693; this number is higher since smaller companies are not required to report this information. The reopening of career centers will follow the directives of government entities. Centers hours will be from 9-4 (with sanitization being done from 8-9 and from 4-5; client access at the centers will be staggered by last name (A-M Monday/Wednesday and N-Z Tuesday/Thursday); all staff and clients required to wear face masks; electric hand sanitizer dispenser in every center; twice a month a virus and bacteria cleaning fogger will be done at the centers (kill bacteria and is not harmful to staff/clients); resource rooms will be reconfigured for social distancing; temporary facilities are being investigated in all counties to address the anticipated capacity increase. There is also a good Economic Impact Presentation link by The Florida Chamber of Commerce that members should access at their leisure.

Question: Will you be checking staff and client temperatures when they come in the door and will work stations be sanitized between clients: Yes to both questions

Adjournment

The meeting adjourned at 1:40 p.m.

DRAFT

First Coast Workforce Development, Inc. (dba CareerSource Northeast Florida)
Full Board Teleconference Meeting
April 23, 2020

Chair Elaine Johnson called the CareerSource Northeast Florida Full Board Teleconference Meeting to order on Thursday, April 23, 2020, at 11:05 a.m. Roll call taken and a quorum established.

Board members in attendance:

- Baker: Clay Lyons

- Clay: Paul Cummins

- Duval: Elaine Johnson
Jake Schickel
Michael Templeton

- Nassau: None

- Putnam: Wayne McClain

- St. Johns: Eda Edgerton

- Regional: Darryl Register
Tim Hinson
Dr. Joe Pickens
Lucia Valdivia-Sanchez
Beth Payne

Excused/Absent: Kirk Barras, Angie White, and Marjanna Garvin (Resigned Effective April 23, 2020)

Staff: Bruce Ferguson, Cheryl Taylor, Candace Moody, Jay Loy, Steven Dionisio, Dianna Davis,

Cindy Wadsworth, Mike Lashbrook, Ron Whittington, and Diane Nevison

Others: Dr. Linda Woodard (LDW Group LLC), Jackie Green (DCFS), Joann Manning (Job Corps), Carrie Dopson, Jennifer Mathis (Leaderquest), Anna Lebesch (JAXUSA), Kathy Newman (St. Johns County Chamber of Commerce), Julie Hindall (JAXUSA), Lynn Higgison (Catholic Charities), Sherrie Mitchell (Nassau County Public Schools) and others.

Public Comment: None Received.

***Action Items**

Approval of January 23, 2020 Full Board Minutes

Motion by Wayne McClain and seconded by Eda Edgerton to move approval the January 23, 2020 meeting minutes as written; motion carried unanimously.

Approval of WIOA 4-Year Plan (2020-2024)

The final WIOA 4-Year plan for 2020-2024 was presented to the FCWD Full Board for approval. The draft plan was approved by the Board in January and the draft posted for public comment and no public comment was received. The final plan will be sent to the CSFL Board for their approval. **Motion made by Clay Lyons and seconded by Dr. Joe Pickens to move approval the WIOA 4-Year Plan for 2020-2024 as presented; motion unanimously carried.**

Now that the plan has been approved we will await guidance from the state on updating the data in the plan since it has changed tremendously these last few months and how to handle future updates since there are so many unknowns at this time.

***Approval of Application for an Extension to Provide Direct Services**

This is an extension application to provide direct services to our clients. Providing direct career services is written directly into the WIOA 4-Year Plan. CSNEFL has been providing services directly within our career centers since 2006 and we are required to reapply every 3 years. We previously contracted the services out but brought services back in house to save money when funding took a hard downward turn and it also allows us to make changes very quickly as we have in the last four weeks. **Motion made by Eda Edgerton and seconded by Clay Lyons to move approval the Application for Extension to Provide Direct Services; motion unanimously carried.**

Program

COVID-19 Response Update

Bruce reported on the measures CSNEFL has taken in response to COVID 19. Bruce has met with all staff on sanitizing, hand washing and the theme of rapid change and flexibility. All staff are now working remotely providing virtual services including a virtual call center. Call volume is high with most calls relating to unemployment claims. Paper unemployment applications are now available. WIOA student training is being done on line and will continue through summer. Welfare transition caseloads are up 39% since March 2 and Snap applications (able bodied adults) up 1200+ since March 20th. There is a 50% decrease in job orders from January to April 2020. Summer youth internships suspended for 2020. All youth contractors moved to virtual training and case management. WARN Notices (companies with 50+ employees) since March 15, 2020 are at 693; this number is higher since smaller companies are not required to report this information. The reopening of career centers will follow the directives of government entities. Centers hours will be from 9-4 (with sanitization being done from 8-9 and from 4-5; all work stations will be wiped down between clients); client access at the centers will be staggered by last name (A-M Monday/Wednesday and N-Z Tuesday/Thursday); all staff and clients required to wear face masks and temperatures scanned daily; electric hand sanitizer dispenser in every center; twice a month a virus and bacteria cleaning fogger will be done at the centers (kill bacteria and is not harmful to staff/clients); resource rooms will be reconfigured for social distancing; temporary facilities are being investigated in all counties to address the anticipated capacity increase. There is also a good Economic Impact Presentation link by The Florida Chamber of Commerce that members should access at their leisure.

President's Report

Labor Market data for March 2020 shows an increase in regional unemployment from 3% to 4.3%. Updated numbers will be received Friday increasing this number. These numbers do not include 1099 workers or Gig workers so the numbers will be much higher than reflected in the data.

We recently completed an IT audit (done every 2 years) to see the strength of our network security (protecting clients and company data). The IT report card is in the packet. There

are some areas to work on but overall we did a very good job. They test our network systems, attempt to hack into the system to ensure firewalls are working appropriately, and send phishing emails to staff to see if they open the link or report it. Only 1 person clicked on the link and other security measures kicked in. We continue staff training on phishing and security measures.

Question: Wayne McClain – At a meeting with the Chamber of Commerce Monday and a number of employers that had to lay off employees, as you do your soft skills training and we come out of this (COVID 19) it will be a different work environment with different skills will that be included in your skills training? Reply: Bruce stated, he has not thought about that type of training in the soft skills world but with that being said, we can go back to the vendor with their assessment and learning tools to request some additional post pandemic training.

Comment: The chair stated in the midst of all this she has been on a search committee for the Dean of Colleges of Business at UNF and for the short term companies will be doing more video interviews to advance candidates. That is how companies are going forward with the hiring process and that is where I would add about COVID...how do you manage virtual teams, etc.

Comment/Question – Mike Templeton: Thank you Bruce, staff and your team during these times and what you have been able to accomplish. It raises a question and is also a thought for consideration. Depending on who you talk to there is certain speculation that we will go through this again in the future. Is there any consideration for yourself, staff or the board on what would we want to do different, what have we done well, and will do well again? Bruce stated he has heard about a resurgence in 2020-2021 and we have learned a lot about ramping up, meeting this head on, and the fact that we have been able to maintain service really well in an off-sight, work at home manner. We will look at that going forward and how much of that we can do...the ability to do this from home for the future. We can think about this more when there is more time to breathe. However, he has had time to think about where we have been and where we can go going forward. Those are the types of questions on his mind and he appreciates and looks for input from board to bring out best practices and prepare for anything that disrupts our business from the normal. Mike added job well

done and let the board know what we can do to help.

Other

Candace Moody Retirement

The Chair reported that Candace Moody will be leaving FCWD at the end of the month and that this will be her last Full Board meeting. Candace has been a great friend and asset to the organization and will be greatly missed. Bruce stated that he has worked with Candace for 23 years and is proud of the professional relationship they have had and can also call her friend. We have been through a lot and have gotten a lot done for the community and he thanks her for all she has done for him, our organization, and the community. The Chair stated that the Board would like to formally recognize her at our July 23, 2020 Full Board meeting and invited her to attend that meeting. However, Diane Nevison will need to confirm with UNF that their location will still be available due to COVID 19.

Introduction of Ron Whittington (Candace Moody Replacement)

Candace introduced Ron Whittington who we are contracting with to provide public relations assistance. Ron is a writer, media strategist, and media relations person. He will be working with Joy McDaniel who does the other communications in the company. Ron thanked the board and looks forward to working with everyone.

Next Meeting Date

Full Board Meeting: July 23, 2020 (Thursday), 9:30 a.m. – 11:00 a.m., University of North Florida, Adam W. Herbert University Center, 12000 Alumni Drive, Room 1058, Jacksonville.

Adjournment: The meeting adjourned at 11:51 a.m.



**FIRST COAST WORKFORCE DEVELOPMENT, INC.
AMENDED BYLAWS**

ARTICLE I

The name of the organization shall be the First Coast Workforce Development, Inc. (FCWD), existing under the laws of the State of Florida, as a not-for-profit 501(c)(3) corporation.

ARTICLE II

The offices of the organization shall be located in places as selected by the Board of Directors ("Board" or "Directors").

ARTICLE III

FCWD is a cooperative effort between private business, industry, labor, education and government created to increase the economic base of the community by providing workforce development, job training and employment services for the businesses and citizens of Region 8 as allowed and prescribed by the Florida Statute 445 and the Workforce Innovation and Opportunity Act of 2014.

**ARTICLE IV
FCWD GEOGRAPHICAL AREA**

The area to be served by FCWD is designated as the six-county region consisting of Baker, Clay, Duval, Nassau, Putnam and St. John's counties in Northeast Florida.

**ARTICLE V
MEMBERSHIP**

The makeup of the Board will be delineated by Federal Law, State of Florida Statutes, and the Interlocal Agreement.

ARTICLE VI **ORGANIZATION**

FCWD shall be organized as follows:

1. Meetings

- a. FCWD shall meet regularly, no less than four (4) times each year. A quorum shall be fifty percent (50%) of the Directors. Special meetings may be held upon written call of the chair or by seventeen percent (17%) of the Directors upon at least twenty-four (24) hour notice to the other Directors.
- b. Directors of FCWD who are present at any committee, Executive Board or Full Board meeting at which an official decision, ruling or other official act is to be taken or adopted, which may involve a possible conflict of interest on the part of the Director and/or the organization which said Director represents, may not participate in any discussion or vote on the subject. The Directors must declare a conflict of interest in situations of this type prior to any discussions and/or a vote taking place and complete a Form 8B, Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers within fifteen (15) days after the conflict is declared.
- c. Meetings by Telephone or Teleconference. Members of the Board of Directors or any committee may participate in a meeting by means of telephone conference or similar communication method by which all persons participating in the meeting can hear each other at the same time. Any such participation will constitute presence in person at the meeting.

2. Officers

FCWD shall elect a Chair, Vice Chair and a Secretary to serve a two (2) year term. Elections will be held during the last quarterly meeting of each fiscal year by and among the full membership. Officers shall be selected from among the representatives of business and industry. These officers shall assume office on the first day of the fiscal year, July 1. However, upon approval of the majority of FCWD Directors present, extensions of the term of office for any of the officers of FCWD may be authorized for a period not to exceed one (1) additional year.

No later than March 1st of each appropriate year, the Chair shall appoint a nominating committee of no more than seven (7) members from among the membership, and shall include representation from each County. The nominating Committee shall recommend nominations for the Chair, Vice-Chair, and Secretary, and shall report those nominations to the membership at an election meeting to be held prior to July 1. Nominations from the

floor will be accepted at that meeting, with elections decided by simple majority.

- a. The Chair shall serve as the elected leader of FCWD and shall represent FCWD in all matters, in accordance with the FCWD Board Governance policies, which are not contrary to law or the bylaws.
- b. The Vice-Chair, in the absence of the Chair or in the event of the Chair's inability to act, shall perform the duties of the Chair, and when so acting, shall have all the powers and restrictions upon the Chair. The Vice-Chair shall also perform such—duties as assigned by the Chair or by the membership.
- c. In the absence of the Chair and Vice-Chair, the Secretary shall act as Chair with all the powers and restrictions upon the Chair.

3. **Committees**

The Chair, in accordance with FCWD governance policies, may create such committees, task forces, study groups and other advisory bodies as may be deemed necessary to assist FCWD in the performance of its duties and responsibilities. In those instances, where the Chair of FCWD creates a task force, study group or other body, the Chair of FCWD shall designate a member of FCWD as the Chair of said body. A Committee, task force, study group or other body shall report on its progress to FCWD at such times as FCWD requires and no public report or recommendation, favorable or adverse, may be made by a task force, study group or other advisory body unless the matter is first considered by FCWD or its Executive Board.

- a. There shall be an Executive Board composed of the elected officers, immediate past chairperson, standing committee chairs, vice chairs, and at-large members designated by the Chair. The Chair may appoint up to four (4) at-large members to ensure county and regional representation. The Executive Board shall meet as designated by the Chair. The Executive Board shall have the authority and responsibility to act for FCWD in the day-to-day operation of FCWD consistent with the current FCWD policy and these bylaws, but shall have no authority to modify the bylaws. Any decisions made by the Executive Board are subject to review by the Board as a whole. Minutes shall be kept of the meetings of the Executive Board, and the actions of the Executive Board shall be reported to FCWD at its next meeting.
- b. Standing Committees: The FCWD Chair will appoint all necessary and appropriate committees. The Chair shall appoint the members and the Chair of each Committee to ensure equal representation of all counties. The committee Chair shall select a Vice Chair. A quorum shall be fifty percent

(50%) of the members of the Committee. Standing committees will be formed, in accordance with Federal and State law, to make policy recommendations to the Executive Board and FCWD.

