

CareerSource Capital Region

Local Workforce Development Area 05

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ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s) (CEO)

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

The chief elected officials for LWDA 5 are:

Eric Hinson, Commissioner
Gadsden County Board of County Commissioners
PO Box 1799
Quincy, Florida 32353
Telephone Number: (850) 875-8650
E-mail Address: ehinson@gadsdencountyfl.gov

Nick Maddox, Chairman
Leon County Board of County Commissioners
301 South Monroe Street, 5th Floor
Tallahassee, Florida 32301
Telephone Number: (850) 606-5367
E-mail Address: maddoxn@leoncountyfl.gov

Jerry Moore, Commissioner
Wakulla County Board of County Commissioners
PO Box 1263
Crawfordville, Florida 32326-1263
Telephone Number: (850) 597-3858
Email Address: jmoore@mywakulla.com

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

See Attachment 1 – Interlocal Agreement

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

See Attachment 1 – Interlocal Agreement

D. Describe the by-laws established by the CEO to address criteria contained in §679.310(g) of the proposed WIOA regulations:

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

The CareerSource Capital Region Board of Directors has adopted a policy of inclusion and looks at the business sectors for representation on the Board. In collaboration with the local Chamber of Commerce, The Big Bend Minority Chamber of Commerce and local associations, the Board's Nominating Committee has the responsibility to identify potential candidates. The Board Chair and the Chief Executive Officer meets with the potential candidate to assess their interest in serving on the Board of Directors and to review their qualifications. If the candidate accepts, then a recommendation is submitted to the appropriate county commission for their approval. Once that approval is accomplished, the person is an active board member. The terms are for three years or the remaining term of the person that the new appointment replaced.

The membership of the Board of Directors elects a Chair, Vice Chair, Secretary and Treasurer by majority vote of a quorum. The term of office commences on July 1 following the election. Elected officers serve for a period of two years.

Other representatives, such as those that represent the workforce, government and economic and community development entities and those that provide education and training services, are appointed as specified in WIOA law. These members are appointed to the Board of Directors by recommendation of the partner entity's leadership or by virtue of the position they hold within their organization.

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

Members representing businesses can serve up to three rotations (for a total of up to nine years) and then must sit off of the board for a minimum of one (1) year. Term appointments are staggered with about 1/3 of the board up for appointment renewal each year. When a resignation is submitted to the CSCR Chair of the Board of Directors and to their appointed government entity, the Nominating Committee will be tasked with recruiting replacement board members that support the strategic

objectives of CSCR and its Board of Directors. Once the nominee is chosen by the Nominating Committee and approved by the county commissioners, they will complete the remaining term of the person they replace or start a new three year term for a retiring Board member or one that reached the 9 year limit. All Board members are notified in their reappointment year and asked if they wish to continue on the board. Their answer is communicated to the appointing agency or county commission as required. The board terms of business appointments/reappointments are tracked by the individual counties as does the board staff.

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

Any member may resign upon written communication to the Chair of the Board of Directors and the CEO of their respective county commission. After notification is received, a request is sent to the local chambers for potential nominees for consideration by the Nominating to fill the vacancy.

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

Due to the requirements of the Florida Sunshine Law, proxies are not permitted to vote; however, a proxy can be sent to the meeting on behalf of the board member and participate in the discussion. Board members are given the option to attend the meetings remotely and voting may be accomplished in person, or via remote communication.

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

Members are expected to attend each meeting in person. However, the Board of Directors and its committees may use any method of telecommunications to conduct meetings, provided that the public is given proper notice of the meeting and is given reasonable access to observe and, when appropriate, participate. If a member is unable to attend a Board of Directors meeting in person, arrangements may be made for the member to attend remotely (i.e. by phone, video conferencing, etc.).

- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a

diverse range of employers, and leveraging support for workforce development activities; and,

The current Board of Directors has become more engaged in the activities and advocacy in the community for the workforce system. Board members sponsor hiring fairs and other related activities. Current Board leadership in the executive committee includes committee chairs and officers to ensure good communication and adherence to the goals of the Board. Many Board members serve on other non-profit boards and act as catalysts that leverage local resources in working collaborations.

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

Per the interlocal agreement, the number of business community seats appointed by the respective Boards of County Commissioners is apportioned as follows: Leon County has seven (7), Gadsden County has three (3), and Wakulla County has two (2).

E. Provide a description of how the CEO is involved in the development, review and approval of the local plan and its two-year modification.

During the meeting between the three county commissioner designees that serve as workforce liaisons to the County Commissions, the members agreed that the Leon County Local Elected Official (LEO) would be the person handling the signatory requirements. This was due to the County offices' proximity to the Career Center and the CSCR Administrative center.

The local plan, and its two-year modification, is drafted by CSCR administrative staff and provided to the three county commissioners for review and input. They will have no less than two weeks to ask questions and provide feedback on the plan. If there are no updates, the finalized document will be sent to them for their signature approval. The County Commissioners have increased their engagement over the past year and are encouraged to continue to attend the CSCR Board meetings and provide any input they feel would further the board's function and service to the community.

(2) Local Workforce Development Board (LWDB)

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

Chairperson: Beth Kirkland

Principal

Beth Kirkland Consulting LLC

3551 Blairstone Road

Suite 105-138

Tallahassee, FL 32301

850-212-1056

bethkirkland@live.com

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

Chair Elect: Scott Watson

Vice President

CSI Contracting, Inc.

1131 Dade Street

Quincy, FL 32351

850-544-5726

sw@csi-contracting.com

- C. Provide a description of how the LWDB was involved in the development, review, and approval of the local plan and its two-year modification.

The organization's approach to completing the local plan is one that encourages and requires the formal input of board members in all phases of the plan's development. A draft document, that provides the framework and structure by which board members can provide their input, is prepared by staff. From there, the draft plan is submitted to the board's Strategic Policy and Planning Committee (SPPC), whose charge is to make recommendations to the Board of Directors on specific policies, strategies, programs, demand occupations, training programs and activities affecting workforce development for both employer and career seeker customers. The feedback and input of the SPPC is then incorporated into the plan. The SPPC staff liaison prepares the committee's plan recommendation(s) for presentation to the board's Executive Committee (EC). The EC also has the same opportunity to provide feedback and input as the SPPC. At this juncture, the EC's recommendation regarding the local plan is then presented to the Board of Directors

for approval. In order for the plan to be approved, a formal meeting is held, quorum must be established and there must be an affirmative majority vote by those members present.

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

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

CareerSource Capital Region has been designated by the Gadsden, Leon and Wakulla Workforce Development Consortium (“the Consortium”) as the local subrecipient and fiscal agent for all WIOA funds and other federally-funded workforce development programs operating within the LWDA.

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

In accordance with the interlocal agreement established by the Consortium, CareerSource Capital Region will act as its own administrative entity and be responsible for all program activities as required.

C. If a single entity is selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach any agreements describing how the entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy 2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy.

CSCR operates as both the local fiscal agent and administrative entity (interlocal agreement describing the associated responsibilities is attached). At this time CSCR does not plan to be a one-stop operator or a direct provider of services at the career centers. CSCR has contracted with a service provider through June 30, 2020 to carry out services to participants at our three career centers. The Board has in place adequate internal controls to safeguard its assets and ensure that no conflict of interest exists. The Board staff under the Regional Oversight Performance & Compliance (ROPC) department is tasked with oversight, monitoring and program compliance. The ROPC department provides regular monitoring of the files and internal processes on behalf of the Board of Directors to ensure the performance agreed upon in the contract is achieved.

If it is determined that there are not sufficient firewalls or internal controls, the ROPC department requires a Corrective Action Plan from the service provider.

As a safeguard against potential conflicts of interest, a Code of Business Conduct and Ethics policy as well as a Conflict of Interest Statement and Disclosure form was established. All staff and members of the Board of Directors receive and sign both documents upon onboarding and annually thereafter. The policy states that everyone is expected to maintain high ethical standards of conduct and that actual or potential conflicts of interest must be reported to the CEO or the Audit Committee. The ROPC department also monitors the service provider's performance in relations to the contractual agreement, ensuring the required measures are met or exceeded. If it is determined that performance is not met, the ROPC department requires a Corrective Action Plan with specific steps and defined timelines to correct deficiencies.

(4) One-Stop System

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

CareerSource Capital Region operates three comprehensive one-stop centers (locally referred to as "Career Centers") as well as one satellite office known as the Executive Center. The local system is designed with the thought that each county in CSCR's operating area needs a workforce presence in their community. Additionally, the CSCR Executive Center affords professional-level career seekers with the opportunity to meet their employment objectives by linking them with high skill/high wage careers that align with their education and skill set. CSCR's Career Centers and Executive Center are located at:

Executive Center

325 John Knox Road, Atrium Building - Suite 102

Tallahassee, Florida 32303

Gadsden County Career Center

1140 West Clark Street

Quincy, Florida 32351

Leon County Career Center

2601 Blairstone Road, Building C - Suite 200

Tallahassee, Florida 32301

Wakulla County Career Center
3278 Crawfordville Highway, Suite #G
Crawfordville, Florida 32327

Each of CSCR's Career Centers provide career seekers with access to workforce development programs and services according to the career seekers needs. This includes the Workforce Innovation and Opportunity Act (WIOA) for eligible Adults, Dislocated Workers (DWs) and Youth; Wagner-Peyser (WP); Priority Re-employment Planning (PREP); Veteran Services; Welfare Transition (WT); and Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T). Additionally, the Trade Adjustment Assistance (TAA) program is administered primarily through the Gadsden County Career Center. Career seekers also have access to full-service, business resources labs (computers, copiers and fax machines), work-readiness services such as workshops that teach job searching skills and no-cost assessments at each of CSCR's comprehensive Career Centers.

Lastly, CSCR has implemented an Affiliate Status Program (ASP) in which CSCR partners with community organizations who have space and available computers (with high-speed internet access and sufficient anti-virus and privacy-protection software) that are open to the general public as well as staff who can assist career seekers with accessing Employ Florida. The ASP was established to provide greater access to workforce services by career seekers who are not readily able to travel to a Career Center. Examples of ideal locations to serve as an affiliate site include community centers, churches and libraries. CSCR targets said locations in each county with a focus on its rural counties. To date the largest ASP system is the Leon County Public Libraries.

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

Gadsden County:

Monday through Thursday: 8:30am – 6:00pm

Friday: 8:30am – 1:00pm

Leon County:

Monday through Thursday: 8:30am – 6:00pm

Friday: 8:30am – 1:00pm

Wakulla County:

Monday through Thursday: 8:30am – 6:00pm

Friday: 8:30am – 1:00pm

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

CSCR has contracted with the following organization:

Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS)

237 South Street

Waukesha, WI 53186

Point of Contact: Paul Dunn, Chief Executive Officer

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

CSCR has contracted with the following organization:

Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS)

237 South Street

Waukesha, WI 53186

Point of Contact: Paul Dunn, Chief Executive Officer

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

CSCR has secured a single contractor to serve as its One-Stop Operator and to be the provider of all workforce development services in CSCR's operating area. As such Dynamic Workforce Solutions (DWFS) is the provider of basic career services, individualized career services, training services and follow-up services as required by WIOA. DWFS staff determines the level of service that is most appropriate for a customer subsequent to interviewing and assessing the customer's needs. In accordance with WIOA, the following basic career services will be provided: (i) eligibility determination; (ii), outreach, intake, and orientation to the information and other services available through CSCR's Career Centers; (iii) initial assessment of skill levels

(including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs*; (iv) labor exchange services, including job search and placement assistance, and individual career counseling, if appropriate; labor market information; information on the programs and performance of eligible training providers; information on CSCR's performance, information on (and referral to, when appropriate) the availability of supportive services or assistance, and information on (and referral to, when appropriate) cash and food assistance benefits provided by the Department of Children and Families (DCF); and (v) provision of information and assistance regarding filing claims for Reemployment Assistance benefits. *Note: As of the writing of this plan, CSCR only provides WIOA Adult and Dislocated Worker program participants with supportive services if they are enrolled in the Transitional Employment activity.