- c. Ad Hoc Committees: The Chair of FCWD will appoint ad hoc committees to perform specific tasks as the needs arise. The Chair of the ad hoc committee shall be a director of the Board. A quorum shall be fifty percent (50%) of the members of the ad hoc committee. Members of the ad hoc committees need not be Directors of FCWD, except for the Chair.
- d. Except as delegated or authorized by the Board, individual Directors have no authority to control or direct the operations of the Board or the actions of its officers and employees, including the President.
- e. Members of the Board and its committees shall serve without compensation, but members, the President and all employees of the Board may be reimbursed for per diem and travel expenses.

ARTICLE VII **DUTIES AND FUNCTIONS**

The Duties and functions of the First Coast Workforce Development, Inc. Directors include:

1. Developing the region's strategic workforce development plan and subsequent implementation plans as part of the strategic economic development plan of the region.
2. Establishing performance standards and measures for workforce development activities in the region.
3. Evaluating the performance and effectiveness of the region's workforce development plan and programs.
4. Reporting to the board of Directors of CareerSource Florida, Inc. regarding its functions, duties and responsibilities.
5. Soliciting, accepting, receiving, investing and expending funds from any public or private source.
6. Contracting with public and private entities as necessary to further the directives of the Workforce Development Strategy.
7. Approving an annual budget.

8. Carrying forward any unexpended appropriations into succeeding fiscal years.
9. Providing an annual report at the conclusion of the fiscal year. The annual report shall include a financial statement approved by the Board.
10. Overseeing and monitoring activities under its jurisdiction in accordance with Workforce Innovation and Opportunities Act of 2014 and the Florida Workforce Innovation Act of 2000.

ARTICLE VIII **FINANCIAL MATTERS**

1. No loans shall be contracted on behalf of FCWD, and no evidence of indebtedness shall be issued in its name.
2. All purchases or expenditures by FCWD, whether by contract or not, shall follow and adhere to laws, policies and standards governing purchases and expenditures as specified by the grant and/or the grant recipient.
3. No officer, employee or agent of FCWD shall have any interest, financial or otherwise, direct or indirect, or any contractual relationship in the purchase or sale of goods or services by FCWD without approval of the board by at least a 2/3 majority of a quorum.

ARTICLE IX **STAFF**

The President will be selected and appointed and shall have such duties and responsibilities as may be designated by the Executive Board through its Executive Limitations policies. The President will report to the Executive Board and shall serve at the pleasure of FCWD.

ARTICLE X **PARLIAMENTARY AUTHORITY**

1. FCWD shall operate under the most recently published edition of Roberts' Rules of Order. These rules may be preempted by any special rule of order the membership may adopt.
2. Directors may cast singular votes on all issues presented before FCWD, and may be allowed limited proxy as otherwise defined and specified.

3. Non-members shall have the right to present views before FCWD while it is in session as recognized by the Chair.
4. All meetings of FCWD shall be open to the public, and comply with Florida's Government in the Sunshine and open records laws. The FCWD will keep correct and complete books and records of account and financial statements and will also keep minutes of the proceedings of the Board of Directors and all committees. Such books and records will be available to all Directors on request and to members of the general public in accordance with applicable law.
5. Directors of FCWD may be removed automatically for unexcused absence at two (2) consecutive meetings or for conduct, which brings discredit upon FCWD. A vote of seventy-five percent (75%) of a quorum will be needed to remove a member for reasons of conduct. Any other unexcused absence is only available to public officials and can only be used in the performance of their official mandated duties.

ARTICLE XI **RESTRICTIONS**

1. Prohibition on Private Inurement and Private Benefit. No part of the earnings of the FCWD shall inure to the benefit of or be distributable to any director or officer of the FCWD, or any private individual (except that reasonable compensation be paid for service rendered to or for the FCWD and payments and distributions may be in furtherance of one or more of its purposes); and no director, officer, or private individual shall be entitled to share in the distributions of any of the corporate assets on dissolution of the FCWD.
2. Prohibition on activities of Tax-Exempt organizations. The FCWD shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt from taxation under Section 501(c)(3) of the Code and its Regulations as they now exist or as they may hereafter be amended or replaced, or by an organization, contributions to which are deductible under Section 170(c)(2) of the Code and Regulations as they now exist or they hereafter by amended or replaced.
3. Distribution of Assets Upon Dissolution. Upon the dissolution of the FCWD, the assets of the FCWD shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Code and its Regulations, or shall be distributed to the federal government, or to state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the FCWD is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

ARTICLE XII **INDEMNIFICATION**

The FCWD shall indemnify the officers, directors, employees and agents of the FCWD to the full extent permitted by the Florida Not For Profit Corporation Act, Chapter 617, Florida Statutes. This indemnification provision shall not be deemed to be exclusive of any other rights to which such officers, directors, employees and agents may be entitled under the Bylaws, any agreement, any insurance maintained by the FCWD, or otherwise.

ARTICLE XIII **AMENDMENT OF BYLAWS**

1. The Charter of Bylaws may be amended by a two-thirds (2/3) majority vote of a quorum at any meeting of FCWD when a quorum has been declared, provided that the proposed amendment(s) has been mailed to each voting member at least ten (10) days prior to the date of the meeting.

FIRST COAST WORKFORCE DEVELOPMENT ADMINISTRATIVE PLAN

MODIFIED 7/23/18

Local Administrative Plan

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Section I. - Description of the Administrative and Substate Grantee

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

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

Section II. - Financial Management

1. Accounting Procedures

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

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

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

2. Financial Reports

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

3. Charging of Costs and Cost Allocation

FCWD follows the state approved cost allocation plan.

4. Program Income/Stand-In Costs

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

for in the same manner as all other costs.

5. Interest

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

6. Cash Match and In-Kind Contributions

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

7. Supporting Documentation

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

8. Cash Management

State warrants are wire transferred directly to the FCWD checking account via the Electronic Federal Tax Payment System (EFTPS). FCWD maintains deposits in one interest bearing checking account that is a Qualified Public Depository. The bank account is reconciled on a monthly basis. Cash requirements are forecasted from historical data and from invoices currently being processed, to minimize the time elapsing between receipt of advanced funds and disbursement. All grant information is compiled and reported to the State as required.

9. Payroll Procedures

Payroll data is compiled and processed bi-weekly. The President or Designee initiates all hire authorizations. Documentation of employment will be in the form of either a hire letter or a status change form. Personnel records are maintained in the Human Resource office and only authorized individuals are allowed access.

10. Travel

All requests for approval and payment for travel expenses will be accomplished in accordance with Section 112.061, F.S. and the procedures outlined in the FCWD travel policy. The requirements contained therein apply to all travel whether paid for with State or Federal funds. In addition, the requirements apply whether paid by reimbursement, contractual agreements, or other methods of payment, including payment to a contractor or volunteer. The authority for the policy is contained in Section 445.007(10), Florida Statutes, which requires FCWD to reimburse standard travel in accordance with rates established in Section 112.061, Florida Statutes, and in compliance with applicable state and federal requirements. Rule 691-42.007, where applicable, has been relied on in drafting this template in compliance with Section 445.007(10), Florida Statutes. Travel expense reports are submitted for travel reimbursements. All allowable expenses, except meal allowances and mileage, are supported by receipts. Travel expense reports require President or Designee approval.

11. Bonding

A fidelity bond in the amount of \$1,000,000 is maintained by FCWD. Subrecipients shall carry an employee fidelity bond on officers, directors, agents, subcontractors or employees authorized to receive or deposit funds or issue financial documents, checks or other instruments of payment of program costs. Bond shall be in the amount of \$100,000 or the highest planned single payment by the FCWD during the contract period, whichever is less. Subrecipients may be required to furnish the FCWD with a copy of their Bonding Insurance Certificate.

12. Audits/Monitoring

Programs are monitored by FCWD internal monitor as well as contracted monitors periodically throughout the fiscal year. An independent financial and compliance audit is conducted annually by a certified public accountant. The audit is procured through competitive procurement in accordance with Federal and Florida Statutes. Proposals are received which are based upon predetermined specifications. FCWD will limit auditor retention to no more than five years, at which time a new qualified auditor will be selected.

Upon completion of the audit, the financial statements and audit reports are presented to management for review. The reports are then presented to the Finance Committee and forwarded to the Board. Within 30 days after completion of the audit, FCWD transmits copies of the audit report to DEO. If the report contains any findings related to the programs, a corrective action plan is prepared and submitted to DEO. This is followed by an audit resolution report detailing all corrective actions taken.

Each non-federal entity that expends a total amount of Federal awards equal to or in excess of \$ \$750,000 in any fiscal year of such non-federal entities shall have an audit performed for such fiscal years in compliance with the Single Audit requirements; 2 CFR 200; and applicable Federal & State audit regulations.

For-profit subrecipients are required to have a Single Audit or program specific annual independent financial and compliance audit conducted and prepared in accordance with generally accepted audit standards. Additionally, the State of Florida, Rules of the Auditor General, Chapter 10.600 states that for-profit organizations that are awarded grants and aids appropriations of \$ \$750,000 or more must produce an audit in accordance with the rules of the Auditor General promulgated pursuant to s. 11.45. In addition, the Single Audit requirements and 2 CFR 200, when applicable. Audit reports must be submitted to FCWD within 30 days after their completion but no more than 180 days after the Contractor's fiscal year end.

If findings exist, the subrecipient must provide written evidence that corrective actions have been implemented within sixty (60) calendar days of the audit's completion. The administrative office then forwards a written determination to the subrecipient stating whether or not corrective actions are adequate and whether questioned costs will be allowed, subject to State and Federal review. If any costs are disallowed, a debt is established and debt collection procedures are implemented.

13. Debt Collection

The monitoring/auditing system within the administrative office detects most erroneous billings prior to the time funds are disbursed to subrecipients/vendors. If a discrepancy is found after disbursement has been made, it is deducted from the next billing. If a contract has already expired when the discrepancy is discovered or if a debt is established after an audit, a certified letter is sent to the subrecipient requesting reimbursement within 30 days. If the funds have not been repaid at the end of the 30- day period, another certified letter is sent advising the subrecipient that the FCWD's attorney will begin debt collection procedures at the end of the next 30-day period. If the funds are not received by the end of the second 30-day period, the FCWD's attorney is notified and legal proceedings are initiated.

14. Advance Payments

FCWD will allow advance payments to contractors under the following conditions:

- A. The contractor has shown sufficient evidence that they lack sufficient working capital.
- B. The contractor must meet the standards of 2 CFR 200.305 for advances to subrecipients;
- C. Advance payments must meet the standards of 2 CFR 200.305; and
- D. Advance payment is in the best interests of FCWD.

Contracts with providers will clearly define the conditions of advance payment in cases where FCWD ascertains the aforementioned conditions are met. FCWD will maintain close accounting of related expenditures and liquidation to ensure receipt of the contracted goods and/or services.

Section III. - Property Management

Property will be purchased in accordance with FCWD, Inc. purchasing policy.

Property (whose value is \$5,000 or more) will be maintained on a computerized property inventory system by location. New property will be added to the inventory system when it is paid for. The Property Custodian will tag the new item with approved tags with the item number encoded thereon. The property inventory system will be maintained by the Property Custodian. Property records will include all federally required elements to ensure property accountability.

An annual physical inventory of all property will be conducted. When completed, the detail inventory by location will be dated, signed and filed by the Property Custodian in the Administrative Office. If the Property Custodian is changed, a special inventory will be performed at that date.

FCWD will insure that the property inventory system is a standard part of program monitoring and evaluation.

Property will be disposed of in accordance with policies and procedures. Donations of surplus property must be made to certified 501(c)3 or governmental agencies. Records will be maintained for a period of three years after final disposition of property.

A report of the inventory at June 30th will be compiled and transmitted as required on an annual basis.

Capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval from DEO.

Capital expenditures for special purpose equipment are allowable as direct costs, provided items with a unit cost of \$5,000 or more have the prior written approval from DEO.

Capital expenditures for improvements to land, buildings, or equipment which materially increase their value or useful life are unallowable as a direct cost except with the prior written approval from DEO.

Special arrangements and alterations costs incurred specifically for a Federal award are allowable as a direct cost with the prior approval from DEO.

Title to federally-owned property remains vested in the Federal government and FCWD will follow the requirements as outlined in 2 CFR 200.312.

Title to equipment acquired under a Federal award will vest in the non-Federal entity, subject to the conditions set forth in 2 CFR 200.313.

Equipment will be used by FCWD in the program or project for which it was acquired as long as needed, whether or not supported by the Federal award, and FCWD will not encumber the property without prior approval of the Federal awarding agency. FCWD will follow the requirements as outlined in 2 CFR 200.313.

FCWD will follow the disposition requirements for equipment acquired with federal awards identified in 2 CFR 200.313.

Section IV. - Records Management

FCWD will utilize a centralized state client Management Information System (MIS) for all programs operated under federal and state statute. FCWD will operate in accordance with the requirements of those laws, the State's Program Guide for all Records and Reports, and the State's Division Policy on Accounting and Reporting Requirements for Property.

The MIS will be operated from a Wide Area Network (WAN), hosted at an independent data center offering secure and hardened colocation and disaster recovery services. The dedicated facility provides state-of-the-art security, redundant power systems, and a robust fiber network optimized for performance and speed to a host of demanding customers. Located in Jacksonville, Florida, the company's core infrastructure is rated to withstand hurricane category 5 forces to ensure maximum reliability and peace of mind. The data center is designed to accommodate the changing power density and cooling needs of the colocation market while maintaining consistently superior levels of customer service and support.