Further, if determined appropriate in order for an individual to obtain or retain employment, our contracted service provider will also provide the following individualized career services: (i) comprehensive and specialized skills assessments to include in-depth interviewing and evaluation to identify employment goals and barriers; (ii) development of an individual employment plan; (iii) group and individual counseling; (iv) career planning; (v) short-term prevocational skills which include, for example, the development of communication skills, interviewing skills, professional conduct and to prepare individuals for unsubsidized employment or training; (vi) internships and work experiences that are linked to careers; (vii) workforce preparation activities; (viii) financial literacy services; (ix) out-of-area job search assistance and relocation assistance; or (x) English language acquisition and integrated education and training programs; and follow-up services for 12 months after the first day of employment for program participants who are placed in unsubsidized employment.

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

CareerSource Capital Region hereby certifies that at least one comprehensive one-stop center in our operating area meets the One-Stop Certification requirements.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

Emerging Industries

Other Nonmetallic Mineral Product Manufacturing, Drinking places (Alcoholic Beverages), Offices of Other Health Practitioners, Other Information Services and Scientific Research and Development Services industries top the list of emerging industries. Emerging industries tend to employ a higher percentage in professional occupations.

The Other Nonmetallic Mineral Product Manufacturing industry group, which is projected to grow by 25.8% through 2025, comprises establishments manufacturing nonmetallic mineral products (except clay products, refractory products, glass products, cement and concrete products, lime, and gypsum products).

The table below represents the Top 15 Emerging Industries (ranked by percent growth) for the 2017-2015 period.

Top Emerging Industries

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Industry Code	Title	Employment		2017 - 2025 Change	
		2017	2025	Total	Percent
3279	Other Nonmetallic Mineral Product Manufacturing	31	39	8	25.8%
7224	Drinking Places (Alcoholic Beverages)	656	810	154	23.5%
6213	Offices of Other Health Practitioners	753	928	175	23.2%
5191	Other Information Services	76	93	17	22.4%
5417	Scientific Research and Development Services	502	607	105	20.9%
5239	Other Financial Investment Activities	185	222	37	20.0%
6116	Other Schools and Instruction	333	398	65	19.5%
5313	Activities Related to Real Estate	985	1,176	191	19.4%
6242	Community Food and Housing, and Emergency and Other Relief:	253	299	46	18.2%
5511	Management of Companies and Enterprises	692	816	124	17.9%
4239	Miscellaneous Durable Goods Merchant Wholesalers	169	199	30	17.8%
5121	Motion Picture and Video Industries	268	315	47	17.5%
8122	Death Care Services	148	173	25	16.9%
2371	Utility System Construction	736	859	123	16.7%
7113	Promoters of Performing Arts, Sports, and Similar Events	30	35	5	16.7%

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

Existing Demand Occupations

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

Most of the top five existing demand occupations (which includes Combined Food Prep. and Serving Workers, including Fast Food, Cashiers, Retail Salespersons, Waiters and Waitresses and Management Analysts) are related to customer service. The only exception

is management analysts, for which there is high demand due to the large state government industry in Leon County.

Four of the top 15 existing demand occupations require significant technical training: management analysts, accountants and auditors, business operations specialists, all other and registered nurses. The demand for the first three of those occupations reflects the prevalence of state government employment in Leon County; the demand for registered nurses is driven by strong employment growth in the healthcare industry sector.

The following table represents the Top 15 Existing Demand Occupations (ranked by total job openings) for the 2017-2025 time period.

TOP 15 EXISTING DEMAND OCCUPATIONS
(ranked by total job openings)

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Rank	Occupation		Employment		2017 - 2025			2017 Hourly Wage (\$)		
	Code	Title	2017	2025	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	353021	Combined Food Prep. and Serving Workers, Inc. Fast Food	5,537	6,296	759	13.7	9,437	9.55	9.19	10.34
2	412011	Cashiers	4,839	4,928	89	1.8	7,327	9.22	8.86	10.09
3	412031	Retail Salespersons	5,434	5,808	374	6.9	6,932	9.73	8.91	13.47
4	353031	Waiters and Waitresses	3,673	3,908	235	6.4	5,904	12.06	9.11	19.25
5	131111	Management Analysts	6,382	6,557	175	2.7	4,507	23.78	18.86	30.24
6	436014	Secretaries, Except Legal, Medical, and Executive	5,126	5,210	84	1.6	4,285	15.87	11.92	18.88
7	434051	Customer Service Representatives	3,256	3,553	297	9.1	3,634	13.66	10.42	16.71
8	372011	Janitors and Cleaners, Except Maids and Housekeeping	2,943	3,287	344	11.7	3,568	10.76	9.22	12.60
9	439051	Office Clerks, General	3,380	3,457	77	2.3	3,153	12.13	9.96	14.68
10	251191	Graduate Teaching Assistants	4,105	4,383	278	6.8	2,936	NA	NA	NA
11	352014	Cooks, Restaurant	1,907	2,222	315	16.5	2,659	11.50	10.28	12.64
12	435081	Stock Clerks and Order Fillers	2,314	2,381	67	2.9	2,456	11.10	9.38	13.07
13	132011	Accountants and Auditors	3,008	3,156	148	4.9	2,255	23.96	16.22	32.08
14	291141	Registered Nurses	3,352	3,868	516	15.4	1,998	28.96	22.15	33.23
15	131199	Business Operations Specialists, All Other	2,646	2,775	129	4.9	1,914	30.22	19.81	38.18

* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.

** Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

*** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

Emerging Occupations

The majority of the top emerging occupations occur in the healthcare (11 of top 15) and professional services (two of top 15) industry sectors, which follows the overall Florida statewide distribution of top emerging occupations. The remaining emerging occupations occur in the digital media and personal services industry sectors; with both projected to increase by 21.1% through 2025.

Radiation Therapists is one of the top emerging occupations in the healthcare industry sector. Persons employed in that occupation provide radiation therapy to patients as prescribed by a radiologist according to established practices and standards.

One of the professional services industry sector top emerging occupations is statisticians, which deals with developing or applying mathematical or statistical theory and methods to collect, organize, interpret, and summarize numerical data to provide usable information. Statisticians may specialize in fields such as bio-statistics, agricultural statistics, business statistics, or economic statistics.

The following table represents the Top 15 Emerging Occupations (ranked by percent growth) for the 2017-2025 time period.

Top 15 Emerging Occupations
(ranked by percent growth)

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

Rank	SOC Code	Title	Employment		2017 - 2025		Industry Sector Linkage	2017 Hourly Wage (\$)		
			2017	2025	Level Change	Percent Change		Median	Entry*	Exp**
1	312021	Physical Therapist Assistants	161	213	52	32.3	Healthcare	31.51	24.56	34.52
2	152041	Statisticians	47	62	15	31.9	Professional Services	20.85	17.15	27.09
3	291071	Physician Assistants	79	104	25	31.6	Healthcare	50.69	33.40	58.95
4	291171	Nurse Practitioners	155	204	49	31.6	Healthcare	44.20	35.84	47.06
5	273091	Interpreters and Translators	32	42	10	31.3	Professional Services	18.80	14.97	20.47
6	292032	Diagnostic Medical Sonographers	68	86	18	26.5	Healthcare	32.72	27.85	34.82
7	291041	Optomatists	36	45	9	25.0	Healthcare	56.77	35.67	67.01
8	292031	Cardiovascular Technologists and Technicians	125	156	31	24.8	Healthcare	13.33	10.76	20.96
9	292057	Ophthalmic Medical Technicians	60	74	14	23.3	Healthcare	15.82	11.50	18.19
10	291124	Radiation Therapists	79	97	18	22.8	Healthcare	44.67	32.27	56.07
11	291067	Surgeons	37	45	8	21.6	Healthcare	NA	NA	NA
12	274032	Film and Video Editors	76	92	16	21.1	Digital Media	17.82	12.99	23.44
13	312011	Occupational Therapy Assistants	57	69	12	21.1	Healthcare	29.86	21.44	34.39
14	394031	Morticians, Undertakers, and Funeral Directors	38	46	8	21.1	Personal Services	21.02	16.95	27.95
15	291123	Physical Therapists	250	302	52	20.8	Healthcare	44.22	35.08	48.64

* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.
 ** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.
 NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

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

Being in the capital region, it is no surprise that a majority of the top emerging occupations occur in the healthcare and professional services industry sectors. And because Tallahassee/Leon County serves as an urban hub that provides health care to a 23-county radius, we have identified that the development of this sector is crucial for the well-being of the area, both in delivering care and creating good jobs.

CSCR is addressing the employment needs of employers in the area. We have recently strategically aligned our hiring events to focus on the emerging and existing demand industries and occupations in the area. For program year 2015-16, the LWDB introduced the industry sector hiring fair series, featuring Manufacturing & Construction, Retail & Hospitality, Medical & Health Care, Information Technology, Financial & Professional Services and Government & Non-Profit.. This means, CSCR is keeping a better pulse on growth industries in the area and connecting employers to qualified talent. The industry specific hiring fairs are conducted in smaller, more intimate settings,

giving employers the opportunity to interview and hire qualified career seekers more efficiently.

Additionally, through ongoing engagement with the local business community and professional organizations, business intelligence data indicates a few deficiencies for talent in Healthcare and Information Technology. For this reason, CSCR has started conversations with education and industry partners in the area and state to better understand the needs of employers we serve.

Business Intelligence also shows that hiring and recruiting is a challenge for Healthcare and Information Technology professionals. Talent cannot be trained fast enough for the current position openings in Employ Florida. There also appears to be a lack of technical competencies and urgency in some instances. Many of the higher education curriculums are not lining up with the skill sets that local companies need. We are partnering with groups like Florida IT Alliance, TalTech Alliance, Florida Healthcare Workforce Council to help us better assess, understand and address the shortcomings.

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

The table below shows the top 10 advertised detailed job skills found in job openings advertised online in LWDA 5, as of December, 2017.

Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
Customer Service	Customer Service Skills	2,256
Problem Solving	Basic Skills	748
Mentoring	Interpersonal Skills	647
Interpersonal Skills	Interpersonal Skills	500
Time Management	Basic Skills	421

Flexibility	Interpersonal Skills	418
Decision Making	Basic Skills	350
Ability to Listen	Interpersonal Skills	349
Business Development	Business Development Skills	259
Application Development	Web Developer Skills	219

Advertised Tools and Technology

The table below shows the top 10 advertised detailed tools and technologies found in job openings advertised online in LWDA 5, as of December, 2017.

Advertised Detailed Tool or Technology	Advertised Tool and Technology Group	Job Opening Match Count
Monitors	Transport/Mobile Multiparameter Vital Sign Units or Accessories	483
YouTube	Database User Interface and Query Software	399
Microsoft Word	Word Processing Software	354
PowerPoint	Presentation Software	345
Platforms	Platform Lift	238
JavaScript	Web Platform Development Software	175
Ladders	Ladders	143

Private Practice	Medical Software	128
jQuery	Web Platform Development Software	112
Charm++	Object or Component Oriented Development Software	111

According to Help Wanted Online (HWOL) for December 2017, the occupations listed below represent the top 15 advertised occupations in LWDA 5.

Top 15 Advertised Occupations	Online Ads December- 2017	Online Ads November- 2017	Over the Month Change
Total	5,847	6,378	-8.3%
Registered Nurses	311	318	-2.2%
Computer Systems Analysts	237	196	20.9%
Heavy and Tractor- Trailer Truck Drivers	184	175	5.1%
First-Line Supervisors of Office and Administrative Support Workers	151	151	0.0%
Management Analysts	148	162	-8.6%
Software Developers, Applications	129	149	-13.4%

Business Operations Specialists, All Other	121	158	-23.4%
Information Technology Project Managers	115	108	6.5%
Computer User Support Specialists	110	158	-30.4%
First-Line Supervisors of Retail Sales Workers	103	117	-12.0%
Network and Computer Systems Administrators	101	108	-6.5%
Customer Service Representatives	87	86	1.2%
Accountants	86	103	-16.5%
Retail Salespersons	83	106	-21.7%
Medical and Health Services Managers	77	100	-23.0%

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

Current Jobs Available

There are 4,394 job openings advertised online in Tallahassee MSA, FL on January 17, 2018.

Monthly Job Count

There were 9,660 job openings advertised online in Tallahassee MSA, FL in December, 2017.

Area Labor Force, Employment and Unemployment Data

The total civilian labor force (not seasonally adjusted) for LWDB 5 in November, 2017 was 186,765, of which 179,993 were employed and 6,772 were unemployed. The unemployment rate was 3.6% percent.

Employment Wage Statistics

The average weekly wage for LWDA 5 in the 2nd quarter 2015 was \$782. This would be equivalent to \$19.55 per hour or \$40,664 per year, assuming a 40-hour week worked the year round.

Current Employment Statistics

Current employment, by industry, for LWDB 5 in November 2017 were: Total Nonagricultural Employment (184,600), Total Private (121,800), Good Producing (10,900), Mining, Logging and Construction (7,800), Manufacturing (3,100), Service Providing (173,700), Private Service Providing (110,900), Trade, Transportation and Utilities (25,700), Wholesale Trade (3,800), Retail Trade (19,800), Food and Beverage Stores (4,200), General Merchandise Stores (4,400), Transportation, Warehousing and Utilities (2,100), Information (2,900), Financial Activities (7,800), Professional and Business Services (21,400), Education and Health Services (22,600), Leisure and Hospitality (20,100), Other Services (10,400), Total Government (62,800), Federal Government (2,000), State Government (44,800), Local Government (16,000).

Occupations by Projected Growth

The top 10 fastest growing occupations for LWDB 5 through 2025 include Physical Therapist Assistants (32.3%), Nurse Practitioners (31.6%), Cardiovascular Technologists and Technicians (24.8%), Medical Assistants (21.5%), Physical Therapists (20.8%), Phlebotomists (20.4%), Market Research Analysts and Marketing Specialists (19.8%), Occupational Therapists (19.7%), Clinical, Counseling, and School Psychologists (19.6%) and Bartenders (19.3%).

Occupations by Employment Wage

The occupations with the highest paying 2015 estimated mean (annual) level wages in LWDB 5 were Pediatricians, General (\$202,837), Physicians and Surgeons, All Other (\$199,504), Internists, General (\$196,942), Dentists, General (\$195,945), Chief Executives

(\$186,681), Psychiatrists (\$165,934), Sales Managers (\$124,917), Architectural and Engineering Managers (\$123,640), Pharmacists (\$116,238) and Optometrists (\$112,114).

Population Totals

The 2005 population of LWDB 5 was 330,047. The 2015 population of LWDB 5 was estimated at 363,843. This represents an increase of 10.24% since 2005.

Labor Market Trends

The table below represents the occupations gaining the most new jobs for the 2017-2025 time period.

Occupation Title	2017 Employment	2025 Projected Employment	2017-2025 Percent Growth	Estimated Annual Openings Growth
Combined Food Preparation and Serving Workers, Including Fast Food	5,537	6,296	13.7%	759
Registered Nurses	3,352	3,868	15.4%	516
Retail Salespersons	5,434	5,808	6.9%	374
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,943	3,287	11.7%	344

Cooks, Restaurant	1,907	2,222	16.5%	315
Customer Service Representatives	3,256	3,553	9.1%	297
Waiters and Waitresses	3,673	3,908	6.4%	235
Nursing Assistants	1,312	1,541	17.5%	229
Landscaping and Groundskeeping Workers	1,570	1,768	12.6%	198
Bartenders	914	1,090	19.3%	176
Management Analysts	6,382	6,557	2.7%	175
General and Operations Managers	1,894	2,065	9.0%	171
Maids and Housekeeping Cleaners	1,299	1,456	12.1%	157

Maintenance and Repair Workers, General	1,814	1,969	8.5%	155
Receptionists and Information Clerks	1,417	1,568	10.7%	151

Industries by Projected Growth

The table below shows the top 10 industries with the highest annual percent change in LWDA 5 for the 2017-2025 time period.

Industry	2017 Estimated Employment	2025 Projected Employment	2017-2025 Annual Percent Change	Total Employment Change
Educational Services	1,836	2,219	20.9%	383
Ambulatory Health Care Services	7,973	9,566	20%	1,593
Management of Companies and Enterprises	692	816	17.9%	124
Motion Picture and Sound Recording Industries	268	315	17.5%	47
Heavy and Civil Engineering Construction	1,072	1,242	15.9%	170
Hospitals	6,022	6,936	15.2%	914

Specialty Trade Contractors	5,152	5,913	14.8%	761
Securities, Commodity Contracts, and Other Investments	318	364	14.5%	46
Professional, Scientific, and Technical Services	11,746	13,387	14.0%	1,641
ISPs, Web Search Portals, and Data Processing Services	823	938	14.0%	115

Income Totals

Income	Source	Year	Total
Median Family Income	U.S. Census Bureau	1999	\$43,807
Median Household Income	U.S. Census Bureau	2014	\$44,318
Median HUD Income	Housing & Urban Development/Fannie Mae	2008	\$186,300
Per Capita Income	Bureau of Economic Analysis	2014	\$36,352
Total Personal Income	Bureau of Economic Analysis	2014	\$13,148,772,000

Education Levels of Available Candidates

The table below shows the educational attainment for the civilian labor force (aged 25-64) in LWDA 5, based on 2016 estimates.

Education Level	Potential Candidates	Percent
Less than High School Graduate	15,894	9.0 %
High School Diploma or Equivalent	39,138	22.2%
Some College or Associate's Degree	52,837	29.9%
Bachelor's Degree or Higher	68,716	38.9%

The most common educational attainment level of LWDA 5 workforce participants is Bachelor's Degree or Higher at 38.9%, followed by Some College or Associate Degree at 29.9% and then High School Diploma or Equivalent at 22.2%. Only 9.0% of participants have attained less than a high school diploma.

Work Experience Levels of Available Candidates

The table below shows the experience levels of potential candidates in LDWA 5, as of January 22, 2018.

Minimum Experience	Potential Candidates
Less than 1 year	6,214
1 Year to 2 Years	3,200
2 Years to 5 Years	6,455
5 Years to 10 Years	7,928
More than 10 Years	23,462

Persons with Barriers to Employment

The most recent information on unemployment rates for persons with barriers to employment is for 2016. The LWDA 5 2016 unemployment rate was 17.5 percent for

disabled persons, 11.7 percent for American Indians and Alaska Natives, 0.0 percent for Native Hawaiians and Other Pacific Islanders, and 4.7 percent for persons 55 and older.

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

CareerSource Capital Region provides an array of services to the career seeker and business community. Services available to career seekers include: assessing skill level, career interests, transferable skills and aptitude; career services; educational assistance; training, career exploration and labor market information; career resources; job placement assistance; support services and referrals to partners; employability skills training (workshops) such as resume writing, networking best practices, utilizing social media and soft skills training along with other resources in an effective job campaign, dressing for success and interviewing skills; networking events such as ConnectionsCR; and hiring events with local employers. CSCR operates full service career centers providing career consulting services for participants of WIOA (Adult, Dislocated Worker, Youth, and Special Projects), Welfare Transition (TANF), Veterans, and Supplemental Nutrition Assistance Program Employment & Training in addition to providing assistance to our disabled, hard to serve and unemployed (PREP) population. There is a direct relationship with our partner agencies such as Adult Basic Education and Vocational Rehabilitation providers and our mutual customer base.

CSCR provides the following services/resources to assist in meeting local employer needs: talent sourcing - job postings, recruitment and hiring events, applicant screening; retention strategies - assessments, retention based tax incentives, workforce planning; employee development - on-the-job training, incumbent worker training, professional development, onboarding assistance; labor market analysis - wage surveys, labor projections, industry trends, research and statistics. The Business & Employer Solutions team is intimately involved to assist in ensuring the local employers have the resources (talent, data, intel) necessary for continued growth and development. This team consists of Board staff who ensure there is business engagement and opportunities to recruit new Board members that utilize the CareerSource network.

The challenges associated with the local workforce development area's population attaining the education, skills, and training needed to fill the employment gaps is being addressed through a

coordinated approach which includes key stakeholders such as the K - 12 and post-secondary institutions, economic development entities and the business community. Collectively, it is recognized that in order to meet the current and future needs of our employer community we must provide suitable candidates who possess the skills sought. More importantly, in today's job market the lack of basic education creates a barrier in obtaining employment even at minimum wage. Additionally, a lack of basic education increases the amount of time to hone the skills necessary for entry level work. CSCR is not able to gauge whether there are other challenges present using the information available in Employ Florida; the Employ Florida system does not sufficiently capture the breadth of career seekers in the community. Due to the requirement of certain programs to register in Employ Florida, the data appears to skew towards the under-skilled with minimal mid to high level skilled individuals.

Utilizing a system where businesses convey their respective needs through the workforce board and its economic development partners, action steps are taken by CSCR to connect the dots. Specifically, the information provided is reviewed and assessed against the current training being offered. If it is determined that the required training needed to fill the talent gap is not being delivered then CSCR will proactively target local and regional education entities to infuse the skills being sought by employers. In the event that employers convey a need that is not supported by labor market data (local or state level), employers are engaged to provide the data necessary to document a demand for skilled workers. The data is reviewed and if sufficient, is taken before the Board for approval to provide training for the specified need. CSCR also leverages its work based activities as a way to meet the needs of employers, especially for hard to serve (niche) populations. As an example, CSCR partnered with the local homeless provider and a locally created training program named REFire. Our role is to provide work experience opportunities in Culinary Arts, for eligible youth/adults who are ex-offenders, after they have concluded their training in the REFire program. The hours are portioned out to cover work experience under the REFire program as well as a local employer seeking skilled workers. Additionally, post-secondary and vocational institutions are engaged to submit applications to deliver training using our established review process for making additions to the local eligible training provider list (ETPL).

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

Both career services and training services are provided for Adult and Dislocated Worker populations. Types of career services under WIOA include Basic, Individualized, and Follow Up levels of service. Basic career services are provided throughout the Career Center and include orientations to services, initial assessment of skill levels, eligibility determination, referrals to

open positions, job search assistance, job matching, assistance with unemployment claims, registration in Employ Florida and other labor exchange systems, and labor market training. These basic level services are designed to provide essential overviews of the career center benefits and begin the intake process into more specialized and customized solutions. Individualized services provided include formal assessments to determine career interests and/or skill levels, on-site job skills workshops and training (including resume preparation, mock interviewing, and other job-appropriate soft skills), development of individual employment plans and one-on-one career consulting. Through individualized career services the need for training level services is determined. Training services provided include both occupational skills training with approved local training providers and work-based training opportunities through on-the-job training partnerships established with employers. For all career seekers enrolled in the WIOA program, ongoing engagement with Talent Acquisition Specialists (TAS) is mandatory on a monthly basis. Upon completion of training and/or obtaining permanent employment, participants are then offered follow-up services for a period of 12 months. Follow up services include periodic check-ins by staff to ensure that employment is retained and to provide access to additional resources related to retention or advancement. Consulting and assistance is provided for advancing employment or obtaining new employment if necessary.

Enrollment in the WIOA Adult and Dislocated Worker programs is determined after a formal assessment of eligibility and suitability. Participants are required to complete specific pre-enrollment activities as part of the WIOA application. These activities include completing Employ Florida registration, labor market research, and formal and informal assessments. Once a candidate has been approved for enrollment, individualized career services or training services may be provided based on the needs of the participant.

Participants in the Welfare Transition, SNAP, and PREP programs along with those being provided service at the Executive Center are also assessed for WIOA adult and dislocated worker eligibility and suitability through the use of the pre-enrollment activities. This cross-program assessment allows for assisting career seekers within multiple programs simultaneously, thus reducing duplication of services and leveraging each programs' unique benefits.

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

Enrollment in the WIOA Youth program is determined after a formal assessment of eligibility and suitability. Participants are required to complete specific pre-enrollment activities as part of the WIOA Youth application process. These activities include completing Employ Florida registration, resume creation, as well as formal and informal assessments. Once a candidate has been approved for enrollment, the participant is enrolled into the Dynamic Futures™ program. Through this model, at-risk youth (including those that have disabilities, teen parents, juvenile offenders, school drop-outs, those in or aging out of foster care, children of migrant and seasonal farmworkers, youth for whom English is a second language, etc.) are given access to all program elements in accordance with WIOA, Section 129(c)(2).