While a participant is in training, information from the intake and enrollment forms should be entered by the offsite staff into the State MIS system on a daily basis. The FCWD administrative staff will conduct verification of client eligibility through review which requires an objective substantiation of all information provided. Subsequent status change, termination, and follow-up information will be entered daily electronically or on original forms into the MIS System, and filed with other original records of the participants. Since the FCWD has now invested in a state-of-the-art, document management system, all permanent files will be retained in this system. This system stores these records in secure formats and also utilizes electronic signature verification. In order to protect Personally Identifiable Information (PII), access to this system will be strictly controlled and delete capability will be limited to appropriate management staff only. When and if a file is deleted the audit tracking function within the document management system will retain all relevant information about who deleted the file and when it was deleted. Original documents will not be modifiable. Last, all electronic data will be backed up on a daily basis.

All applicant records will be retained in the document management system by FCWD for a minimum of three years after the completion of the program year in which they were enrolled. A master file of applicant records -- those not enrolled and those declared ineligible -- will be maintained by the administrative entity for a minimum of three years from the application date. Further, if any audit, claim, litigation, negotiation or other action involving records thereto has been started before the expiration of this three year period, the records shall be retained until completion of the action and resolution of all issues which arise from it, or till the end of the three year period, whichever is greater. Records will be maintained in the electronic document management system.

Archival cases that have not yet been entered into the document management system may be stored by an offsite custodian. The custodian of offsite storage records shall be designated from FCWD administrative staff. Public Records policy complies with all relevant state and federal public record requirements.

FCWD program staff will prepare regular periodic reports and special information summaries from the MIS data and local information sources to assist FCWD, contractors and staff in tracking program and contractor performance. The results of this procedure will enable the FCWD staff to evaluate the effectiveness of the programs and correct any program deficiencies.

PARTICIPANT REPORTING:

POLICY

It shall be the policy of the FCWD to assure that service providers and FCWD staff timely, collect, and enter all pertinent data in MIS, and report information necessary for quarterly and annual reports made to the State in accordance with the regulations.

BACKGROUND

Federal law that governs FCWD requires that local delivery systems collect data on applicants and participants with respect to their characteristics, eligibility, services and outcomes. To comply with statutory and regulatory requirements information collected must be entered into the State's management information system on a timely basis as eligibility determinations, and services are performed or assigned.

PROCEDURE

1. Staff required to collect, record and enter data relating to participants shall complete forms in accordance with guidance provided by the State.
2. Information shall be entered on a timely basis of any action taken requiring data to be entered or updated with respect to any individual participant or applicant for services.
3. Documentation entered shall be correct and truthful in all regards.
4. Any correction to data after entry shall be supported by case notes or memo explaining the correction by the individual authorized to make the data entry.

SECTION V. - Complaint Policy and Procedures

1. Policy

FCWD will maintain effective and timely complaint resolution procedures to be utilized by a workforce program participant, employee, employers, sub-grantee, subcontractor, or other interested party when filing a complaint alleging violation of administrative and/or service provisions and performance requirements of the Workforce Innovation and Opportunity Act (WIOA), Supplemental Nutrition Assistance Program (SNAP), Welfare Transition Program (TANF/WT), and the Wagner-Peyser (WP) Program.

2. Background and Underlying State/Federal Policy

The WIOA, TANF/WT and SNAP programs require the State, the local areas, and direct recipients of program funds to establish and maintain grievance/complaint and hearing/appeal procedures for handling program-related complaints. The grievance/complaint requirements may vary from program to program.

To simplify instructions and to have a unified format, the following grievance/complaint and hearing/appeal procedures will be essentially the same for WIOA, TAA, SNAP, and TANF/WT workforce programs. Wagner-Peyser procedures will be addressed separately.

3. FCWD Original Grievance/Complaint and Hearing/Appeal Process

A. Overview

i. Any participant or other interested party adversely affected by a decision or action by the local workforce system, including decisions by career center partners and service partners, has the right to file a grievance/complaint with the RWB, with the exception of complaints alleging unlawful discrimination. Discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, Discrimination Complaint Procedures. The discrimination complaint procedures are available on line at:

http://www.floridajobs.org/civilrights/docs/Discrimination_Complaint_Procedure_s.pdf

ii. TANF/WT work activity and support services grievances/complaints shall be filed with FCWD (work activity is defined in Chapter 445, Florida Statutes). Pursuant to 45 CFR 261.56(c)(2) we will inform customers of and provide a fair hearing regarding non-compliance with work requirements. TANF cash assistance eligibility or benefit entitlement grievances/complaints shall be filed with the local Department of Children and Families (DCF) office, the cognizant agency responsible for administering this part of TANF (20 CFR 662.280), except for complaints alleging unlawful discrimination.

iii. Food stamp eligibility or benefit entitlement grievances/complaints shall be filed with the local DCF office (See 7 CFR 271.6 and 273.15), except for complaints alleging unlawful discrimination. The SNAP reimbursement shall be treated as a support service, and grievances/complaints shall be filed with FCWD.

iv. Grievance/complaints, except complaints alleging unlawful discrimination, shall be filed at the State level only when based upon actions or decisions made by the State recipient or administrative entity. Any grievance/complaint filed with an inappropriate entity will be forwarded to the proper entity/agency for action. The entity's/agency's 60-day timeframe to handle the grievance will start upon receipt of grievance/complaint.

v. A grievance may be filed by regular employees regarding displacement by a WIOA, TAA, TANF/WT, or SNAP program participants and by program participants regarding displacement for reasons other than unlawful discrimination. Displacement action prohibitions and available relief specifications are described in WIOA (20 CFR 683.600), TANF (45 CFR 261.70), and SNAP (7 CFR Parts 271 and 273). The filing of all other grievances/complaints alleging, employment, and health and safety violations shall be filed as described in Section I. b., Process for Filing a Grievance/Complaint with RWB. As noted above, discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, Discrimination Complaint Procedures.

All local workforce grievances/complaints shall be filed with FCWD using the procedures contained herein. The exceptions are Job Corps grievances/complaints that are processed according to requirements of 20 CFR 670.990.

As specified in Rule 65A-4.205, the DCF has delegated to FCWD the responsibility for TANF/WT work activity non-compliance determinations. This rule is incorporated herein by reference. Additionally, in the TANF State Plan, DCF has assigned to CareerSource Florida Incorporated (CFI) and the Department of Economic Opportunity, Division of Workforce Services (DEO) the responsibility for providing a grievance form to all participants in the program.

B. Process for Filing a Grievance/Complaint with FCWD

Under WIOA, TAA, TANF/WT and SNAP, career center partners, service providers, participants, and other interested parties affected by the local workforce system have the right to file a grievance/complaint. Grievances/complaints that do not allege unlawful discrimination shall be filed using the procedures established herein.

i. FCWD shall receive, review, and attempt to informally resolve the initial WIOA, TAA, TANF/WT, and SNAP grievance/complaint.

ii. If the grievance/complaint cannot be resolved informally, then a hearing shall be held and a decision issued within the required 60 calendar days from receipt of complaint/grievance.

iii. Employment, and health and safety complaints/alleged violations for reasons other than unlawful discrimination will be forwarded to the Department of Economic Opportunity, Division of Workforce Services, or may be mailed directly to the appropriate federal agency as allowed by federal regulation. The last page of Section C has a list of addresses for federal agencies. A copy of the complaint/alleged violation report shall also be mailed to DEO.

C. FCWD Grievance/Complaint Review and Hearing Process

i. Complaint documents must be in writing, providing clear factual specifics upon which the complaint is based, properly signed and appropriately submitted.

ii. Upon receipt at FCWD, complaint documents shall be date-stamped, copied and distributed as follows:

- One copy to the Chief Executive Officer (CEO)
- One copy to the Designee
- One copy to the Equal Opportunity Officer (EOO)

iii. Upon receipt at FCWD, the CEO, the DESIGNEE and the EOO shall conduct a collaborative evaluation, and designate a Hearing Officer within fifteen (15) working days.

iv. The Hearing Officer shall schedule a hearing and notify the grievant/complainant by certified mail, return receipt, at a minimum of fifteen (15) calendar days prior to the hearing. The hearing notice shall advise the following:

- The date, time, and place of the hearing;
- The pertinent sections of the WIOA, TAA, TANF/WT, and SNAP, or any other federal regulations involved;
- Affected parties may present witnesses or documentary evidence at the hearing;
- Affected parties may be represented at the hearing by an attorney or other representative; and
- The parties will receive the decision within 60 calendar days from receipt of the grievance or complaint.

The hearing will be conducted according to the procedures established by FCWD. The Hearing Officer will ensure that the hearing proceeds in an equitable, orderly and expeditious manner. The Hearing Officer may elicit testimony from witnesses without acting as an advocate for any party. The Hearing Officer will ensure that the process, including the contents of the hearing dialogue, is transcribed or has the potential of being transcribed. The Hearing Officer will attempt to negotiate a settlement between the parties any time prior to the conclusion of the hearing.

D. Resolution

i. The Hearing Officer's decision: The Hearing Officer shall issue a written decision within 60 working days of the filing of the complaint. The decision shall be in clear, simple, non-technical language and will include the following information:

- a. Date, time and place of the hearing;
- b. Appearances entered at the hearing;
- c. A statement that the involved parties, their representatives and witnesses were given an opportunity to present oral or written evidence in support of their position;
- d. A clear and concise statement of the issues;
- e. Findings of fact, based exclusively on the evidence of record, and conclusions of law, separately stated;
- f. The decision of the Hearing Officer based on the findings of fact, conclusions of law and evidence introduced at the hearing; and
- g. The procedures by which the grievant may request an appeal.

ii. The Hearing Officer will furnish to all parties a copy of the decision by certified return receipt requested mail or by facsimile, followed by a hard copy.

iii. Failure to accept the certified mailing will constitute a waiver of the right to notice by such means. The Hearing Officer shall thereafter serve the copy by regular mail.

iv. The Hearing Officer will preserve the record of the entire hearing. Any transcription will be done at the initiation and expense of the requester. Any party requesting a copy of the recorded hearing will pay the cost of duplication.

E. Process for Filing an Appeal of FCWD Decision or Lack of Action

Should a decision not be rendered within 60 calendar days of filing the complaint, or if there is an adverse decision, the complainant will be notified in writing that a request for appeal may be made accordingly:

- The appeal should be concise (if possible, not to exceed five pages not including exhibits and attachments) and shall be sent by certified mail (return receipt), to the Department of Economic Opportunity, Office of General Counsel, 107 East Madison Street, MSC 110, Tallahassee, Florida 32399-

4128.

- The appeal request shall state the facts, laws, procedures, etc. that the grievant/complainant believes to be relevant for review. The appeal must be filed with DEO within 30 calendar days of receipt of the RWB Hearing Officer's decision or within 30 calendar days after the required 60- calendar day timeframe for FCWD to act has elapsed.
- The request must include the grievant's/complainant's address where official notices will be mailed.

The state can remand the grievance/complaint back to the RWB to hold a hearing or impose other remedies to resolve the grievance/complaint.

F. Finality of Decisions

With the exception of complaints alleging violations of the labor standards under section 143 of the Act, the State of Florida's decision(s) shall be final unless the United States Secretary of Labor exercises authority for federal level review, or the Grievant timely requests a review of the State level hearing action, pursuant to 20 CFR, 627.601, Subpart F.

G. Alternative Dispute Resolution

Nothing contained within this policy shall prohibit pursuit of any rights pursuant to 20 CFR Sections 627.600 through 627.607, (appendix A).

H. Retaliation Prohibited

No person or agency may discharge, or in any other manner discriminate or retaliate against any person, or deny to any person a benefit to which that person is entitled under the provisions of the Act or the regulations because such person has filed any complaint, instituted or caused to be instituted any proceedings under or related to the Act has testified or is about to testify in any such proceedings or investigation or has provided information or assisted in an investigation.

Section VI. Complaint Procedures for Wagner-Peyser Employment Service Activities

1. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State and Federal level for processing these complaints. In addition, any person who believes he or she, or any specific class of individuals, has been subjected to unlawful discrimination in a Wagner-Peyser program (including employees and/or applicants for employment with the agency administering the program) may file discrimination complaints by following the procedures in the DEO Discrimination-Complaint Procedures.

Special handling procedures are required for complaints filled by Migrant and Seasonal Farm Workers (MSFW) that do not allege unlawful discrimination. FCWD will attempt to resolve the MSFW complaint. IF MSFW complaints cannot be resolved within five working days of receipt of complaint by FCWD, the complaint form and copies of all documents in the complaint file are forwarded to the DEO. Complaints alleging unlawful discrimination in the MSFW program may be filed in accordance with DEO.

Federal regulations at 20 CFR 658.415 state that non-ES related complaints (employment, health and safety, etc.) must be forwarded as soon as possible after being received. These complaints shall be sent to DEO, or to the appropriate federal agency with a copy of the complaint sent to DEO.

2. FCWD/One-Stop ES Complaint/Resolution Procedures

Complaints that are related to the Wagner-Peyser employment services that do not allege unlawful discrimination are handled by the career center manager. The manager will maintain a separate file for each complaint and enter the complaint on the complaint log. FCWD will attempt to resolve all ES related complaints. The complaint is resolved when the complainant is satisfied with the outcome; the complainant chooses not to elevate to the next level; or when the complainant has not responded within 20 working days after correspondence has been mailed for ES complaints and within 40 working days for MSFW complaints.