The Dynamic Futures™ model is supported by emerging research in the Youth development field, including best practices by the National Youth Employment Coalition. Dynamic Futures™ is designed to support the successful, long-term engagement of youth on personalized career pathways in growth industries. Implementation of this model in the CSCR service area during the 14-15 program year resulted in a 59% increase in youth placement in education or employment and a 96% increase in literacy and numeracy gains as compared to the 13-14 program year common measures performance. This model is currently in operation in 2 local workforce development areas in Florida, three areas in Texas, one area in Kansas, two areas in Oklahoma, and two areas in Wisconsin. Each of these areas have seen marked improvements since implementation.

Dynamic Futures™ consists of a 5-day structured curriculum which includes basic HR training, certificate programs for sexual harassment, diversity and ethics in the workplace. Financial literacy, labor market research, job search training, goal setting and presentation skills are covered in the curriculum as well. Participants are also assessed for basic skills proficiency. By the end of Dynamic Futures™, participants have an application-ready profile and resume in Employ Florida, have completed mock interviews, and have created a plan that leads to either employment or education. Upon enrollment into the program, participants are eligible for performance-based incentives, GED tuition and exam assistance, paid work experience opportunities or occupational skills training through one of the local approved training providers.

Through various partnerships, Dynamic Futures™ is being offered in different settings such as the local school system and to youth with disabilities. One such example is the partnership with Tallahassee Community College (TCC) through the Able Trust Foundation. The youth have varying disabilities and are provided the Dynamic Futures™ training which will culminate in work experience placement. TCC is responsible for the case management while CSCR is in charge of work site placement as well as training plan creation and evaluations. CSCR is continuing to

look for more of these types of relationships to broaden its reach to serve those with disabilities. To this end, CSCR will be working with Able Trust to convene a meeting of all organizations who focus on the training, job readiness and job placement of those with disabilities. The goal is to define ways that we can partner, leverage funding as well as to create more employment opportunities for this untapped talent pool.

Worksite agreements are established with a variety of local employers to provide paid work experience opportunities for eligible youth participants. The standard work experience program consists of 320 hours, paid at a prevailing wage. Site visits and participant evaluations are completed throughout the training, along with post-assessments to determine what work skills have been obtained. Upon completion of the work experience component, participants look to secure permanent employment either with the work experience employer or by leveraging the skills learned to earn employment in the same sector with a different employer.

During training, ongoing engagement with Dynamic Futures Specialists is mandatory on a twice-monthly basis. Upon completion of training and/or obtaining permanent employment, participants are then offered follow-up services for a period of 12 months. Follow up services include periodic check-ins by staff to ensure that employment is retained and to provide access to additional resources related to retention or advancement. Consulting and assistance is provided for advancing employment or obtaining new employment if necessary.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

The CareerSource Capital Region (CSCR) Board's vision is to create a world class talent pool in Gadsden, Leon, and Wakulla Counties. The CSCR Board realizes that we are in a global competition for talent and that the local workforce development board (LWDB) needs to set the stage and be the convener of public and private partners. In doing that, the Board is also ensuring that the connections to employers is strengthened with business solutions that will grow the local economy. Using the CareerSource network pillars of Collaborate, Innovate and Lead, the CSCR Board will focus on adding value to the community with our services and results.

The Board reviewed its strategic goals which are:

Goal 1: Develop a streamlined - model to support employers.

CSCR supports adjusting the current service delivery model to ensure that employers find our solutions easy to access and useful. Businesses are our primary customers and as such CSCR has moved to a model that is more in alignment with addressing their needs. The Business Solutions Team spends the majority of its time in the community identifying business needs for talent, training of incumbent and future staff and building a reputation that places value on the solutions the CareerSource system brings to that table. To assist in the development of a streamlined employer focused model, the Business Partners Advisory Council (BPAC) provides vital business intelligence that is analyzed and used to guide the creation of business initiatives in the local area. Moving to an industry sector-based model of delivery will assist in further aligning CSCR with the needs of employers which will in turn assist job seekers in securing employment in demand occupations.

Goal 2: Improve the effectiveness of our service delivery.

Starting August 1, 2016 a new integrated service model was instituted that is industry sector driven and provides seamless services regardless of funding source. This model benefits the career seeker by allowing for a single point of contact assigned to their case, regardless of their program affiliation. The staff is knowledgeable in every program and is familiar with other available resources to better assist career seekers in meeting many of their needs, including overcoming barriers that may hinder their ability to complete training and/or secure employment. Staff assesses each career seeker and

looks for opportunities to co-enroll them in program(s) that will best accomplish their desire for self-sustaining employment. In particular, CSCR is seeking opportunities to co-manage mutual career seekers with other agencies that serve a specific at-risk population (i.e. youth, individuals with disabilities, ex-offenders, etc.) with hopes of leveraging resources and providing a holistic approach to case management. This shift will increase the local area's ability to meet and/or exceed the primary WIOA indicators of performance.

Goal 3: Attract and retain top talent.

The CSCR Board is using data analytics from Labor Market Indicators and JobsEQ™ to assess the current and future needs of the business community. With the educational strength of Florida State University, Florida Agricultural and Mechanical University, and Tallahassee Community College, the CSCR Board is engaged in conversations with those schools regularly reflecting the skill demands of the business community. It is the goal of the Board to align the training for skills with the current and emerging needs of the local businesses.

The Board also realizes that the labor pool is broader than the three counties that are assigned to it and has reached out to the CareerSource North Florida Board, the WorkSource SW Georgia Board and the WorkSource South Georgia Board to form a regional alliance recognizing the common labor market and media market that services this region.

The Board also recognizes that it needs to be strategic and inclusive in its recruitment of new board members. Currently the Board is fairly diverse and represents the major sectors that are present in the LWDB 05 area. The diverse representation is not happenstance but rather the result of a concerted effort by the Chief Executive Officer in coordination with the Nominating Committee to recruit business partners in varying sectors to serve on the Board of Directors. The Board has passed an Inclusiveness Policy that directs the nominating committee in its ongoing attempt to ensure the board is reflective of the diversity of the area it serves.

To ensure the LWDB is able to retain the talent of the Board, CSCR engages with board members in many ways both formal and informal.

The Board has and will continue to send board members to the National Association of Workforce Boards (NAWB) to expose its leadership to the national concerns and to hear about the best practices. This has proven to be a great educational opportunity for Board leadership.

The Chief Executive Officer drafts a monthly newsletter to the Board of Directors to serve as an overview of the happenings in the area. The newsletter provides an avenue to remain engaged with

the Board in between board meetings and keeps them abreast of local, state and national news related to workforce development.

In addition to the CEO newsletter, board members receive marketing collateral related to events that the local area offers to the community (employer and career seeker). This opportunity allows the members to see firsthand the importance of their volunteerism to the local area. This awareness aids in retaining members and also recruiting new board members.

The Board assigns board members to committees based on interest, knowledge and/or experience. During new Board Member Orientation, board members are educated on the available committees and asked to make staff aware where they would like to serve.

The Board recognizes that staff to the Board must possess the necessary competencies to effectively oversee and direct the services for the CSCR area. There are concerns that CSCR may not be able to attract/retain its staff based on a perceived threat in the reduction of funding. The Board realizes the technical expertise of the staff demands ongoing training and education and is committed to ensuring staff remains knowledgeable.

Goal 4: Develop and improve partnerships to enhance workforce development.

The Board and its staff have strengthened partnerships and introduced many new collaborations in an effort to leverage the services provided by CSCR and other agencies serving a similar customer base. CSCR is committed to forging partnerships that lead to greater employment of career seekers considered hard to place (i.e. youth, those with disabilities, ex-offenders, homeless). The Board has reached out to the City of Tallahassee and is working with the city on summer jobs for youth, working with the entrepreneurial ecosystem by supporting their IO Avenue coding training, and working to address poverty on the South Side and Frenchtown. CSCR has reached out to Leon County and participated in “Leon Works”, which is a program to make high school students aware of apprenticeship and trades as an alternative to college. Additionally, the Board has entered into a partnership with Leon County’s Junior Apprenticeship Program and Summer Youth Training Program to provide paid work experience opportunities for qualified high school students through WIOA Youth. The Board has entered into a partnership with TCC through their Able Trust grant to assist disabled youth with gaining soft skills and work experience. CSCR and Vocational Rehabilitation are coordinating their efforts to increase each agency’s presence in the local school system. The goal is to assist youth on Individual Employment Plans with transitioning from secondary education to either post-secondary education or employment. The Board is represented on the Wakulla EDC and the Gadsden County Development Council (GCDC), and until its dissolution, on the Tallahassee/Leon County EDC. The Board is committed to participating and

supporting the Economic Development Organizations in the area as well as working closely with the three Chambers of Commerce.

Goal 5: Ensure that the community understands and recognizes the value and services provided.

CSCR is committed to an awareness campaign which includes: 1) Public affairs announcements on the local radio and TV stations; 2) Maintaining an active social media presence (i.e. Twitter, Facebook, and LinkedIn pages); 3) Participating in TV interviews to provide information on workforce development as well as sharing upcoming events; 3) Informing partner agencies of services, programs and upcoming events by sending out fliers, posting on the CSCR website, and encouraging staff to make announcements through their personal network. Board members have participated as experts on panels and regional workshops that assist the career seeker or the employer. Outreach to the community is very important. Annually, the CSCR Board staff holds its annual Board of Directors meeting and invites the media, public shareholders, local dignitaries, and the public to share information such as the annual performance results of its programs and the Return on Investment (ROI) to the community, which is currently about \$29 for every \$1 of federal investment.

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

The CSCR Board's strategy is to work with the partners: Wagner-Peyser, Vocational Rehabilitation, Adult Education and Literacy and WIOA to ensure that the services provided by the core programs are easily accessed through the career center. The CSCR Board believes that aligning these services and being aware of co-enrollment opportunities can lead to better and more comprehensive services to our common customers. Vocational Rehabilitation is co-located and provides services in the career centers at least one day a week. Adult Education and Literacy is co-located in the Leon career center and provides GED training and testing services. These shared services locations are an effort to put more resources in a single location for the common clients many of our partners serve, to better coordinate service, referrals and support. Wagner-Peyser and WIOA programs are integrated with other work programs within the career centers and co-enrollment is provided, where necessary, for eligible career seekers. Partners currently co-located at our centers are Early Learning Coalition, Capital Area Community Action Agency, the Small Business Development Center (SBDC), Vocational Rehabilitation, Adult Education and Literacy, Blind Services and the SCEP federal program assisting our career seekers.

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

The CSCR Board has adopted the objective criteria to assess the ongoing continuous improvement of the career centers. In addition, our One-Stop Operator has adopted multiple measures and quality monitoring processes to ensure that the Career Center is compliant and meeting the needs of the career seeker and business customer.

Guidance from the Florida Department of Economic Opportunity on one-stop certification is what CSCR follows for their full service career centers (America's Job Center). In addition, CareerSource Florida is developing a career center strategy assessment process that will have specific criteria in setting certain expectations on alignment of services with community partners.

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

CSCR employs or will employ the following service strategies to improve its ability to meet the needs of customers with disabilities as well as other protected population groups:

- Stay abreast of the most up-to-date assistive technology services and tools; ensure that assistive technology services are available for use by clients.
- Provide training to all staff to ensure they are sensitive to the unique needs of individuals with disabilities (to include disability etiquette) and that they know how to access and/or request accommodations for customers as needed.
- Ensure that staff know the internal process when working with individuals with disabilities and other protected population groups to ensure confidentiality of customer conversations and information.
- Ensure that all marketing and recruitment materials include equal opportunity taglines and TDD/TTY or relay service information; marketing materials will be made available through a broad range of media sources.
- Maintain a list of local agencies and resources that assist individuals with disabilities and make this information available to staff and customers.
- Engage a sign language interpreter, as needed/requested, for hearing impaired customers to attend workshops or counseling sessions.