If the ES complaint is not resolved within 15 working days, then the complaint and associated file documents are forwarded to DEO Attention: ES Complaint Coordinator. Within five days after the end of the quarter, the local career center manager will mail the Complaint Logs to the Senior Monitor Advocate at the address included in the MSFW procedures above.

The MSFW complaints involving an allegation of noncompliance with assurances regarding wage and hour law or other employment conditions are to be forwarded to the nearest USDOL Wage and Hour office.

For MSFW violations of Occupational Safety and Health Administration (OSHA) Directives, complaints should be forwarded to the USDOL, Occupational Safety and Health Administration.

The following conditions are identified in 20 CFR 658.501(a) as the basis for discontinuation of services to employers:

- a. Employer submits and refuses to alter or withdraw job orders containing specifications which are contrary to employment related laws;
- b. Employer submits job order and refuses to provide assurances that the jobs offered are in compliance with employment-related laws;
- c. Employer is found through field checks or otherwise to have misrepresented the terms or conditions of employment specified on the job order or to have failed to comply fully with assurances made on the job orders;
- d. The career center is notified by enforcement agency that the employer has violated an employment related law;
- e. Employer, following investigation of complaint, is found to have violated employment service regulations;
- f. Employer refuses to accept qualified workers referred;
- g. Employer refuses to cooperate in field checks; and
- h. Employer repeatedly causes discontinuation proceedings to be initiated.

Nothing included in this procedure precludes a grievant/complainant from pursuing a remedy authorized under another federal, State, or local law.

Criminal fraud and abuse, discrimination, health and safety, and employment, complaints that violate federal laws, regulations, and directives are handled differently than the program related complaints/grievances handled by local and state hearing and appeal procedures.

3. Reporting Criminal Fraud and Abuse

WIOA Section 683.620 describes the process for reporting complaints and/or reports of criminal fraud and abuse. Complaints/reports must be reported immediately to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210.

The complaint or report can also be mailed to the USDOL Southeast Regional Inspector General for Investigations, Office of Investigations, Sam Nunn Atlanta Federal Center, 61 Forsythe Street, SW, Suite 6T1, Atlanta, Georgia 30303 with a copy simultaneously provided to the Employment and Training Administration.

Reports or complaints alleging criminal fraud and abuse may also be reported through USDOL's Hotline at 1-800-347-3756.

A. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State and Federal level for processing these complaints.

Wagner-Peyser participants may file discrimination complaints against the Department of Economic Opportunity, Division of Workforce Services (DEO) or its employees or complaints alleging discrimination by an employer. Title 29 CFR Part 34, provides the authority for the following:

- a. Complaints involving an employer in another state or another state agency;
- b. Complaints involving more than one office, another One-Stop Center, or statewide system;
- c. Complaints involving the violation of the Job Service Regulations by an office or One-Stop Center;
- d. Complaints involving the violation of an employment related law by an employer; and
- e. Complaints involving a violation of the terms and conditions of a job order by an employer.

Section VII. - Monitoring, Oversight, and Performance Evaluation Plan

The First Coast Workforce Development, Inc. (FCWD) will evaluate each subrecipient's risk of noncompliance with Federal statutes, regulations, and the terms and conditions of the sub award for purposes of determining the appropriate subrecipient monitoring. FCWD utilizes an oversight, monitoring, and performance evaluation process which includes:

- a. Periodic on-site monitoring visit to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing review and assessments of service providers performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- d. Sub-recipients submit the required audit reports in accordance with 2 CFR 200
- e. The following requirements on sub-recipients:
 - Funds shall not be used to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II for ETA approved funds.
 - FCWD requires an approved federally recognized indirect cost rate or a rate negotiated between the Board and the sub-recipient in compliance with 2 CFR 203.331, or a de minimis indirect cost rate.
 - The sub-recipient will permit FCWD and its auditors access to the sub-recipients records and financial statements, as necessary.

These activities/services are required to fulfill FCWD mandated oversight responsibilities as Region 8 in accordance with the regulation and guidance provided through the federal and state programs it operates.

The monitoring process serves as an outreach tool for both FCWD and its service providers to provide feedback to management through findings and recommendations. The monitoring process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems whereby improvement measures or corrective action can be taken by management in a timely manner.

FCWD will perform monitoring as a regular and systematic review of program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and FCWD policies and procedures.

1. Independent Monitoring

An independent certified accounting firm will conduct periodic programmatic, procurement and fiscal monitoring utilizing federal and state monitoring instruments, which outline both programmatic and fiscal compliance and quality improvement factors. The FCWD

monitoring contractor will monitor each subrecipient at least once during the Fiscal Year. Monitoring reports identifying findings, observations, and recommendations will be generated at the completion of each monitoring visit. A monitoring schedule will be developed by FCWD staff at the beginning of each program year.

2. Internal Monitoring

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

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

FCWD's monitoring staff will establish a schedule of regular scheduled, as well as periodic on-site monitoring reviews of service providers in Region 8. These visits will be designed to assure any abuses in program operations are immediately identified and eliminated, as well as to prevent any misuse of funds by Service Providers, subgrantees, etc.

Performance monitoring will be conducted to validate actual program performance against performance standards as established in the contract. The results of this review will be used to assess progress toward goals and objectives, to identify existing or emerging problems and to trigger explanations, corrective actions and/or contract actions, as appropriate. Performance monitoring will be conducted through a desk- review and on-site visits. Program Managers will ensure that contract providers submit a monthly report, which after review, will be forwarded to management. This monthly report should clearly indicate progress toward program goals/outcomes.

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

3. Report and Corrective Action

The monitoring report will be issued within 20 days in order to make the information

available for timely consideration and action by the management of both the administrative entity and its service providers. FCWD monitoring staff will follow-up on corrective action recommendations as well as the results of technical assistance which may not necessarily relate to the required corrective action.

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

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

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

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

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

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

The above mentioned description provides FCWD procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in Region 8.

Section VIII. Purchasing Guide & Procurement of Services

Staff authorizing and purchasing goods and services are aware of and adhere to 2 CFR 200.403 regarding factors affecting allowability of costs.

Records will be maintained for a three year period after the end of the resulting contracting period to trace each service provider procurement process. These records shall include documentation to explain the rationale for the method of procurement, contractor selection or rejection, cost/price analysis, and the basis for the contract price.

Rationale for Procurement Method. For competitive procurement, the Request for Proposal (RFP)/Invitation to Negotiate (ITN), which describes the procurement process, will be kept on file for each procurement. Rationale for all non-competitive procurement will be documented according to applicable regulations.

Contractor Rejection or Selection. The evaluation criteria will be kept on file for each procurement, including the individual evaluation forms completed for each proposal submitted. Also kept on file will be copies of any correspondence sent to service providers regarding the procurement.

Basis for Contract Price. The service provider proposal, cost price analysis and contract will serve as the basis for documentation of the contract price. Any miscellaneous correspondence regarding proposed costs will also be maintained in the appropriate file.

Sub-recipient/Contractor Determinations. FCWD staff will evaluate the substance of each relationship to determine whether the features represent a contractor or sub-recipient relationship. The Sub-recipient and Contractor Determination Checklist will be completed by FCWD staff in distinguishing between sub-recipient and contractor relationships.

1. Contract Signature Authority

The President, Designee or the Executive Board Chair of the FCWD are the only official individuals authorized to sign and execute contractual agreements and modifications. The President is also authorized to terminate any contractual agreement.

Code of Conduct /Standard of Conduct/Conflict of Interest - award/administration of contracts.

FCWD adheres to the standard of conduct/conflict of interest governing the performance of employees, officers and contractors engaged in the award and administration of contracts as prescribed by the Florida Commission on Ethics, Guide to the Sunshine Amendment and Code of Ethics for Public Officers.

No staff, regular or temporary, or authorized agent, FCWD board member or officer shall bid to provide service, participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or apparent, is involved. Such a conflict would arise

when the individual (employee, agent, FCWD member or officer), or any member of the individual's immediate family, the individual's partner, or an organization which employs or is about to employ any of the above, has a financial or other interest in the firm or organization selected for award.

No employee or authorized agent, FCWD member or officer shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any sub-agreement.

Control for conflict of interest is exercised through the FCWD's procurement process. Proposals are evaluated by a team of staff using a point system based on evaluation criteria published in each Request for Proposals/Invitations to Negotiate or sealed bids, with recommendations submitted to the Executive Board or full Board of Directors for funding levels in excess of \$500,000.

Board of Directors Contracting Rules

In accordance with CareerSource Florida Inc. (CFI) guidance (*Modifications to Workforce Florida Inc. Contracting Policy*, May 2012) (CFI Contract Guidance), FCWD will not enter into a contract with one of its own Board members, with an organization represented by its own Board member or with any entity where a Board member has any relationship with the contracting vendor/sub-recipient.

At the Board's discretion, the following may be exempted from the above paragraph:

- a) A contract with an agency (as defined in Florida Statute 112.312[2], including, but not limited to, those statutorily required to be board members) when said agency is represented by a Board member and said member does not personally benefit financially from such contracts;
- b) A contract with a Board member or a vendor (when a Board member has any relationship with the contracting vendor) when the contract relates to the member's appointment to the board under Pub. L. No. 113-128, ("Workforce Innovation and Opportunity Act").
- c) A contract with a member receiving a grant for workforce services under Federal, state or other governmental workforce programs.
- d) A contract between a Board and a Board member which is not exempted under paragraphs (a), (b) or (c) where the board documents exceptional circumstances and/or need and the Board member does not personally benefit financially from the contract. Based upon criteria developed by CFI, the Florida Department of Economic Opportunity shall review the Board's documentation and assure compliance.

Each contract which is exempted from the general prohibition in the paragraph above must meet the requirements set forth in the Workforce Innovation and Opportunity "conflict of interest" provisions.

Rules Regarding Contracting with a Board Member Definitions:

"has any relationship with the contracting vendor" means the member is an owner or a principal of the vendor, or a principal of the vendor has retained the member, or the parent organization or subsidiary of a corporate principal of the vendor has retained the member or a member's known relative or member's business associate is an owner of the vendor. For purposes of this policy, vendor, contractor and sub-recipient are the same.

"benefit financially from a contract" means the special private financial gain to a member, a special private financial gain to any principal which retains the member, the special private financial gain of the parent organization or subsidiary of a corporate principal which retains the member or the special private financial gain to any member's relative or business associate or to a board employee or a board employee's relative and such benefit is not remote or speculative. "Personally benefit financially" means a special private financial gain to a member only.

Additional definitions are in Part I (Definitions) of CFI Contracting Guidance.

The Board must comply with all requirements of section 445.007, Florida Statutes, prior to contracting with a Board member or other person or entity that could benefit financially from a contract (as defined above). These requirements are:

- a) All contracts between FCWD and a Board member or other person or entity who may benefit financially from a contract (as defined above) must be approved by a two-thirds vote of the Board when a quorum has been established and the approval of such contracts shall not be delegated to staff or committees. The Board member who abstains from voting due to conflict of interest will not be counted towards the quorum.
- b) The fact that a Board member or other person or entity could benefit financially from the contract (as defined in the CFI Contract Guidance) must be disclosed in the meeting, and made part of the minutes of the meeting before the vote is taken. The Board member's absence from the meeting does not relieve the Board from the disclosure and 2/3 vote requirements. All other known conflicts must be disclosed before the vote. If a board member or employee discovers a conflict of interest after the vote, then the conflict must be disclosed in a procedure consistent with section 112.3143(4)(b), Florida Statutes. Board members who could benefit financially from the contract or who have any relationship with the contracting vendor (as defined in the CFI

Contract Guidance) must abstain from voting on the contract. A Board member's designee cannot vote in the place of a Board member who is required to abstain.

- c) Board contracts (i.e., contracts with Board members) equal to or greater than \$25,000 shall not be executed prior to the written approval of CFI.
- d) FCWD must submit all contracts equal to or greater than \$25,000 with Board members or other persons or entities who could benefit financially from the contract to the Department of Economic Opportunity ("DEO") along with documentation, as specified by CFI Contract Guidance, demonstrating compliance with section 445.007, Florida Statutes.
- e) A contract under \$25,000 between FCWD and a member of the Board or between a relative of a Board member or of an employee of the Board is not required to have the prior approval of CFI but must be approved by a two-thirds vote of the Board, a quorum having been established, after full disclosure with the member's abstention and must be reported to DEO and CFI within 30 days after approval.
- f) Contracts with a Board member or other persons or entities who could benefit financially from the contract (as defined the CFI Contract Guidance) in which the Board is receiving monies or other compensation (such as a Board member paying rent to the Board or paying for Board services) are exempt from this policy.
- g) The term "contract" includes the initial contract and all amendments, renewals, or extensions. Renewals or extensions of contracts with a Board member or persons or entities who could benefit financially from the contract must be approved under the same procedure as if the renewal or extension were an original contract. Any amendments to a contract which could benefit financially a Board member or another person or entity (as defined in the CFI Contract Guidance) must be approved under the same procedure as if the amendment were an original contract. Any amendments which do not benefit financially a Board member or other person or entity (as defined the CFI Contract Guidance) may be approved by a regular majority vote where there is a quorum according to Board rules and/or bylaws.
- h) All other requirements of section 445.007(1) must be met. For example, a Board member must continue to disclose any

conflict of interest in a manner that is consistent with the procedures outlined in section 112.3143, Florida Statutes.

- i) In order to comply with the requirements of section 445.007, FCWD shall advise and require Board members to disclose known conflicts of interest and notify the Board of any contracts which may benefit them personally. In order to comply with the requirements of section 445.007, FCWD shall advise and require all parties to a contract to disclose all known conflicts of interest and notify the Board of all Board members or other persons or entities known to benefit financially from the contract (as defined the CFI Contract Guidance).
- j) A contract which is initially subject to the requirements of section 445.007 due to a Board member's, an employee's or another person's or an entity's conflicts of interest at the time of approving the contract is not subject to these procedures after the departure of the member from the Board membership, the departure of the employee from FCWD's employ or other actions have removed the conflicts of interest.
- k) The above requirements do not eliminate or diminish the Board's obligations to comply with the Workforce Innovation and Opportunity "Conflict of Interest" procedures.

Required documentation

For each contract equal to or greater than \$25,000, FCWD must electronically submit after the Board's approval of the contract a completed contract information form certified by the Board chair as correct and true to workforcecontract.review@deo.myflorida.com containing the following information:

- a) Identification of all parties to the contract.
- b) Description of goods and services to be procured.
- c) Value of the contract, contract renewal or contract extension.
- d) Contract term
- e) Contract number or identifying information, if any
- f) Identification of board member or employee whose conflict of interest required the board's approval of the contract by 2/3 vote.
- g) The nature of the conflict of interest in the contract.
- h) A certified board membership roster listing all members on the board at the time of the vote on the approval of the contract with a vote tally indicating attendance or absence at the meeting and for those in attendance, the affirmative and negative votes and abstentions for each member.

- i) Dated and executed conflict of interest forms, which are consistent with the procedures outlined in section 112.3143, Florida Statutes, submitted at or before the board meeting, for board members who have any relationship with the contracting vendor (as defined the CFI Contract Guidance).
- j) Other information as specified on the contract information form.

2. Purchase Thresholds

The following monetary thresholds have been established by FCWD for procurement of goods and services for which the aggregate cost is \$250,000.00 or less. These Small Purchases do not require a formal request for proposals or bids

- a) Micro-purchases – purchases of \$10,000 or less may be awarded without soliciting competitive quotations if FCWD considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers.
- b) Purchases of \$10,000.01 - \$24,999.99 shall require a minimum of two written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.
- c) Purchases of \$25,000.00 - \$250,000 shall require at least three written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.

A cost or price analysis will be made and documented in the procurement file in connection with every purchase in excess of the Simplified Acquisition Threshold. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

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

FCWD will identify the portion of membership dues in associations (Economic Development, Chambers, etc.) that are spent on political activities (lobbying) and, for this portion of the dues, either deduct from the payment or utilize unrestricted funds to eliminate any possible appearance of contributing to lobbying activities, which is strictly unallowable per 2 CFR 200.

Sole Source Procurement:

Examples of when sole source procurement may be used is when:

- a) There is an immediate danger to the public health, safety or welfare, or where FCWD will suffer substantial loss related to delays incident to competitive bidding. A contractor/supplier may be selected without following standard procedures due to the nature of the emergency. If possible, it is recommended that at least two quotes are received, but this is not required. The procurement will be awarded based upon the contractor/supplier's capability and availability to handle the emergency to immediately alleviate any danger or concern; or
- b) Only one supplier has the unique capacity to provide the goods or services required; or
- c) Solicitation results in inadequate competition; or
- d) Other solicitations described in Section III.

All sole source procurements will be justified in writing and approved by the President.

Sole Source justification documentation may contain the following:

- a) A description of the goods or services required.
- b) Justification for sole source-sole supplier, emergency or unique capacity.
- c) Description of emergency or problem and where it exists.
- d) Description of the proposed supplier's unique capacity to fill requirement.
- e) Description of actions taken to get one or more quotes.
- f) Any other documentation that supports the recommendation and decision.

Annually, FCWD shall submit a request to the state to purchase items requiring prior approval in accordance with 2 CFR 200 and Prior Approval Administrative Policy for Workforce Boards issued by DEO (DEO Policy 87). For the remaining items that require prior approval and are not on the Annual Prior Approval Form, FCWD will complete and submit the "Prior Approval Request Form" prior to incurring expenditures.

3. Method of Procurement

The purchase of goods and services is conducted in an open manner with competitive pricing, proper management and oversight controls to ensure finance accountability and efficiency and to prevent waste, fraud and abuse.

Purchases over \$250,000 will be publicly advertised and a formal solicitation will be issued.

FCWD will maintain a list of previous and prospective proposers who have asked to be included on the proposer/bid list for various types of goods and services. FCWD will ensure all prequalified lists of persons, firms, or products which are current and potential bidders will not be precluded from qualifying during the solicitation period. Qualified small and minority businesses and women's business enterprises will be included on solicitation lists.

Solicitations for goods and services shall provide for all of the following:

- a) Clear and accurate descriptions of the goods or services being procured. The description must not contain features that restrict competition.
- b) All requirements that must be fulfilled and all other factors used in evaluating bids or proposals.
- c) Technical requirements described in terms of functions to be performed or performance required, including a range of acceptable or minimum acceptable standards.
- d) Specific features of -brand-name or equal descriptions, if included in the solicitation.
- e) If procuring goods or certain types of services, the acceptability of metric measurements.
- f) Preference for ecologically sound and energy-efficient products.
- g) Experience, qualifications, and capacity.
- h) Cost.
- i) Timeliness.
- j) Evaluation process and criteria.
- k) Assurances and certifications.
- l) Appeal process.

To the extent practicable, service providers for Region 8 will be selected competitively in accordance with the standards established in Federal Circulars governing the financial operation of FCWD. Non-competitive or sole source procurement shall be minimized, but may be authorized if justified.

Upon receipt of proposals by the published deadline, FCWD staff will review, rate and prepare summary recommendations for the FCWD Executive Board for funding levels in excess of \$500,000.

Contracts for all programs will be either cost reimbursement/performance expected or fixed unit price, with documentation required for each. The cost-plus-percentage-of- cost method of contracting should not be used. Profit may be built in, at a rate of no greater than 10% of the whole, for private-for-profit service providers. Contracts can be renewed on a year-to-year basis, up to the period identified in the original procurement. Renewal will be based on a review of the effectiveness of services delivered and continued cost being within the original price analysis.

Where possible, FCWD will utilize federal, state and local government approved contracts and SNAPS agreements for the purchase of equipment, goods and services or use of common or shared goods and services. When possible, FCWD uses Federal excess and surplus property in lieu of purchasing new equipment and property.

All procurement contracts and other transactions between FCWD and units of state or local governments using WIOA funds must be conducted only on a cost reimbursement basis. No provision for profit is allowed. Any excess of revenue over costs incurred for services provided by a governmental or non-profit entity must be included in program income.

FCWD will negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed.

Costs or prices based on estimated costs for contracts are negotiated using the Federal cost principles.

The following contractual services and commodities are not subject to the competitive sealed bid requirements of this section:

- a) Artistic services.
- b) Academic program reviews.
- c) Lectures by individuals.
- d) Professional services to include Legal services, including attorney, paralegal, expert witness, appraisal, or mediator services, monitoring, evaluative and consulting.
- e) Health services involving examination, diagnosis, treatment, prevention, medical consultation, or administration.
- f) Services provided to persons with mental or physical disabilities by not-for-profit corporations which have obtained exemptions under the provisions of s. 501(c)(3) of the United States Internal Revenue Code or when such services are governed by the provisions of 2 CFR 200. However, in acquiring such services, the agency shall consider the ability of the contractor, past performance, willingness to meet time requirements, and price.
- g) Medicaid services delivered to an eligible Medicaid recipient by a health care provider who has not previously applied for and received a Medicaid provider number from the Agency for Health Care Administration. However, this exception shall be valid for a period not to exceed 90 days after the date of delivery to the Medicaid recipient and shall not be renewed by the agency.
- h) Family placement services.
- i) Prevention services related to mental health, including drug abuse prevention programs, child abuse prevention programs, and shelters for runaways, operated by not-for-profit corporations. However, in acquiring such services, the agency shall consider the ability of the contractor, past performance, willingness to meet time requirements, and price.
- j) Training and education services provided to injured employees pursuant to Florida s. 440.49(1).
- k) Services or commodities provided by governmental agencies.
- l) Continuing education events or programs that are offered to the general public and for which fees have been collected that pay all expenses associated with the event or program are exempt from competitive sealed bidding.
- m) If less than two responsive bids or proposals for commodity or contractual services purchases are received, FCWD may negotiate on the best terms and conditions. FCWD shall document the reasons that such action is in its best interest in lieu of re-soliciting competitive sealed bids or proposals.

4. Selection of Service Providers

FCWD will take necessary affirmative steps to assure that minority firms, women's

business enterprises and labor surplus area firms are used when possible; including dividing total requirements of the procurement action, when economically feasible, into smaller tasks or quantities to permit maximum participation and establishing delivery schedules, where the requirements permit, which encourage participation by small and minority business and women's business enterprises.

The primary consideration in the selection of service providers shall be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and characteristics of customers.

Consideration shall be given to proposals submitted by public educational agencies and community based and minority organizations; however, this consideration shall in no way prevent the FCWD from choosing alternative organizations to provide services.

Requirements and other factors used in the proposal evaluation process for submitting a bid will be outlined in each Request for Proposal/Invitation to Negotiate or sealed bid. Factors used in the proposal evaluation process will include, but not be limited to:

- a) Demonstrated ability, including consideration as to whether the organization has adequate financial resources or the ability to obtain them.
- b) A satisfactory record of integrity, business ethics and fiscal accountability.
- c) Necessary organizational experience, accounting and operational controls.
- d) Programmatic design.
- e) Reasonableness of cost.

Ability to Perform. A determination will be made by staff and the Board of whether a potential service provider has the means and resources to operate the proposed program.
Record of Past Performance. Requests for Proposals/Invitations to Negotiate include a questionnaire, which must be included with each proposal, on the agency background and administrative ability. In the evaluation of proposals, points are awarded based on previous experience and success in operating the same or similar employment and training activities.

Technical and Financial Resources. The FCWD staff will analyze service provider technical and financial resources. A copy of the proposer's most recent audit is required for those proposing organizations that have not contracted with the FCWD or demonstrated satisfactory performance within the past two years.

Controls for Avoiding Duplication of Services. FCWD reviews all proposals in order to reduce duplication of facilities or services available in the area.

5. Reasonableness of Cost

In Region 8, the reasonableness of cost for goods and services is determined by different criteria such as:

- a) Comparison of competitive price quotations.
- b) Comparison of prior quotations and contracts with current quotations for the same or similar training.
- c) Analysis of services or products offered.
- d) Comparison of prices on published price lists with published market prices of commodities, together with discount schedules.
- e) Comparison of proposed prices with independent estimates of cost developed within Region 8 (cost price analysis).

As part of the proposal review, FCWD staff will evaluate the reasonableness of cost/price for the program. This analysis is done using a cost and price analysis worksheet that analyzes each cost based on units, amounts, rates, or other. Items impacting program cost may include such factors as complexity of the service to be performed, the risk borne by the service provider, the target population to be served and length of training.

A cost or price analysis will be performed with every service provider procurement action in excess of the Simplified Acquisition Threshold, to include modifications, as described above.

6. Procurement Files

All documentation detailing the historical process of a specific procurement action will be maintained in a procurement file and maintained for a minimum of three years after the end of the contract.

Procurement records and files for purchases in excess of the small purchase threshold shall include the following at a minimum: (a) Basis for contractor selection; (b) Justification for lack of competition when competitive bids or offers are not obtained; and (c) Basis for award cost or price.

A procurement file for Request for Proposals (RFP) / Invitations to Negotiate (ITN) and Request for Quotes (RFQ & sealed bids) will be maintained in the fiscal office. FCWD will utilize the Grievance Policies as detailed in Section V of the Administrative Plan for all procurement protest procedures.

7. Contract Management

The contract manager will provide ongoing oversight, technical assistance, and quality assurance. Each contractual agreement requires the contractor to submit monthly reports and monthly requests for payment, with supporting documentation. The contract manager will review these reports, to determine if the contractor is performing in accordance with the contractual agreement, and to identify corrective measures to be taken, if required.

Contract Program Status Report. Contract program status reports are to be produced monthly and will provide a narrative/summary describing key contract activities and

expenditures during the reporting period. The contract manager will compare program performance against contract goals. The contract manager will also initiate any required technical assistance training.

Monthly Request for Payment. Each monthly request for payment will include a summary of line item costs expended during the reporting period. The report will include general ledger detail, and applicable supporting documentation to justify expenditures, (such as copies of payroll registers reflecting allocation of staff time, salary, and benefit payments). The report may also include copies of paid invoices/receipts for all equipment, supply, and service purchases; and other justifications supporting cost allocations within the line item budget. Each contractor is required to maintain all supporting documentation on file for easy access by the contract manager, monitor, or other authorized parties.

8. Contract Files

A separate contract file will be maintained for each individually awarded contract, and will contain documentation of all actions relating to the administration of the contract. Contract files will be maintained for a minimum of three years after the close out of the contract. Each contract file will contain, at a minimum, the following documentation:

- a) Original signed and executed copy of the contractual agreement to include statement of work and all attachments.
- b) Original signed and executed copy of all approved contract modifications, if applicable.
- c) Original signed and executed copy of all approved change orders, if applicable.
- d) Copy of initial proposal submitted by the awarded contractor.
- e) Copies of monthly requests for payments, program status reports, and records of staff review/actions.
- f) Appropriate records of written communications between contractor and staff during the life of the contract.
- g) Contract closeout report, upon completion of the contract.