- Ensure that vital documents (i.e. intake/registration forms, assessments, presentations, etc.) are available in Braille or audio for the hearing impaired or are translated into the significant languages present in the area.
 - Conduct cross-training with core partner and other partner program staff and Career Center staff to promote relationship-building in areas such as job search techniques, job development, employer negotiation, job support strategies and employer/training services.
 - Identify and collaborate, on an ongoing basis, with local community or advocacy organizations, agencies and schools that provide services and support to individuals with disabilities to educate them about our services and to share resources; establish partnerships/linkages through memoranda of understanding when practical.
 - Ensure that staff receive Limited English Proficiency training annually and ensure Spanish speaking staff are available in career centers where Spanish speaking populations are found.
 - Ensure that career center facilities meet the most current standards for physical accessibility.
 - Review and amend (where necessary) processes and policies to ensure universal access and equal opportunity in the administration of and access to programs/services provided in the career center.
 - Ensure representation on LWDB Board of Directors of organizations and committees who are direct providers to individuals with a disability to voice the needs of their customers and assist in the creation of strategic plans and policies. Preferred agencies/organizations serve an array of disabilities including physical, mental, cognitive and sensory disabilities.
 - Create and use a common intake form to help determine eligibility for multiple career center and partner programs/services.
 - Designation of qualified staff to serve as the Equal Opportunity Officer and frontline staff to act as a Disability Resources Coordinator.
 - Develop and implement data sharing agreements among partner programs that serve individuals with disabilities that increase effective support of customers served by the Career Centers, consistent with privacy and confidentiality policies.
 - Network with the employer community in partnership with other local organizations that serve individuals with disabilities to make a “business case” by offering OJT, customized training, etc. for hiring individuals with disabilities.
 - Provide employers with disability awareness training in partnership with VR.
- (5)** Describe the process used to develop your area’s vision and goals, including a description of participants in the process.

The CSCR Board participated in an off-site retreat, by an experienced facilitator, to determine its vision and goals for the local area. A former board member, an experienced facilitator, led the board's effort to determine the vision and goals. In advance of the retreat, all board members were asked to complete a self-assessment survey created by the National Council of Nonprofits. During the retreat, the self-assessment survey results were reviewed to determine where there were opportunities to increase Board participation and increase member's understanding of their roles and responsibilities of serving on the CSCR Board. This has provided a baseline for future surveys and will be completed every other year as decided and agreed upon by the board. The Chief Local Elected Officials (CLEO's) was also invited to be a part of the discussion regarding the vision and goals for Gadsden, Leon and Wakulla counties. The board also welcomed suggestions and ideas from the job seeker and business community.

In addition, the Board held its first annual Talent Innovation Summit November 2017, with keynote speaker Dr. Edward Gordon that looked at the challenges of finding the right trained talent, the trends in the region, and the potential to bring a RETAIN (Regional Talent Innovation Network) into existence for the region. The attendees participated in targeted workshops and provided feedback on the issues most pressing for the CSCR Board of Directors to consider. The information obtained from this process will be reviewed with key stakeholders and become part of the Board's Strategic Plan.

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

CSCR goals are designed to assist the local workforce development area in the achievement of federal performance measures which in turn supports the economic growth and self-sufficiency of its job seekers. CSCR's prior high level of achievement and experience in managing the federal accountability measures is proof that the goals outlined leads to meeting and/or exceeding performance. CSCR continues to assist job seekers enter and re-enter the workforce which spurs economic growth and supports and drives federal performance measures such as serving employers, placements, median wages and retention. Below is a condensed snapshot of these goals.

1. Develop a streamlined model to support employers – the development of an employer focused model supports the creation of jobs in in-demand industries which leads to self-sufficiency for those seeking employment and transitioning careers by sectors.
2. Improve the effectiveness of service delivery – the integrated service model is industry driven and allows job seekers to receive the assistance needed to become successful, regardless of

program affiliation. Addressing employment barriers and meeting the needs of job seekers is monumental in assisting the job seeker in obtaining and maintaining employment.

3. Attract and retain top talent – a knowledgeable staff is essential in assisting customers to navigate the world of work in order to obtain their goal of employment. A well-informed board demands high-quality services for the community. The provision of high-quality services produces a better demand/supply model which leads to job seeker and employer satisfaction.

4. Develop and improve partnerships to enhance workforce development – collaboration is the cornerstone to leveraging resources and being able to provide services to as many job seekers as possible. This approach also positions CSCR to be able to assist job seekers with a resolution to barriers that affect their ability to get and keep a job; the same can be said for employers through partnerships with local economic development organizations. Businesses are able to receive assistance with attracting, training, and transitioning talent.

5. Ensure that the community understands and recognizes the value and services provided – without job seekers and employers understanding the value and types of services available through the career centers, CSCR would not be successful at fulfilling its mission of getting Floridians back to work.

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

The approved 2017-2018 CSCR Negotiated Performance goals are reflected in the table below.

Measures	PY 2017-2018 USDOL- Approved State Performance Levels	LWDA 5 - Approved Performance Levels
Adults:		
Employed 2nd Qtr After Exit	89%	86%
Employed 4th Qtr After Exit	85%	85%
Median Wage 2nd Quarter After Exit	\$7,850.00	\$7,100.00
Dislocated Workers:		
Employed 2nd Qtr After Exit	83%	80%
Employed 4th Qtr After Exit	79%	79%
Median Wage 2nd Quarter After Exit	\$6,850.00	\$6,850.00
Youth:		

Employed 2nd Qtr After Exit	76%	70%
Employed 4th Qtr After Exit	69%	66%
Wagner-Peyser:		
Employed 2nd Qtr After Exit	64%	64%
Employed 4th Qtr After Exit	66%	66%
Median Wage 2nd Quarter After Exit	\$4,850.00	\$4,850.00

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

Effectiveness of the local fiscal agent is evaluated by: Quarterly financial DEO monitoring, five different Risk Assessment and Independent Control Activities analysis', Annual 2 CFR 200 Independent Audit, Annual Internal Controls questionnaire monitored by DEO and monthly budget to actual expense reports that are reported to the Finance Committee of the Board.

Further, CSCR has a primary contractor who serves as both One-Stop Operator as well as the contracted provider for workforce development services. As such, CSCR utilizes performance measures outlined in the performance-based contract between CSCR and the One-Stop Operator/Contracted Service Provider to measure the effectiveness of the services it provides as well as the overall effectiveness of the one-stop delivery system that they lead operations for. The contract also requires CSCR to holdback 15% of the contract amount and link that sum to the achievement of performance deliverables such as placements, DEO quality assurance review error rate, case management, customer follow-up and specific federal and state performance measures. CSCR establishes and negotiates the performance deliverables with the One-Stop Operator/Contracted Service Provider no less than annually.

The following chart serves as an illustration of the performance deliverables that were outlined in the 2017-2018 workforce services contract:

Performance Measures	Goal	Requirement	Comment
Placements:			
Overall Placement	2500 Staff Entered Placements	Contractor will work in coordination with CSCR to ensure career seekers served in Gadsden, Leon and Wakulla counties obtain employment.	Overall placements achieved must be a result of placements against job orders, staff entered obtained employments or automated placements directly related to staff's actions for the career seeker.
Placement - Internal Job Order	500	Contractor will work in coordination with CSCR to ensure career seekers served in Gadsden, Leon and Wakulla counties obtain employment.	Only placements against internal job orders will be counted.
Monitoring:			

DEO Quality Assurance Review	Error Rate – 6% or less	Contractor will work to ensure that programs are operated in a manner consistent with federal, state, and local policies in order to reduce findings and other non-compliance issues.	
Case Management:			
Case Management – AD/DW	95%	Contractor will work to ensure that all career seekers enrolled as AD/DW are actively engaged. Engagement encouraged no less than monthly.	Open/Enrolled WIOA participants
Case Management - Youth	95%	Contractor will work to ensure that all career seekers enrolled as AD/DW are actively engaged. Engagement encouraged no less than twice monthly.	Open/Enrolled WIOA participants
Follow-Up/Retention			
WIOA Adult/Dislocated Worker	100%	Follow-up must completed for 100% of individuals whose cases closed for the required intervals.	Based on the federally required quarters after exit.
WIOA Youth	100%	Follow-up must completed for 100% of individuals whose cases closed for the required intervals.	Based on the federally required quarters after exit.
Performance Bonus Measures:			
Adult EER	85%	Contractor will ensure that WIOA Adults who were unemployed at participation are employed at closure.	

Dislocated Worker EER	85%	Contractor will ensure that WIOA Dislocated Workers who were unemployed at participation are employed at closure.	
Adult Credential Rate	85%	Contractor will ensure that WIOA Adults who were enrolled in education have attained a certification at closure.	
DW Credential Rate	85%	Contractor will ensure that WIOA DWs who were enrolled in education have attained a certification at closure.	
Youth Placement in Employment/Education	60%	Contractor will ensure that youth not in post-secondary education, employment or military at participation are either employed, in military, enrolled in post-secondary education, advanced training or occupational skills training at closure.	
Youth Credential Rate	75%	Contractor will ensure that WIOA Youth who were enrolled in education have attained a diploma, GED or certification at closure.	
Youth Skills Gain	55%	Contractor must ensure OSY who are BSD in either literacy or numeracy increase one or more educational functioning levels by their anniversary date of participation.	
Welfare Participation Rate	50%	Contractor will engage families receiving TANF that include a work eligible adult or minor head of household in countable work activities.	

Welfare Entered Employment Outcome Rate	30%	Contractor will assist TANF career seekers with obtaining employment to ensure cases are closed due to earnings.	
SNAP E&T EER	8%	Contractor will assist SNAP career seekers with obtaining employment to ensure cases are closed due to employment.	

CSCR also measures the effectiveness of the contracted service provider and the one-stop delivery system through strenuous internal quality assurance review requirements. The Contractor is required to conduct self-monitoring no less than monthly and to report the outcome(s) and related trends to the designated CSCR staff. Also, as a part of the contract, the contractor provides monthly invoice documentation which allows for CSCR to review certain elements (i.e. employment plans, employment information, assessment information, etc.) each month prior to approving the invoice for services. Additionally, designated CSCR board staff conducts scheduled bi-annual monitoring, impromptu monitoring as well as “spot checks” in Employ Florida and OSST to review the quality of work occurring each month in the areas of services strategies and employment plans, data validation (employment verifications, credentials, etc.), service/activity codes and case notes entered in Employ Florida and OSST, and other items as determined necessary and appropriate according to program-specific requirements.

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

In accordance with WIOA 134 (a)(3)(A)(xii) and TEGL 03-15, each local workforce development area is required to establish a local definition of economic self-sufficiency. At a minimum, such criteria must provide that self-sufficiency means employment that pays at least the lower level standard income level, as defined in WIOA Section 3(36)(B). The purpose for defining self-sufficiency, is to aid in establishing WIOA program eligibility for unemployed and employed adult and dislocated workers to receive individualized career and training services in CSCR’s operating area. With this in mind, CSCR’s local operating procedures reflect the following definitions:

Lower Living Standard Income Level (LLSIL) - The income level (adjusted for regional, metropolitan, urban and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary [of Labor].

Self-sufficiency (WIOA Adults) - These individuals are considered self-sufficient if their earnings, based upon family size, are above 200% of the LLSIL established for CSCR's operating area (prior to application for services).

Self-sufficiency (WIOA Dislocated Workers) - These individuals are considered self-sufficient if their earnings are at least 80% of their earnings at the time of their dislocation.

Self-sufficiency (Welfare Transition) - These individuals are considered self-sufficient if their earnings, based upon family size, are above 200% of the federal poverty level established for CSCR's operating area.

Self-sufficiency (Incumbent Workers) - These individuals are considered self-sufficient if the employee's hourly wage is less than or equal to 200% of the LLSIL wage (for a family size of three) for CSCR's operating area. Note: If the Incumbent Worker currently meets the definition of self-sufficiency; however, needs services in order to retain their self-sufficient employment, he/she may be served if a Statement of Need is obtained from the employer that the employee will not be retained unless additional training or services are received.

COORDINATION OF SERVICES

- (1) **Coordination of programs/partners:** Describe how individualized career services are coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, 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 (TEGL 3-15).