A contract modification, authorized by the President, will be required when adjustments to contract such as: statement of work, contract amount, term or total performance are made.

9. Contract Closeout Report

Each service provider agreement requires contractors to provide FCWD with a contract closeout report and program income report, if applicable, within 45 days after expiration of contract. The close-out report will summarize all contract expenditures during the contract, as well as provide an inventory of all property purchased under the contract which is valued at \$5,000.00 or more. The contract manager will review the report before final payment is issued to contractor.

Section IX. - Sarbanes-Oxley Act of 2002

FCWD strives to ensure it and its service providers afford good stewardship over the program funds awarded to the organization. We encourage customers and service provider staff to bring to the attention of any appropriate FCWD authority or the USDOL Office of Inspector General, Office of Investigations any actions that they feel is a situation on fraud or abuse by service provider contractors. FCWD will notify the Department of Economic Opportunity (DEO) along with the USDOL Office of Inspector General, Office of Investigations of any allegation of fraud or abuse.

The FCWD and its contractors are prohibited from punishing or taking any retaliatory actions against any employee who reports suspected cases of fraud or abuse.

FCWD and its contractors are also prohibited under threat of criminal prosecution from altering, covering up, falsifying, or destroying any document that may be relevant to an official investigation.

TRAINING PROVIDER	ADDRESS	PHONE #	AGREEMENT SIGNED
Affordable Training	23 Jackson Avenue, North, Jacksonville, Florida 32202	904-378-0102	7/1/2018
American Red Cross Training Center-Jax	751 Riverside Ave, Jacksonville, FL 32204	727-898-3111	7/1/2018
Baker County	523 W Minnesota Ave. MacLenny, FL 32063	904-259-6251	7/1/2018
CDA Technical Institute	91 Trout River, Jacksonville, FL	904-766-7736	7/1/2018
Concorde Institute	7259 Salisbury RD, Jacksonville, FL 32256	904-807-5103	7/1/2018
Electrical Training Alliance	4951 Richard Street, Jacksonville, FL 32207	904-737-7533	7/1/2018
First Coast Technical College	2980 Collins Avenue, Bldge 1, St. Augustine, Florida 32084	904-824-2367	7/1/2018
Florida Career College, Jacksonville Campus	6600 Youngerman Circle Suite 10, Jacksonville, Florida 32244	904-573-1900	7/1/2018
Florida State College at Jacksonville	501 State Street, Jacksonville, Florida 32202	904-632-5099	7/1/2018
Florida Gateway College	149 SE Vocational Place, Lake City, Florida 32025	386-754-4278	7/1/2018
Fortis College	700 Blanding Blvd. Ste 16 Orange Park, FL 32065	904-269-7086	7/1/2018
Jersey College	8131 Baymeadows Circle W. Jacksonville, FL 32256	201-489-5836 x5100	7/1/2018
Jones Institute (JTECH)	8813 Western Way, Jacksonville, FL 32256	904-328-5600	7/1/2018
Keiser University	6430 Southpoint Parkway, Jacksonville, FL 32216	904-296-3440	7/1/2018
LeaderQuest IT Training	8663 Baypine Rd Ste 104, Jacksonville, FL 32256	904) 399-3555	7/1/2018
Mayo School of Health Sciences	4500 San Pablo Road, Jacksonville, Florida 32224	507-284-4339	7/1/2018
New Horizons Computer Learning Center of Gainesville	6933 NW 4th Blvd, Gainesville, Florida 32607	352-248-3202	7/1/2018
New Horizons Computer Learning Center of Jacksonville	7020 AC Skinner Pkwy, Suite 180, Jacksonville, Florida 32256	904-564-9500	7/1/2018
Roadmaster Drivers School of Jacksonville, Inc	P.O. Box 13567, Tampa, Florida 33681	352-588-5150	7/1/2018
St. Johns River Community College	5001 St. Johns Avenue, Palatka, Florida 32177	386-312-4061	7/1/2018
Southeastern Welding School	6973 Highway Ave Unit #107 Jacksonville, FL 32254	904-781-8701	7/1/2018
Unversity of North Florida	12000 Alumni Drive, Jacksonville, Florida 32224	904-620-4288	7/1/2018

**Interagency Cooperative Agreement
Employment First Initiative**

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

I. Parties:

The parties to this Interagency Cooperative Agreement are the Florida Agency for Persons with Disabilities (APD); Florida Department of Education, Bureau of Exceptional Education and Student Services (FDOE, BEESS); Florida Department of Education, Division of Vocational Rehabilitation (FDOE, DVR); Florida Department of Education, Division of Blind Services (FDOE, DBS); Florida Department of Economic Opportunity (DEO); Workforce Florida, Inc. d/b/a CareerSource Florida; Florida Department of Children and Families, Substance Abuse and Mental Health Office (DCF, SAMH); Florida Developmental Disabilities Council, Inc. (FDDC); and Florida Association of Rehabilitation Facilities, Inc. (FARF). The parties may be referred to herein as "Partner" or "Partners."

II. Background:

On October 8, 2013, Governor Rick Scott signed Executive Order 13-284 mandating the creation of an interagency cooperative agreement among specific state agencies and other disabilities service organizations to ensure the continuation of a long-term commitment to improving employment outcomes for persons with disabilities.

III. Purpose:

The general purpose of this interagency cooperative agreement is to provide a framework for a long-term commitment to improving employment outcomes for persons with disabilities in the State of Florida. The agencies and organizations that are parties to this agreement are fully committed to working together to improve the number and percentage of growth in competitive employment for individuals with disabilities. For the purpose of this agreement and as defined in Executive Order 13-284, "employment" is defined as integrated employment, including supported employment, customized employment, and self-employment where an individual is paid by an employer at minimum wage or greater or receives earnings through one's self-employment business, fully integrated in the community workforce, with a goal of maximum self-sufficiency. Employment outcomes shall be based on each individual's measurable vocational goals, skills, and abilities with the intent to also meet the expectations and hiring needs of the employer.

The specific purpose of this interagency cooperative agreement is to outline roles and responsibilities of the Partners to accomplish the desired outcomes. The intent is to:

- Formalize the efforts that have been accomplished to improve employment opportunities for persons with disabilities;
- Establish a commitment among agencies' leadership to maximize resources and coordinate with each other to improve employment outcomes for persons with disabilities seeking publically funded services;
- Develop strategic goals and reasonable benchmarks to assist the agencies in implementing this agreement;

- Identify financing and contracting methods that will prioritize employment among the array of services paid for or provided by agencies;
- Identify ways training opportunities can be better utilized by agency employees and contracted providers to ensure effectiveness of employment services;
- Ensure collaboration occurs during the development of service plans, including the Individual Plan for Employment, when individuals are served by multiple agencies to achieve their employment goals;
- Develop and implement a long-term communications plan to 1) increase employment opportunities for persons with disabilities by motivating employers to hire, 2) promote a consistent message of awareness among employers about the value persons with disabilities bring to the workforce, and 3) inform employers about the resources that are available to assist with their hiring needs, including the single-point of contact;
- Promote service innovation; and
- Identify accountability measures to ensure sustainability.

IV. Scope:

The scope of work is statewide. To most cost efficiently coordinate activities within this interagency cooperative agreement, the following structure will be used:

- Employment Partnership Coalition
 - The Employment Partnership Coalition is composed of those Partner leaders charged with the overall administration of each Partners responsibility to facilitate employment of individuals with disabilities. Additional members of the Coalition include each Partner leader's designees, which should be individuals charged with oversight of employment programs and policies.
 - The Employment Partnership Coalition will meet quarterly, in person, or via conference call, with participation from Partner leaders and designees. The Coalition is charged with coordination and implementation of activities to achieve the purposes and desired outcomes set forth in this Interagency Cooperative Agreement, and to ensure continuous improvement.
- State Level Employment First Collaborative Team
 - This Team shall be composed of program staff assigned by the agency or organization leaders of each Partner to this interagency cooperative agreement.
 - This Team will meet in person or via conference call on a monthly basis. This Team will be responsible for identifying systems' and practices' barriers and potential solutions to address those barriers; innovative funding and training solutions; and statute, rule, policy, practice, and program gaps and best practices. The Team will provide general recommendations to the Employment Partnership Coalition for its decision making process.
- Grassroots Level Group
 - This Group shall be composed of self-advocates and local stakeholders representing a cross-section of persons with various disabilities.
 - This Group will meet via webinars or conference calls on a quarterly basis to ensure the voice of stakeholders is heard and to share information.

V. Specific Roles and Responsibilities of the Partners:

All Partners will:

- Appoint a minimum of one designee to attend Employment Partnership Coalition meetings in the absence of the agency or organization leader.
- Appoint a minimum of one representative to attend State Level Employment First Collaborative Team meetings.
- Develop and implement an annual action plan to include methods for identifying and addressing the following:
 - A commitment to maximize resources to improve employment outcomes for persons with disabilities seeking publically funded services;
 - Strategic goals and reasonable benchmarks to implement this agreement;
 - Financing and contracting methods that will prioritize employment among the array of services provided by the respective agency or organization;
 - Training opportunities that can be better utilized by agency employees and contracted providers to ensure effectiveness of employment services;
 - Collaboration with Partners during the development of service plans, including the Individual Plan for Employment, when individuals are served by multiple agencies to achieve their employment goals;
 - A long-term communications plan to 1) increase employment opportunities for persons with disabilities by motivating employers to hire, 2) promote a consistent message of awareness among employers about the value persons with disabilities bring to the workforce, and 3) inform employers about the resources that are available to assist with their hiring needs, including the single-point of contact; and
 - Promoting service innovation.
- Identify baseline employment outcome data for persons with disabilities served by their agency or organization, if the Partner is a direct service agency or an organization with contracts for direct services, and set targets for improvement.
- Report annually to the Governor's office on accountability measures for implementation of the action plan and results from targets for improving the employment outcomes for persons with disabilities.

VI. General Terms of the Interagency Cooperative Agreement:

Term. The term of this Interagency Cooperative Agreement shall begin on July 1, 2014 and end on June 30, 2019. The agreement will require formal renewal to remain in effect beyond June 30, 2019.

Point of Contact. One Partner will serve as the point of contact and will assume responsibility for facilitation and coordination of all provisions of this Interagency Cooperative Agreement. The point of contact shall be determined annually by a majority vote of the Employment Partnership Coalition. The Florida Developmental Disabilities Council, Inc. shall be the point of contact for year one, July 1, 2014 through June 30, 2015.

Limited Authority. Nothing in this Interagency Cooperative Agreement is intended to require or imply that any Partner will provide services to persons with disabilities beyond the individuals they are mandated to serve as defined in Florida Statute. Nothing in this Interagency Cooperative Agreement shall be construed to give the Partners any authority, express or implied, over the operations of the agencies or organizations involved.

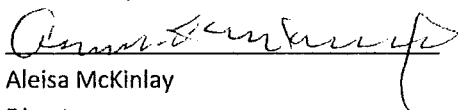
Termination. Any of the Partners may terminate its participation in this Interagency Cooperative Agreement at any time by giving thirty (30) days written notice to all Partner agencies or organizations of such termination and specifying the effective date thereof.

By signing this Interagency Cooperative Agreement, each Partner is accepting and agreeing to abide by and complete the responsibilities delineated in this Interagency Cooperative Agreement.



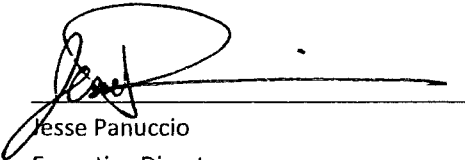
Barbara Palmer
Director
Agency for Persons with Disabilities

Date: ~~5/1~~ ^{5/1} ,2014



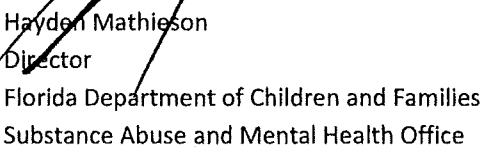
Aleisa McKinlay
Director
Florida Department of Education
Division of Vocational Rehabilitation

Date: 4-14-14 ,2014



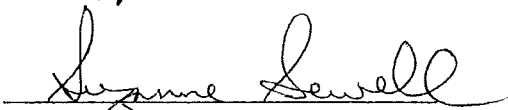
Jesse Panuccio
Executive Director
Florida Department of Economic Opportunity

Date: 5/7/14 ,2014



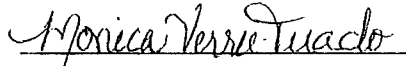
Hayden Mathieson
Director
Florida Department of Children and Families
Substance Abuse and Mental Health Office

Date: 4/29 ,2014



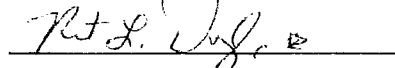
Suzanne Sewell
President and Chief Executive Officer
Florida Association of Rehabilitation Facilities, Inc.

Date: 4/30 ,2014



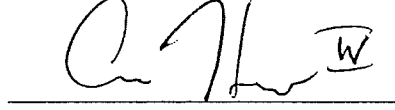
Monica Verra-Tirado, Ed.D
Bureau Chief
Florida Department of Education
Bureau of Exceptional Education and Student Services

Date: 4/22/14 ,2014



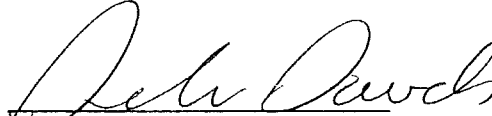
Robert L. Doyle, III
Director
Florida Department of Education
Division of Blind Services

Date: 4/21 ,2014



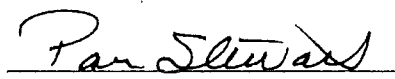
Chris Hart IV
President/CEO
Workforce Florida, Inc.
d/b/a Career Source Florida

Date: 4-29 ,2014



Debra Dowds
Executive Director
Florida Developmental Disabilities
Council, Inc.

Date: 5/7/14 ,2014



Pam Stewart
Commissioner of Education
Florida Department of Education

Date: 4/25/14 ,2014

2019-20 Regional Demand Occupations List

Sorted by Occupational Title

Workforce Development Area 8 - Baker, Clay, Duval, Nassau, Putnam, and Saint Johns Counties

Selection Criteria:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 80 annual openings and positive growth
- 3 Mean Wage of \$15.24/hour and Entry Wage of \$12.40/hour
- 4 High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$23.89/hour and Entry Wage of \$15.24/hour

SOC Code†	STEM	HSHW†	CT	Occupational Title†	Annual Percent Growth	Annual Openings	2017 Hourly Wage		FLDOE Training Code	In EFI Targeted Industry?	Data Source†††
							Mean	Entry			
132011	STEM	HSHW		Accountants and Auditors	1.46	792	32.44	19.22	5	Yes	R
113011	STEM	HSHW		Administrative Services Managers	1.47	80	42.59	23.04	4	Yes	R
493011	STEM	HSHW		Aircraft Mechanics and Service Technicians	1.28	180	24.62	18.18	3	Yes	R
532011		HSHW		Airline Pilots, Copilots, and Flight Engineers	1.52	557	88.88	45.87	4	Yes	S
173011		HSHW	**	Architectural and Civil Drafters	1.38	733	24.37	16.33	3	Yes	S
493021				Automotive Body and Related Repairers	1.36	1,217	19.60	12.46	3	No	S
493031				Bus and Truck Mechanics and Diesel Engine Specialists	1.11	172	22.03	15.96	3	Yes	R
533021			**	Bus Drivers, Transit and Intercity	1.38	1,524	16.28	12.48	3	Yes	S
131199		HSHW		Business Operations Specialists, All Other	1.37	839	32.88	17.14	4	No	R
435011			**	Cargo and Freight Agents	1.60	677	21.18	13.04	3	Yes	S
292031	STEM			Cardiovascular Technologist and Technicians	1.52	540	23.89	13.07	3	No	R
472031				Carpenters	1.36	697	19.37	14.59	3	No	R
472051				Cement Masons and Concrete Finishers	2.07	1,794	17.44	12.53	3	No	S
172051	STEM	HSHW		Civil Engineers	1.91	151	50.93	31.16	5	Yes	R
131031		HSHW	**	Claims Adjusters, Examiners, and Investigators	0.46	1,889	29.23	18.88	3	Yes	S
532012		HSHW	**	Commercial Pilots	1.51	559	44.11	24.76	3	Yes	S
131041		HSHW		Compliance Officers	1.26	143	30.93	17.18	3	No	R
113021	STEM	HSHW	**	Computer and Information Systems Managers	1.45	108	60.29	37.84	5	Yes	R
151143	STEM	HSHW	**	Computer Network Architects	1.05	108	37.77	22.29	3	Yes	R
151152	STEM	HSHW		Computer Network Support Specialists	1.47	88	32.48	19.62	3	Yes	R
151121	STEM	HSHW		Computer Systems Analysts	0.99	159	40.93	27.19	4	Yes	R
151151	STEM	HSHW		Computer User Support Specialists	1.47	266	23.81	15.75	3	Yes	R
474011		HSHW		Construction and Building Inspectors	1.57	1,019	27.71	18.20	3	No	S
119021	STEM	HSHW		Construction Managers	1.24	241	41.51	24.06	4	No	R
131051		HSHW	**	Cost Estimators	1.47	168	30.33	19.52	4	No	R
151141	STEM	HSHW	**	Database Administrators	1.34	85	40.59	26.05	4	Yes	R
319091				Dental Assistants	1.94	192	17.29	13.23	3	Yes	R
292021	STEM	HSHW		Dental Hygienists	1.97	93	29.87	25.47	4	Yes	R
472081			**	Drywall and Ceiling Tile Installers	1.65	113	17.29	14.08	3	No	R
472111				Electricians	0.66	430	22.31	15.96	3	No	R
252021		HSHW		Elementary School Teachers, Except Special Education	1.08	499	30.65	24.06	5	No	R
132051		HSHW		Financial Analysts	1.66	187	33.66	22.37	5	Yes	R
113031	STEM	HSHW	**	Financial Managers	2.41	223	68.40	35.83	5	Yes	R
332011				Firefighters	0.88	140	22.44	14.67	3	No	R
471011	STEM	HSHW		First-Line Supervisors of Construction Trades and Extraction Workers	1.47	493	28.14	19.56	4	No	R
371011				First-Line Supervisors of Housekeeping and Janitorial Workers	1.62	123	20.07	12.57	3	No	R
371012				First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	1.69	140	22.61	13.95	3	No	R
491011		HSHW		First-Line Supervisors of Mechanics, Installers, and Repairers	0.79	250	28.61	17.87	3	No	R
411012		HSHW		First-Line Supervisors of Non-Retail Sales Workers	0.87	322	37.11	21.68	4	Yes	R
431011		HSHW		First-Line Supervisors of Office and Administrative Support Workers	0.77	978	26.24	17.53	4	Yes	R
511011		HSHW		First-Line Supervisors of Production and Operating Workers	0.90	256	28.85	18.47	3	Yes	R
411011				First-Line Supervisors of Retail Sales Workers	0.88	1,062	21.22	13.35	3	No	R
531031		HSHW		First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	0.97	133	26.47	17.38	3	Yes	R
119051		HSHW	**	Food Service Managers	1.52	158	28.21	19.21	4	No	R
111021		HSHW	**	General and Operations Managers	1.39	746	56.78	27.89	4	Yes	R
472121			**	Glaziers	1.96	658	17.80	13.89	3	No	S
271024			**	Graphic Designers	1.42	149	23.08	15.08	4	Yes	R
292099	STEM		**	Health Technologists and Technicians, All Other	2.21	117	20.05	13.33	3	Yes	R
499021				Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1.29	308	20.76	13.40	3	No	R
533032				Heavy and Tractor-Trailer Truck Drivers	1.00	1,319	22.33	15.17	3	Yes	R
434161			**	Human Resources Assistants, Except Payroll and Timekeeping	0.29	89	17.76	13.69	3	Yes	R
131071		HSHW	**	Human Resources Specialists	1.13	310	27.44	17.81	5	No	R
172112	STEM	HSHW		Industrial Engineers	1.50	88	36.58	23.38	5	Yes	R
499041		HSHW		Industrial Machinery Mechanics	0.99	175	26.13	17.63	3	Yes	R
151122	STEM	HSHW	**	Information Security Analysts	3.22	553	41.33	26.32	3	Yes	S
413021		HSHW	**	Insurance Sales Agents	1.25	370	32.41	17.47	3	Yes	R
252012		HSHW		Kindergarten Teachers, Except Special Education	1.09	107	33.26	28.81	5	No	R
292061	STEM			Licensed Practical and Licensed Vocational Nurses	2.31	452	20.89	17.00	3	Yes	R
434131			**	Loan Interviewers and Clerks	1.76	481	21.21	16.17	3	Yes	R
132072		HSHW	**	Loan Officers	1.64	449	38.04	21.62	4	Yes	R
131081		HSHW		Logisticians	1.04	95	34.16	20.25	5	Yes	R
514041				Machinists	0.39	84	19.71	13.70	3	Yes	R
131111		HSHW	**	Management Analysts	1.78	626	38.28	21.83	5	Yes	R
131161		HSHW	**	Market Research Analysts and Marketing Specialists	2.65	270	29.83	17.41	5	Yes	R
292012	STEM			Medical and Clinical Laboratory Technicians	1.95	656	24.78	15.07	4	Yes	S
292011	STEM	HSHW		Medical and Clinical Laboratory Technologists	1.52	895	24.78	15.07	4	Yes	S

2019-20 Regional Demand Occupations List

Sorted by Occupational Title

Workforce Development Area 8 - Baker, Clay, Duval, Nassau, Putnam, and Saint Johns Counties

Selection Criteria:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 80 annual openings and positive growth
- 3 **Mean Wage of \$15.24/hour and Entry Wage of \$12.40/hour**
- 4 **High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$23.89/hour and Entry Wage of \$15.24/hour**

SOC Code†	STEM	HSHW††	CT	Occupational Title†	Annual	Annual	2017 Hourly Wage		FLDOE	In EFI	Data
					Percent Growth	Openings	Mean	Entry	Training Code	Targeted Industry?	Source†††
119111	STEM	HSHW		Medical and Health Services Managers	2.75	108	51.87	28.79	5	Yes	R
319092				Medical Assistant	3.01	1,529	15.64	12.48	3	No	R
292071	STEM			Medical Records and Health Information Technicians	1.81	94	17.52	12.40	4	Yes	R
436013				Medical Secretaries	2.46	3,205	15.82	12.38	3	Yes	S
252022		HSHW		Middle School Teachers, Except Special and Career/Technical Education	1.08	204	29.57	25.14	5	No	R
493042				Mobile Heavy Equipment Mechanics, Except Engines	1.51	636	21.91	15.35	3	Yes	S
151142	STEM	HSHW	**	Network and Computer Systems Administrators	1.10	125	39.64	24.64	4	Yes	R
472073	STEM			Operating Engineers and Other Construction Equipment Operators	1.67	216	17.88	14.61	3	No	R
472141				Painters, Construction and Maintenance	1.75	374	17.01	13.11	3	No	R
232011			**	Paralegals and Legal Assistants	2.95	190	21.76	15.04	3	Yes	R
132052		HSHW	**	Personal Financial Advisors	2.27	158	62.05	28.16	5	Yes	R
312021	STEM	HSHW		Physical Therapist Assistants	4.95	80	30.47	22.37	4	Yes	R
472151		HSHW		Pipelayers	1.43	110	24.53	14.97	3	No	R
472152				Plumbers, Pipefitters, and Steamfitters	1.14	290	22.14	15.45	3	No	R
333051		HSHW		Police and Sheriff's Patrol Officers	0.87	222	24.48	18.23	3	No	R
435031				Police, Fire, and Ambulance Dispatchers	1.35	705	19.53	13.95	3	No	S
119141		HSHW	**	Property, Real Estate, and Community Association Managers	1.12	176	29.31	15.96	4	No	R
273031		HSHW	**	Public Relations Specialists	1.21	121	28.21	18.11	5	Yes	R
131023		HSHW	**	Purchasing Agents, Except Wholesale, Retail, and Farm Products	0.05	1,484	29.94	18.60	4	Yes	S
292034	STEM	HSHW		Radiologic Technologists	1.74	1,016	26.55	19.26	3	Yes	S
419021			**	Real Estate Brokers	1.27	765	35.04	14.50	3	No	S
291141	STEM	HSHW		Registered Nurses	2.30	1,314	29.67	25.25	4	Yes	R
291126	STEM	HSHW		Respiratory Therapists	2.60	735	27.58	22.61	4	Yes	S
472181				Roofers	1.55	173	19.64	14.33	3	No	R
112022		HSHW	**	Sales Managers	1.08	127	59.64	33.39	5	Yes	R
414012			**	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1.12	891	30.02	13.11	3	Yes	R
414011		HSHW	**	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	1.29	201	36.84	17.26	3	Yes	R
252031		HSHW		Secondary School Teachers, Except Special and Career/Technical Education	1.08	281	31.15	26.53	5	No	R
413031		HSHW	**	Securities, Commodities, and Financial Services Sales Agents	1.48	364	56.72	21.21	5	Yes	R
492098			**	Security and Fire Alarm Systems Installers	1.52	867	20.40	14.48	3	No	S
472211				Sheet Metal Workers	0.75	111	20.47	12.84	3	No	R
151132	STEM	HSHW	**	Software Developers, Applications	3.48	399	43.69	29.73	4	Yes	R
151133	STEM	HSHW	**	Software Developers, Systems Software	1.84	136	50.70	32.58	5	Yes	R
472221				Structural Iron and Steel Workers	2.13	687	20.48	14.48	3	No	S
211011				Substance Abuse and Behavioral Disorder Counselors	NR	NR	21.10	14.65	5	No	R
292055	STEM			Surgical Technologists	1.65	764	20.82	16.36	3	Yes	S
173031			**	Surveying and Mapping Technicians	1.51	733	19.30	13.37	3	Yes	S
259041				Teacher Assistants	1.07	506	15.37	12.75	3	No	R
253097		HSHW		Teachers and Instructors, All Other, Except Substitute Teachers	1.49	344	29.85	16.93	5	No	R
131151		HSHW	**	Training and Development Specialists	1.58	172	28.73	17.36	5	Yes	R
151134	STEM	HSHW	**	Web Developers	1.99	128	32.57	17.76	3	Yes	R
514121				Welders, Cutters, Solderers, and Brazers	1.10	189	20.15	13.28	3	Yes	R

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

††HSHW = High Skill/High Wage.

†††Data Source:

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

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

NR = Not releasable.

EFI - Enterprise Florida, Inc.

CT = **Customize Training = Available for employer based training only.