CSCR is dedicated to meeting the needs of the employers and job seekers residing in Gadsden, Leon and Wakulla counties. By strategically aligning our system with economic development, education and core partners, CSCR is primed to carry out its goals and mission. CSCR collaborates with core partners by way of agreements, memorandums of understanding and joint planning. Individualized career services are coordinated across programs and partners to serve job seekers. Where possible, staff ensures co-enrollment to provide services needed to attain employment or complete training. These strategies assist in ensuring that services are not duplicated.

Upon entry, first time career seekers are greeted and assisted with ATLAS registration and sign-in, complete Fast Track Sector Assessment and screened for Veteran Status and notified of Priority of Services. Career Seekers are then taken to the Workforce Services Center where they receive a Welcome Packet, watch an online orientation, register in Employ Florida, and submit a resume for critique. Career Seekers are assigned to an Industry Sector and issued an industry sector badge. Career seekers needing extensive help are referred to the Learning Lab for in-depth assistance with Employ Florida registration and issued an Industry Sector Badge upon completion. Once the career seeker completes the Workforce Services activities they are referred to a Talent Acquisition Specialist to complete an Initial Assessment and discuss WIOA Basic, Individualized, and Training services. Referrals are then made to the appropriate program, career center resource, and/or partner agencies to address the identified needs of the career seeker.

Career seekers are routinely screened for eligibility and suitability of multiple programs to ensure the needs of the career seeker are met regardless of initial program affiliation. Young adults between the ages of 16-24 that receive cash assistance benefits and children of migrant workers are screened for co-enrollment in the WIOA Youth program to benefit from a case management approach that is effective for this age group. Career seekers participating with the Welfare Transition and Supplemental Nutrition Assistance Program, Employment & Training that require assistance with training/educational costs and appear to be job ready are

regularly provided opportunities for co-enrollment in the WIOA Adult or Dislocated Worker Program. CSCR makes and receives referrals from Vocational Rehabilitation and Adult & Community Education for training assistance, job search assistance, employability workshops, and assessments that are not available within their agency. Every effort is made by programs and partner agencies to leverage funds where possible and avoid duplication of efforts.

To ensure frontline staff are educated on the resources available in the service area, partner agencies provide training on their agency's services and eligibility requirements. CSCR, through its outreach efforts, also provides information regarding available career center services. In most instances, points of contact are established for technical assistance purposes. The education of staff is important in staff knowing when to utilize partner agencies to provide services or address needs of the career seeker for which CSCR does not have available resources.

(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 region (or planning region) in which the local area is located, and promotes entrepreneurial training and microenterprise services (WIOA §108(b)(5)).

The CareerSource Capital Region (CSCR) Board has invested in working with the three Economic Development Councils in Gadsden, Leon, and Wakulla counties. With this investment, CSCR has a Board position on the Gadsden and Wakulla EDCs, and regularly attend meetings to give input on workforce issues facing the area. In Leon County, the designated Economic Development Organization (EDO) is the Office of Economic Vitality. CSCR has an MOU with two EDOs in the area, to outline the specific duties of each organization and to coordinate workforce investment and economic development activities. Our goal is to assist the local EDOs, Chambers, and others in the attraction, expansion and retention of businesses in the three county area. CSCR strategically partners with local EDOs and chambers of commerce to ensure we are supporting the vision of each entity. The Business Solutions team attends all industry sector meetings and events. Further, CSCR staff is regularly contacted by EDOs to attend meetings with businesses looking to expand or move to the area to discuss the variety of workforce development solutions available, as well as provide labor market data.

CSCR has developed strong relationships with the entrepreneurial community in Tallahassee by working with DOMI Station, a local business incubator and co-working space. In addition, CSCR staff are in leadership positions throughout the community to maintain communication and engagement with the entrepreneurial ecosystem. For instance, CSCR's Senior Director is the past chair of the Alliance of Entrepreneur Resource Organization (AERO) group. AERO is a coalition of

public agencies and community non-profit organizations united to provide current and new businesses with resources to aid in their success. Tallahassee Community College has established an entrepreneurial training certification program for our local area. CSCR plans to assist in ensuring the certification program is a success and available to job seekers through the LWDB training provider list.

- (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)).

CareerSource Capital Region has developed strong relationships with a myriad of community educational partners. CSCR has an excellent relationship with Tallahassee Community College (TCC) and the two Technical Centers in our local area. Our goal is to align with the Economic Development entities and their targeted industries along with the identification of job demand gaps to encourage additions and modifications to the training options as the labor market changes. Tallahassee is an education town with Florida State University, Florida A&M University, TCC, Keiser University, Flagler College, and other educational providers serving the local area. CSCR has a relationship with all the training providers and with our established Career Pathways Council, is creating a structure to develop realistic career information for those job seekers we serve.

In addition, we have recently solidified our relationship with the Leon County K-12 school system and started the task of aligning the jobs that are in demand as forecasted for the region with the educational curriculum to better serve the business demand. CSCR has begun to engage the Wakulla School System and are in talks to mirror the relationship with the Leon County School system. There are plans to engage the seniors in both school systems, prior to graduation, to share information on the services we can provide for out of school youth. We plan to make similar inroads with the Gadsden County schools in 2018.

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

CSCR has been a long standing member on the Transportation Disadvantaged Coordinating Board (TDCB) for the three counties comprising its service area. The TDCB is responsible for

reviewing and discussing issues related to providing transportation services to community members who are unable to provide their own transportation to vital services, such as medical appointments and employment. Through CSCRs participation in the TDCBs, the needs of our customers are taken into account and CSCR is able to look for other ways to partner/leverage funds with other community partners serving the same customer base.

Additionally, CSCR provides transportation and other support services, based on program and funding availability to assist customers in overcoming barriers to employment. In the instance CSCR is not able to provide a particular service, customers are referred to other partners for assistance. Where possible, CSCR facilitates the connection between the partner agency and the customer in order to access needed services. The following services are currently provided by CSCR:

Transportation Assistance: Career seekers participating in the Welfare Transition (WT) program and WIOA Transitional Employment are able to receive transportation assistance based upon need and the mileage for participation in program activities. Career seekers may be considered to have minimum, moderate, or high level need and the amount received is based on the determined level of need. The maximum monthly amount provided in gas cards or bus passes to a WT participant is \$40 and \$80 monthly for WIOA Transitional Employment participants. Career seekers that fail to participate as required are not eligible to receive assistance unless there is a documented hardship.

In the event the WIOA Transitional Employment participant is already receiving transportation assistance (i.e. WT or SNAP career seeker), staff will ensure that a duplication of assistance does not occur. For example, if the participant has a minimum level of need and receives \$20.00 in transportation assistance via the WT program, they are only eligible to receive \$20.00 in transportation assistance to participate in the WIOA Transitional Employment Program (Maximum amount of \$40.00 per month).

Childcare Assistance: Childcare assistance is provided to WT customers by referral to the Early Learning Coalition (ELC). Career seekers who are mandatory and successfully completing assigned activities are eligible to receive a referral authorizing ELC to provide subsidized services. Career seekers are required to provide proof of participation and/or employment in order to receive ongoing referrals. Career seekers whose public assistance ends due to income (transitional customers) are provided childcare assistance for up to two years upon documenting continued employment.

Training/Work-Related Assistance: WT career seekers who are employed, attending school, in training and/or participants engaged in WIOA Transitional Employment activity are eligible to receive assistance with the purchase of work, school and training-related items. These items can include tools/supplies/equipment, uniforms and other related forms of clothing/shoes, lab/testing fees, books, tuition, GED fees, certification/licensure fees or other appropriate work/school-related items.

WIOA program participants who are enrolled in occupational skills training are eligible to receive assistance with the purchase of training related items. These items may include books, tools, uniforms/related clothing items, license and examination fees as well as other appropriate training related items. CSCR may also pay for testing fees (background and/or drug screening) that are documented requirements of the training provider for each student irrespective of the source of funding; customers must also express a need to receive the service and attest there are no other means/resources at their disposal.

Education Assistance: Due to the lack of funding, Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) does not directly assist their participants with paying for GED tuition and exam fees; rather, this assistance is provided via referral to the WIOA programs based on eligibility and suitability. Where appropriate, customers are referred to other partner agencies for assistance in this regard.

Other Support Services: WT customers are also able to request other assistance as a diversion to receiving ongoing benefits as well as with relocating for employment or domestic violence situations. Customers that apply for public assistance but have yet to be approved/receive benefits AND have an emergency and/or unexpected situation AND can prove that there is not a need for ongoing public assistance payments may qualify for and receive up-front diversion funds up to \$1000 through the Department of Children & Families (DCF).

Relocation assistance is available to applicants that meet the eligibility criteria for up-front diversion and career seekers receiving ongoing benefits and meet the eligibility criteria for relocation assistance. If the career seeker does not qualify for or receive cash assistance benefits due to exhausting their time limited benefits, the customer is not eligible to receive relocation assistance. Relocation assistance may be granted up to \$2000 and requires a relocation distance of 50 miles from their current residence.

For both services, eligibility must be determined by CSCR and supporting documentation provided to DCF for issuance of funds.

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

Due to Florida's workforce development innovations that are ahead of many of our state-level counterparts in the nation, CareerSource Capital Region coordinates effectively with the Department of Economic Opportunity (DEO) as it relates to the provision of Wagner-Peyser services. The Memorandum of Understanding (MOU) between CSCR and DEO (Exhibit "A" of the Grantee-Sub grantee Agreement between CSCR and DEO) establishes the organizational framework to integrate the delivery of DEO programs and services into the one-stop delivery system. This MOU, as supported by Chapter 445, Florida Statutes, integrates all workforce development programs/services within the one-stop delivery system and places DEO-funded merit staff under the functional direction and management of the CSCR Board staff. Wagner-Peyser services are fully integrated into our career center operations thus allowing us to effectively coordinate service delivery between the various workforce development services in a manner that avoids duplication and is seamless for both employer and career seeker customer groups.

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

CSCR coordinates with the Adult Education and Literacy providers in the following ways:

- Serves on the LWDB 5 Board of Directors to serve as a voice for adult learners.
- Provides on-site GED courses for job seekers in the immediate area of the Leon Career Center.
- Provides cross-referrals of students that could benefit from the services offered by CSCR.

- Shares information for mutual customers to include attainment of credential (GED), attendance verification, exam readiness, changes in testing requirements, and financial resource information for exam costs.
- Leverages costs by proctoring Test of Adult Basic Education (TABE) for mutual customers

As new administrative policy is provided by CareerSource Florida regarding WIOA Training Provider List procedures, these partners will submit applications to provide adult education and literacy services. The application will be reviewed using CSCR's standard process for reviewing and approving applications for training services. Feedback is provided to the Department of Education on whether the provider has aligned their programs to the local workforce development board's WIOA plan.

CSCR in coordination with the local provider of adult education and literacy training developed a Memorandum of Understanding that includes/will include:

- Defined the referral process between the agencies (i.e. tracking, closeout, communication protocol)
- Customer service delivery process (combined case management approach)
- Common performance measures
- Schedule for training of staff for all agencies (CSCR, ACE)
- Include core partners in workforce development training from Department of Economic Opportunity, Department of Labor, and Food & Nutrition Services
- Meeting schedule to review processes, share information, evaluate performance outcomes, and identify service gaps
- Established points of contacts at each agency to address emergent issues
- Possible areas of duplication and define an integrated approach to ensure the alignment of workforce activities with the resources and services necessary to assist adult and limited English proficient learners

(7) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to help reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help such recipients become self-sufficient. Additionally, describe the strategies the local area uses to meet CareerSource Florida's goal of reducing welfare.

The local board runs an integrated service delivery model that provides employment services by industry sector rather than by program. This delivery model allows for the leveraging of program

specific services within each sector and reduces the possibility of participants missing the opportunity to receive more services through co-enrollment. Specifically, TANF recipients are required to complete specific pre-enrollment activities prior to approval of benefits. These pre-enrollment activities are part of the screening process for WIOA eligibility and allow staff to offer individualized or training services for participants who could benefit from those types of services. SNAP recipients go through a similar process where pre-enrollment activities are assigned during the participant's first month in the program. For those participants co-enrolled into WIOA, paid work experience or occupational skills training provide opportunities to attain self-sufficiency and reduce welfare dependency.

Participants in both programs are assigned activities in education or work depending upon the individual's unique barriers. Work-based learning models are utilized to lead to permanent employment and staff seek out employers who are looking to hire over work sites looking solely for volunteers. Staff aim to change participant worksites every 90-180 days to expand the breadth of experience and exposure to different employers and job positions.

Education resources available through the career center include not only job search training like resume creation and interview preparation, but also soft skills training like networking, dependability, and taking initiative. Some instructional resources are provided both live and online to increase the accessibility for participants. Furthermore, soft skills instruction is required for participants who are returning to the program from penalty sanctions.

Finally, the board partners with other programs in the community that aim to reduce welfare dependency and increase self-sufficiency by referring to these programs and allowing participation in the program to serve as recordable activities for both TANF and SNAP programs. Examples of these partnerships include, Capital Area Community Action Agency's *Getting Ahead in a Getting By World*, and Career Training Concepts' *Forward March* program.

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

CSCR has developed local Memorandum of Understanding (MOUs) with our core program partners as reflected below.

Vocational Rehabilitation to:

- Define the referral process between the agencies (i.e. tracking, closeout, communication protocol)
- Determine customer service delivery process (combined case management approach)
- Define common performance measures
- Create a schedule for training of staff for all agencies (CSCR, VR)
- Include core partners in workforce development training from Department of Economic Opportunity, Department of Labor, and Food & Nutrition Services

Blind Services to:

- Coordinate with CSCR to provide access to its workforce services and programs through the One-Stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop system.
- Coordinate with CSCR to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop delivery system.
- Coordinate with CSCR for the funding of the infrastructure costs of the career centers.
- Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop system.
- Provide feedback to CSCR management regarding the performance of the partnership, including its effectiveness and success.
- Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CSCR staff.

An MOU has been developed with the Florida Department of Children and Families but is awaiting a signature of approval.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

The Workforce Innovation and Opportunity Act of 2014 provides the platform by which the nation's workforce development system can transform from a supply-driven system to one that strives to meet the ever-changing demands of the business community. Because of this, CSCR has utilized the passage of WIOA as an opportunity to create a local workforce system that embodies the vision of WIOA by:

1. Knowing and understanding that the needs of business and workers drive workforce solutions;
2. Ensuring that our career centers provide excellent customer service to job seekers and employers and focus on continuous improvement; and
3. Supporting strong regional economies and playing an active role in community and workforce development.

The local one-stop delivery system includes a comprehensive career center in each of the counties included in CSCR's operating area, that offers job seeker customers a range of programs and services that support the local workforce development system. These services are available to any eligible adult, youth, and dislocated worker based upon an assessment of the individual's needs and the resulting employment plan or individual service strategy. Specific services incorporated into CSCR's service delivery system include orientation to services; computer resources which job seekers may use to conduct job searches, develop and post their resume, complete job applications and other job-search related needs; referrals to job opportunities; career exploration and assessment; work-readiness workshops on resume writing, interviewing and other training topics; information on training provider programs to include past performance and cost; local and state labor market information; information on referral to support services such as transportation, child care and assistance to victims of domestic violence; assistance with applying for reemployment assistance benefits and claiming weeks; determining eligibility for federal workforce programs; and other basic and individualized career services as well as training services.

The local one-stop delivery system also includes a variety of comprehensive services to employers that include, but are not limited to: job postings; screening and referral of qualified candidates; training grants for incumbent workers; provision of labor market information; job fairs, hiring fairs

and other recruitment events; information regarding tax incentives and other economic development programs; general and updated information regarding unemployment insurance and workers' compensation; customized recruitment, qualification and assessment screening of applicants; Rapid Response and/or Outplacement services for downsizing companies; development of on-the-job (OJT) training programs; work experience, and customized training.

The following resources will be pooled within the one-stop systems to provide services: 1) Workforce Innovation and Opportunity Act (WIOA) funds, 2) Temporary Assistance for Needy Families (TANF) funds for the Welfare Transition program, 3) Wagner-Peyser funds, 4) Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) funds, 5) Reemployment Assistance funds, 6) Veteran Services funds, and 6) other special grants/funds as awarded to CSCR. WIOA funds will be expended for basic career services, individualized career services, training and follow-up services. All workforce funds will be used to pay for their proportionate fair share of costs to operate the career centers and to ensure the efficient operation of workforce development programs/services throughout our operating area. Currently, additional partners such as Vocational Rehabilitation, Adult Education and Literacy and the Division of Blind Services do not financially contribute to the space and overhead costs of the local one-stop delivery system as CSCR is awaiting further guidance from CareerSource Florida as further communication and negotiations occur with the required partners at the state-level. We have submitted signed IRQ agreements to the federal partners as required. We have not received executed copies as of this writing.

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

The mandatory partners in WIOA are just beginning to engage and have a limited presence in our Career Centers. The local leadership (Leon County School System and Vocational Rehabilitation) is now on the workforce Board of Directors, and the Memorandums of Understanding (MOUs) are in process or in place. Vocational Rehabilitation has been inconsistent in its ability to keep staff on a regular schedule at the career centers. The desire is there from the regional director, but staffing changes have been challenging.

The Leon County Schools Adult and Community Education (ACE) is the local provider of GED preparation, English for Speakers of Other Languages (ESOL), High School Credit retrieval, Adult High School (AE) and Adults with Disabilities classes and testing. An MOU is in place for them to offer an off campus GED class in our Leon Center. Additionally, a representative regularly attends the Career Center Partners Council meetings to assist with implementing a co-enrollment and referral process.

An MOU is in place with the Department of Economic Opportunity to provide Wagner-Peyser services which is our front door to providing core job seeker services. The funding for this service remains flat and staffing continues to be a challenge. We typically have over 3800 visits per month to our three centers combined.

An MOU is in place with Vocational Rehabilitation (VR) which outlines how the agencies will work together on behalf of our mutual career seekers. Vocational Rehabilitation (VR) is a federal-state program that helps people who have physical or mental disabilities get or keep a job. Additionally, a VR representative regularly attends the Career Center Partners Council meeting to assist with implementing co-enrollment and referral processes.

Blind Services is also under the Florida Department of Education and an MOU has been executed.

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

The Capital Area Community Action Agency is an established partner in our Career Centers. The organization's mission is to provide a comprehensive system of services and resources to reduce the effects of poverty, empower low-income citizens to become self-sufficient and improve the overall quality of their lives and our community. CSCR is a key partner in preparing these individuals for employment and being job ready.

The National Caucus and Center on Black Aging, Inc. is a partner in Gadsden and Wakulla Counties with the Senior Community Service Employment Program (SCEP), which provides employment opportunities for those unemployed over 55 years old. CSCR commits to serving as a worksite for this program. In Leon County, AARP is the SCEP provider.

The FAMU Small Business Development Center is a partner in Gadsden County providing entrepreneurship consulting once per week to new and existing small businesses.

Department of Children and Families (DCF) is in the Leon County Career Center two days a week assisting families with benefit questions and needs regarding TANF and SNAP benefits.

Early Learning Coalition is in the Wakulla Career Center with a full time staff member assisting job seekers with child care needs.

Although not co-located in the career center, CSCR has a weekly presence with the Kearney Center (provides emergency services to those experiencing or on the verge of experiencing homelessness) and Refuge House (domestic violence/sexual abuse service center) which allows for career center services to be provided on-site to career seekers with extreme barriers to employment.

- C. The LWDB, with the agreement of the chief elected official, shall develop and enter a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of sector executed MOUs (WIOA §108(b)(6)(D)).

As described above in 1A, LWDB 05 has entered into or are in the process of securing a Memorandum of Understanding between the local board and the One-stop partners under the direction of the Chief Elected Officials with the following:

- Department of Education - Division of Vocational Rehabilitation/Blind Services (executed)
- Department of Economic Opportunity - Wagner-Peyser (executed)
- Leon County School Board – Adult & Community Education (executed)

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

The LWDB employs a “demand/supply” approach in the one-stop delivery system. Business & Employer Solutions manages the “demand” side of the equation through engagements with the local business community. Job orders obtained and entered into Employ Florida are assigned to career center staff for direct recruitment of candidates - the “supply” side of the equation. In addition to recruiting active caseloads, career center staff recruit for assigned job orders by conducting skill and resume searches in Employ Florida and other resume aggregator websites like Indeed™ and LinkedIn™. When viable candidates are identified, referrals are made in Employ Florida and passed to the Business Account Executives for presentation to employers.

Career Center staff are kept apprised of the specific needs of employers through ongoing communications with the Business & Employer Solutions team members. These communications ensure that Business Account Executives know the skills and qualities of the career seekers that are ready to be employed and that Career Center staff are aware of the skills and qualities desired by employers. This information drives career seeker services through educational workshops and individual career consulting. Furthermore, skill gaps are addressed through seeking out and securing training providers and programs that meet the needs of local employers.

Additionally, CSCR’s Business Partnership Advisory Council (BPAC) is a group of executive level professionals advocating on behalf of the business solutions provided by CSCR.

Our business partners include representatives from health care, professional services, information technology, banking and finance, government, transportation & logistics, staffing, manufacturing and

business organizations such as Big Bend Society for Human Resource Management, the local SHRM affiliate.

The BPAC members provide advice and guidance to CSCR, serve as event guest speakers, and educate the business community about the capabilities of CSCR. They also indirectly assist CSCR with finding the right fit for candidates. Members also help CSCR staff understand the current job market and provide business intelligence.

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

All CSCR Career Centers are ADA compliant and all forms, flyers, advertisements and postings include the required EEO information. Additionally, each office is equipped with computer software/hardware for use by persons with disabilities. Staff receive training at least annually regarding serving individuals with disabilities and how to handle accommodation requests. Sign language translators are engaged as needed to serve individuals with hearing impairments and Braille documents and audio recordings are available as well. Career seekers with disabilities are considered universal customers and have access to all services and programs in all centers. At this time, CSCR does not conduct consultations with an Independent Living Center. The Independent Living Center that serves the tri-county area is Ability 1st. Previously, Ability 1st had a presence on the CSCR Board of Directors during the 2015-2016 program year; however, once the agency representative resigned, CSCR and Abilities 1st has not had much interaction. CSCR is in the process of reestablishing our relationship. CSCR will seek to solicit feedback regarding:

- Accessibility reviews for possible issues/needed improvements
- Technology advances to promote accessibility for offered programs and services
- Training for frontline staff (i.e. etiquette, inclusion principles, etc.)
- Potential partnerships to increase usage of career center programs and services by individuals with unique abilities

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

Leon County School Board utilizes the principles of universal design in their operations in the following ways:

- Offers GED, English for Speakers of Other Languages, High School Credit Retrieval, Adult High School and Adults with Disabilities classes in fourteen (14) accessible locations at different times of the day (morning, afternoon and evening) as well as online
- Teachers use multiple strategies and a variety of material types to provide instruction to meet the individual needs of the student regardless of learning type
- Teachers provide instruction geared toward multiple intelligences

Vocational Rehabilitation (VR) design their facilities and provide services with a broad range of abilities, ages, reading levels, languages, cultures and other characteristics in mind. VR makes certain that any person accessing their services feel welcome, can get to their facility and maneuver within them with minimum effort, is able to fully benefit from resources and courses and can make use of the equipment and software needed to receive services. VR does so by ensuring:

- Policies and procedures are provided in formats that are easy to use for those with disabilities (printed and electronic materials)
- There are convenient, wheelchair accessible parking spaces and routes for travel to and from the facility
- Facility includes sloping walks, adequate lighting, and high-contrast, large print directional signs
- Fixtures and furniture are adjustable in height and allow for flexible arrangements
- Systems employ an accessible design and systems are in place to make accommodations (assistive technology)

Early Learning Coalition receives Child Care Authorization and Referrals (referrals) from CSCR caseworkers for parents who receive services through TCA and TCC and coordinates with CSCR caseworkers to obtain additional information. The ELC enrolls children into the School Readiness program for child care assistance based on the School Readiness program's eligibility priorities in s. 1002.87(1), F.S. The ELC contacts parents within ten (10) days of receiving a complete and correct referral. The ELC schedules an appointment with the parent

who receives TCA to complete a School Readiness eligibility interview. The ELC directs the parent who receives TCC to submit an online application for child care assistance through the state's Family Portal. In the more likely case where a parent previously received TCA but is now on TCC, the ELC automatically "rolls over" that parent's (and child's) eligibility without the need for the parent to submit an online application. The ELC enrolls children into child care programs that are contracted with the ELC. The ELC provides child care for up to a one year (1) period. Once the parent loses TCA or TCC eligibility, the ELC shifts the parent's funding to a new funding source and allows the parent a 90-day period in which to become employed, attend school, or provide evidence of disability. If the parent does this successfully, the ELC continues child care assistance up to the one (1) year period, at which point the parent must recertify for services again. If the parent does not do this successfully, the ELC terminates child care assistance at the end of the 90-day period.