FIRST COAST WORKFORCE DEVELOPMENT, INC. / CSNEFL

POLICY TITLE: Occupational Skills Training Policy

Date Effective: June 28, 2016

POLICY NUMBER: 2004 - #10

Date Revised: June 28, 2017

Approved by: FCWD Board

Rescinds: February 26, 2014

APPLICATION

All First Coast Workforce Development/CSNEFL Northeast Florida (CSNEFL) Employees, Business Community & Training Providers

PURPOSE

To establish a corporate strategy CSNEFL will employ in creating local or regional policies to build a skilled workforce around the targeted occupational and industry areas. This policy will be used to create and update the:

- A. Regional Targeted Occupations List;
- B. Skills Up-Grade Training System;
- C. Work Experience Employer Based Training
- D. Delivery of Individual Training Scholarship Accounts (ISA);
- E. Delivery of Short-term Pre-vocational Training Programs.

SECTION #1 – REGIONAL TARGETED OCCUPATIONS LIST

OBJECTIVE

CSNEFL is committed to increasing income levels and creating employment opportunities for CSNEFL Northeast Florida Career System customers in Region 8. The occupations which ultimately will be included on the RTOL are foundational to the targeted industries which we, in conjunction with our economic development and business partners have identified through careful and thorough labor market analysis.

Annually a Regional Targeted Occupations List (RTOL) will be established and utilized as the mechanism for prescribing employment training programs that support regional targeted occupations and the resulting employment opportunities in Region 8.

POLICY

It will be the policy of CSNEFL to annually compile a RTOL with occupations designated for the list being the emphasis for training programs funded by CareerSource. The list will contain occupations designated by local labor market information, the state of Florida Occupational Forecasting Committee, economic development, business, industry representatives and the state

Workforce Investment Board as having the potential for high entry wages or projected growth in Region 8. The process for creating and compiling the RTOL will be made available on the CSNEFL website.

To this end CSNEFL will:

1. Use the statewide and regional Demand Occupations Lists as a starting point which will ensure that our local targets align with Florida's targeted and infrastructure industries.
2. Solicit the input of business and industry representatives regarding the need to add occupations to or remove occupations from the RTOL. In addition CSNEFL will provide a web based opportunity for business to provide real-time requests for additions and deletions to the RTOL. Quarterly reminders will be made through our business consultants, chambers of commerce, industry associations and economic development entities.
3. Solicit the input of our training provider community. To ensure that the training programs offered align with the requested occupational training, CSNEFL will use the CIP to SOC crosswalk developed by the Florida Department of Education. (CIP = Classification of Instructional Program; SOC = Standard Occupational Classification). Should we find gaps we will work closely with the Department of Economic Opportunity and the Florida Department of Education for remedy.
4. Use additional resources such as Help Wanted Online Lists (HWOL), Supply/Demand lists, Economic Modeling Specialists Intl. (EMSI), and other available labor market resources.

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

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

The resulting RTOL will be published on our website, and be made available to our wide array of partners. In addition, CSNEFL will update and publish changes to the RTOL as they occur. CSNEFL will annually review and update the RTOL and the average hourly earnings categories to ensure employment and wage targets are met.

SECTION #2 – SKILLS UP-GRADE TRAINING SYSTEM

OBJECTIVE

The Skills Up-Grade Training System has been designed to provide new and existing businesses a means of offsetting the cost of employee skills upgrade training. Through this customer driven program CSNEFL works with business to provide training to existing employees. CSNEFL will make every effort to first place a job seeker in gainful employment. CSNEFL has adopted Skills Up-Grade Training as the preferred method of occupational skills instruction. Data has

consistently shown that this strategy has provided the greatest return on investment in terms of cost effectiveness and wage growth. As a post placement strategy CSNEFL will provide Skills Up-Grade Training to employed workers.

POLICY

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

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

Funding priority will be given to:

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

Reimbursable Training Expenses will be limited to:

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

SECTION #3 – WORK EXPERIENCE – EMPLOYER BASED TRAINING

OBJECTIVE

Work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. Internships and other work experience may be paid or unpaid, as appropriate.

POLICY

To the maximum extent possible CSNEFL will provide employers with access to Work Experience training to assist with new hire costs. Upon training completion through Work Experience this activity should produce employees who experience training for technical and occupational specific skills for the participating employer.

Work Experience employer based training will follow the same guidelines as outlined above in Skills Up-Grade Training policy.

Reimbursable Training Expenses will be based upon wages paid to the employee during the work experience period which cannot exceed 12 weeks in length. Further, reimbursement is limited to no more than 40 hours per week. Work Experience payments will be calculated at 50% of hourly wages paid for the agreed training period, excluding benefits and other reimbursements. Total reimbursement will never exceed **\$5000.00** per trainee.

Employer Work Experience costs to meet the 50% rule are limited to:

- Employee wages
- Instructors'/trainers' salaries
- Textbooks/manuals/Materials/supplies

Upon completion of training employer invoices CSNEFL for wages paid during training period, submits periodic evaluations of performance, and a completion certificate at the end of training indicating achievement of technical and occupational specific skills. CSNEFL will reimburse employer at the end of the training period.

SECTION #4 - INDIVIDUAL SCHOLARSHIP ACCOUNT (ISA) SYSTEM

OBJECTIVE

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

POLICY

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

- a. Pell Grants and other scholarships such as Montgomery GI Bill (*See Pell Grant Policy 2000 - #7*);
- b. CSNEFL partner funding;
- c. Adult Worker funds;
- d. Dislocated Worker funds;
- e. TANF funds.

ISA's are the mechanism under the federal Workforce Investment Act (WIA) and the Florida Workforce Innovation Act for providing eligible customers with a scholarship account to access training programs through approved training providers in a demand occupation. ISAs will not be revised to include new training beyond the course of study approved in the original application process. Should a customer desire additional training they may re-apply for a new scholarship. Prior to consideration for a new scholarship, the customer must complete a waiting period of not less than 6 months that is comprised of unsubsidized gainful employment that was directly related to the first occupational skills training funded through the ISA system.

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

- a. Be unable to find suitable employment with existing skills and/or academic credentials as evidenced through unsuccessful placement while actively participating in both core and intensive services offered through the CSNEFL Career Service system. Suitable employment is defined as an occupation which pays at least \$25 per hour for Adults and 80% layoff wage replacement for Dislocated Workers.
- b. Not be eligible to receive other training assistance (i.e. Pell grant, scholarships) or, if received, the additional funding is not sufficient to cover training costs;
- c. Through assessment be determined to be appropriate for and able to complete the chosen employment training program;
- d. Select a training program that is linked to a demand RTOL occupation in the local area and make a commitment to seek employment in the field once trained; and
- e. Select a training provider from the CSNEFL approved list;
- f. Give evidence that they have the financial resources to cover all other living expenses and complete the training period without support from CareerSource

Once awarded the customer may access his/her ISA account for a period identified in the scholarship award. This period will be limited to no more than 24 months and is contingent upon

funding availability and satisfactory progress. Satisfactory progress is defined as the completion of all authorized course work and maintaining of a **2.75** or better GPA on a 4.0 scale. The customer must carry a full-time student schedule as is defined by the educational/training institution as is appropriate for the training course of instruction. Any deviation from a full time schedule of training will require prior approval of the CSNEFL Executive Vice President or designee. Extensions to the 24-month cap also requires well-documented justification and the prior approval of the CSNEFL Vice President or designee.

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

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

- a. The most cost effective price for the chosen occupational training available through the CSNEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost; and,
- b. Potential earnings as articulated in the following four tiers:
 1. Tier 1 will be for Non-STEM occupations listed on the RTOL earning at least \$10.56 per hour starting hourly wage and a mean wage of \$13.00 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$6,000.
 2. Tier 2 will be for STEM occupations listed on the RTOL earning at least \$10.56 per hour starting hourly wage and a mean wage of \$13.00 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books and training fees up to \$7,000.
 3. Tier 3 will be for Non-STEM occupations listed on the RTOL earning at least \$13.00 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$20.38 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$8,000.
 4. Tier 4 will be for STEM occupations listed on the RTOL earning at least \$13.00 per hour starting hourly wage (High Skill/High Wage) and a mean wage of \$20.38 per hour. The maximum investment amount for these occupational training programs is the actual costs of tuition, books and training fees up to \$9,000.

Training funded under the Trade Adjustment Assistance, Trade Reduction Assistance and Trade and Globalization Adjustment Assistance are exempt from these cost limitations. Other exceptions to these thresholds must be approved in advance by CareerSource. Supportive services are defined in FCWD Policy 2009-01. The customer may wish to choose a vendor whose costs exceed the value of the ISA. In those cases the customer must prove that they have adequate financial resources to fund the difference in cost. CSNEFL will only reimburse the training vendor when they have provided sufficient proof, in the form of written notification from the training vendor, that the customer has paid the differing costs.

SECTION #5 – SHORT-TERM PRE-VOCATIONAL TRAINING

OBJECTIVE

To allow for an alternative list of training program offerings for programs that do not meet the State mandated minimum wage threshold or demand threshold to appear on the Occupational Demand List or the provider is determined not to meet ISA requirements.

POLICY

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

Short-term pre-vocational training programs will be based on customer need. Pre-vocational training programs for the purpose of this policy are defined as training needed by customers in preparations to begin a specific vocational training. Customers will be limited to a course of training that totals no more than 30 contact hours. The maximum investment amount for short-term pre-vocational training is the actual cost of tuition, books and training fees up to \$1500.

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

SECTION #6 – OCCUPATIONAL SKILLS TRAINING PROVIDER SELECTION

OBJECTIVE

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

POLICY

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

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

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

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

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

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

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

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

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

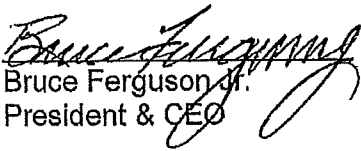
CANCELLATION OF INDIVIDUAL TRAINING AGREEMENTS

This statement of policy and some or all categories under it may be cancelled or changed, in whole or in part, by CSNEFL at any time and without notice, effective immediately or at such time as CSNEFL may determine. Exceptions may be made to this policy by CSNEFL when doing so is in the best interest of CSNEFL or its customers. No contractor or service provider of CSNEFL is authorized to offer assistance different from or in addition to the assistance described in this statement of policy, except as such authority may be expressly granted in this statement of policy.

CSNEFL is authorized to offer assistance different from or in addition to the assistance described in this statement of policy, except as such authority may be expressly granted in this statement of policy.

ACTION

All employees and training providers will adhere to the above referenced policies.


Bruce Ferguson Jr.
President & CEO

01/23/17
Date/Signed

ATTACHMENT V – LWDA 08 REGISTERED APPRENTICESHIP PROGRAMS

Attachment V - Registered Apprenticeship Programs in LWDA 8

Program	District	Occupation	ATR
North Florida Carpenters JAC FL008510001	Duval	Carpenter Millwright	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Northeast Florida Builders Association GNJ FL008730002	Duval	Carpenter Electrician Heating and Air Conditioning Plumber	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
JEA IJW FL008910005	Duval	Cable Splicer (Network Cable Slicing Technician) Electric Meter Installer I Electrician (Substation) Line Maintainer Maintenance Mechanic	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Clay Electric Cooperative, Inc. INJ FL008092195	Clay	Line Erector (Lineman)	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Northeast Florida Chapter, Masonry Association of Florida GNJ FL001960005	St. Johns	Bricklayer	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Nassau County Board of County Commissioners IJ FL013091932	Nassau	Carpenter Maintenance Electrician (Maintenance Heating and Air Conditioning Installer-Servicer)	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
International Union of Elevator	Duval	Elevator Constructor	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
First Coast Culinary Apprenticeship GNJ FL013060002	St. Johns	Cook (Hotel & Restaurant)	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Florida Public Utilities IJ - Northeast Division FL008860004	Nassau	Electric Meter Repairer <u>Line Erector (Lineman)</u>	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
North Central Florida Operating Engineers	Duval	Operating Engineer	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Electrical JATC FL00845001	Duval	Electrician <u>Electrician (Hybrid)</u>	William (Bill) Lauver Region 1
Jacksonville Electrical Teledata JATC FL014010001	Duval	Telecommunications Technician	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Florida Automatic Sprinkler Training, Northeast Florida Chapter GNJ FL013060001	Duval	Pipe Fitter - Sprinkler Fitter	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Sheet Metal Workers JAC FL008460001	Duval	Sheet Metal Worker	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
North Florida Ironworkers JAC FL008890009	Duval	Structural Steel/Ironworker	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Plumbers & Pipefitters JATT FL008480001	Duval	Heating and Air Conditioning Installer - Servicer Pipe Fitter Plumber	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Painters & Allied Trades JAC FL 008680001	Duval	Glazier Painter	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
Jacksonville Heat & Frost Insulators & Allied Trades JAC FL008720001	Duval	Insulation Worker	William (Bill) Lauver Region 1

Program	District	Occupation	ATR
MESCO (Marine Engineering Systems Company) USA, Inc. INJ FL013169285	Duval	Commercial Driver	William (Bill) Lauver Region 1



WIOA Four-Year Plan - Signature Page

This plan represents the efforts of First Coast Workforce Development Inc., DBA CareerSource Northeast Florida, to implement the Workforce Innovation and Opportunity Act in the following counties:

Baker, Clay, Duval, Nassau, Putnam, and St. Johns

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

First Coast Workforce Development Board Chair

Chief Local Elected Official

A handwritten signature in cursive script that reads "Elaine Johnson".

Elaine Johnson, Chair

4-23-2020

A handwritten signature in cursive script that reads "Larry Harvey".

Larry Harvey, Putnam County Commissioner

4-22-2020