The ELC has computers and scanners that parents may use for eligibility purposes. Parents can complete the online application by using a computer or their smartphones. This includes using their smartphone to take photos of the required documents to submit an application. The ELC provides hands-on assistance to parents who need such help. ELC offices are accessible to all individuals. Several ELC staff are bilingual and the online application is available in Spanish and Creole. The online application reflects error messages and requires applicants to review their application and correct errors prior to final submission. Eligibility specialists explain the School Readiness program's requirements verbally and in writing to the families, both at the time of appointment and at any time the parent has a question. Parents may contact eligibility specialists by phone, email, fax, and in-person visit.

The Small Business Development Center at FAMU utilizes the principles of universal design in their operations in the following ways:

- Concerning the principle of Equitable Use, SBDC attempts to ensure system designs are useful to people of diverse backgrounds. SBDC makes provisions for privacy and security for all their clients equally. Moreover, SBDC avoids stigmatizing any of their clients by presenting their information in a manner that can be understood and followed by all people.

- The principle of simple and intuitive use is achieved by eliminating all unnecessary complexity in how approach providing our services to their clients whether online, consultations, or general customer service. Their platforms, systems, and materials accommodate a range of literacy skills with the intent to reach as many persons as possible.
- The design of their systems and materials communicate essential information effectively to their clients by using network-wide marketing and branding standards. Their collateral pieces, signage, logos, are designed to increase the perceptibility of the information offered to their clientele. Their materials use different modes to assist their client to better understand the essential information they share to help clients start, grow, and improve their small businesses.

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

Introduction to the services provided will be conducted through a virtual Tour of Services which is delivered via computer. This virtual Tour of Services allows for new career seeker intake at any time of the day during operating hours. It can also be deployed on the CareerSource Capital Region website for remote access. Once complete, career seekers are expected to complete a full registration in Employ Florida. Registration may be assisted in our career center or completed independently by users in remote areas. Upon completion of the Tour of Services and Employ Florida registration, career seekers are assigned to specific Industry Sectors and an initial assessment with a Talent Acquisition Specialist is completed. During this initial assessment, the following topics are discussed informally:

- Education and work history
- Employment goals
- Specific barriers to employment
- Basic eligibility requirements for WIOA and other programs
- Available resources for assistance

During this assessment, a determination is made as to what level of services would be best suitable for the career seeker. Career Center services include:

- Staff assisted job search and referrals

- Live workshops in the career center on topics ranging from job search training (e.g., resume preparation and mock interviewing) to soft skills education (e.g., effective communication skills and conflict resolution)
- Independent and guided skill-building programs for basic job skills like computer literacy and typing
- Formal assessments for career interest inventories or job skills
- Creation of individual employment plans and ongoing one-on-one career consulting

CSCR has also established the Affiliate Status Partnership to expand services outside of the career centers by aligning with community partners with an interest and space for job seekers in remote areas to access the Employ Florida to search for job opportunities. Affiliates by nature are agencies in remote areas of Gadsden, Leon, and Wakulla counties that are churches, libraries or other community partners.

In addition, CSCR has a weekly presence with the Kearney Center (provides emergency services to those experiencing or on the verge of experiencing homelessness) and Refuge House (domestic violence/sexual abuse service center) which allows for career center services to be provided on-site to career seekers with extreme barriers to employment. CSCR is committed to widening its reach and increase its presence in the community through mutually beneficial partnerships.

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

The LWDB has worked to streamline the integration of all programs into a singular intake and case management process. Irrespective of program (WIOA, Welfare Transition, SNAP, special grants, universal services, etc.), all customers will complete a Tour of Services, Employ Florida Registration, and Initial Assessment with an Industry-Specific Talent Acquisition Specialist prior to accessing services. Once these steps are complete enrollment into specific programs is dependent upon the customer completing a prescribed set of activities which include:

- 5-Minute Series - A series of short, online webinars on a variety of topics including basic job search training and soft skills training.
- Labor market research

- Resume creation
- Industry Scholars Certificate Program - For those interested in training services, the Industry Scholars Certificate program is a web-based educational tutorial that exposes customers to positions within their industry of interest. The tutorial covers a “day in the life”, local labor market statistics, industry terminology, and culminates in a certificate of completion to ensure that customers have a baseline understanding of the career opportunities prior to enrolling in a training program.

Because these required activities are aligned among all programs, customers are able to more easily access services provided by various programs without having to “start over” and complete new requirements. Opportunities for co-enrollment are more easily determined and leveraged to provide customers a customized and unique solution based on specific goals.

Furthermore, each one-stop utilizes ATLAS™ for universal check-in to the one-stop and to house electronic versions of customer files. Because all customer files are housed electronically and by customer rather than program, co-enrolled customers can more easily be case managed and monitored for compliance.

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

As outlined in CSCR’s administrative plan, when procuring goods or services at a unit price of \$150,000 or over, the organization must advertise for competitive proposals or bids. Therefore, CSCR utilizes the Request for Proposal (RFP) process in order to competitively procure One-Stop Operator / Workforce Development Services. Public notice of the RFP is conducted through newspaper advertisement and a notice is mailed electronically to all entities or individuals found on CSCR’s compiled vendor list, including minority organizations. Additionally, the RFP is posted via CSCR’s social media channels and on our website. The RFP is released for a 30-day period to allow for an adequate response time for potential respondents.

Any organization that is interested in submitting a proposal is required to submit a Letter of Intent to Propose by the deadline stated in the RFP. CSCR also provides a window of time within which interested parties may submit written questions or requests for clarification. Using its discretion regarding the questions presented, CSCR posts the questions received, as well as the answers/responses, to our website. The next step in the process includes formulating a review committee that can be comprised of both internal and external subject matters experts. The review

committee members are provided with a rating sheet that outlines that criteria and scoring system that the proposals should be rated against. Review committee members are only tasked with reviewing those proposals that have been determined to be “responsive” (as defined within the RFP). Each review committee member reviews the proposals, completes a rating sheet for each proposal, and sends it to the CSCR designee who is responsible for reviewing and compiling the ratings. From there, staff prepares a recommendation for submission to the organization’s Strategic Policy and Planning Committee, then the Executive Committee and finally, the full Board of Directors. Lastly, the Board of Directors then provides that necessary approval for CSCR staff to begin contract negotiations with the successful respondent.

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

CareerSource Capital Region (CSCR) is dedicated to continuously improving its service to the local community based on data and community feedback. To ensure that solutions provided by CSCR continue to meet the demands of this service area, the following have or will occur through 2020.

- Florida-Georgia Workforce Alliance – This regional collaboration exemplifies the regional vision outlined in WIOA. Its goal is to develop a thriving talent market to meet the demands of employers, both present and future, along the states’ borders. To that end, the Alliance has entered into a contract with Educational Data Systems, Inc. (EDSI) to conduct a sector strategy study for the development of a strategic plan that aligns the sectors in the local workforce development boards included in the Alliance. The study will identify key sectors, growing demand careers in each sector, record the various approved training providers and their certifications related to the growing careers identified. The study will culminate in the creation of a Strategic Action Plan. As a part of the plan, the Alliance will seek to align the sections with economic development partners with hopes to attract new business and provide local business with the trained talent they need to grow and remain competitive.
- Talent Innovation Summit – This is an annual event that began in PY 2017-2018 to facilitate dialogue around the talent shortage in the Capital Region, as evidenced through trends and labor market information. The Summit included businesses, education partners, economic development organizations, and workforce development partners. The event included key national partners, such as Ron Painter, President and CEO of the National Association of Workforce Boards (NAWB). Mr. Painter educated attendees on issues affecting the national workforce and education systems. Based on

feedback from the initial event, CSCR has committed to continuing this event to address noted issues such as the lack of apprenticeships, use of other work-based training, lack of training to fit the needs of local businesses, etc.

- Strategic Doing – Strategic Doing is a discipline taught by the Agile Strategy Lab of Purdue University. This discipline has been proven to discover new approaches to address deep challenges by harnessing a loosely joined network’s collective intelligence and creates a shared commitment to act. CSCR convened a strategic doing session with its Board of Directors, community partners, local employers, educators and elected officials. Teams collectively developed a common challenge and worked through the process to determine the immediate steps that can be taken to address these issues. The issues and possible solutions identified will be discussed further during a board retreat to assist the Board in creating its strategic plan.
- Industry Focus Groups – The goal of the industry focus groups is to provide a forum for business, education, workforce and economic development partners to discuss workforce needs, challenges, and possible solutions to lessen the talent gap. Where possible, the focus group may also include legislative updates regarding the specific industries. Each entity was asked pointed questions that would lead to engaging conversation. Some examples are – (1) Business: What is your biggest challenge when hiring local talent? Looking five to ten years ahead, what do you need, talent wise, for this industry? (2) Education: Do you understand the needs of local business? Would working directly with more employers help to improve training/curriculum for this industry? (3) Economic/Workforce Development – What do you know about the resources and programs available within private, public, education, workforce and economic development organizations? Information gathered during these events are used to craft solutions for the identified issues.

DESCRIPTION OF PROGRAM SERVICES

(1) System description: Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

CareerSource Capital Region (CSCR) is the administrative entity, grant recipient and fiscal agent for workforce investment funds allocated to serve Gadsden, Leon and Wakulla counties. As such, CSCR is responsible for the enhanced coordination, cooperation, collaboration and outcomes for the local workforce development area. CSCR, through a contracted provider, provides market driven services to employers, workers and job seekers in LWDA 5.

The system includes the core partner programs as outlined in WIOA: Workforce Innovation & Opportunity Act Adult, Dislocated Worker and Youth programs; Wagner-Peyser; Adult Education & Literacy; and Vocational Rehabilitation.

Other programs provided in the system are:

Co-Located Partners/Programs

- Senior Community Service Employment (Experience Works)
- Trade Adjustment Assistance
- Veterans Employment and Training
- Supplemental Nutrition Assistance Program, Employment and Training
- Temporary Assistance for Needy Families (Welfare Transition)

All programs and activities in the CSCR system are coordinated and have an integrated service delivery structure to facilitate greater outcomes, improved customer service to career seekers and employers as well as efficiency of staff.

CSCR provides universal access to services for all customers in its service area. CSCR is a results-driven organization working to increase access to and opportunities for employment, training, and support services needed for job seekers to be successful in the current job market. CSCR makes every effort to align workforce development with community partners (i.e. economic development

organizations, training providers, community based organizations, etc.) to provide a high-quality workforce development system.

CSCR has integrated the WIOA and Wagner-Peyser programs seamlessly to offer universal services to all job seekers. The programs operate seamlessly whereby career seekers are unaware of a particular funding stream/program, but rather, receive the services they desperately need to have a fruitful job campaign.

Representatives from Vocational Rehabilitation and the local Adult Education & Literacy provider partners with CSCR in many ways such as Board of Directors membership, cross referrals, chairing CSCR councils/committees, participating in discussions with key stakeholders to plan and realign how services are provided between the agencies, leverage resources, etc.

Programs authorized under the Perkins Career and Technical Education Act are reviewed/approved for inclusion on the CSCR Eligible Training Provider List (ETPL). If no training providers/programs authorized under the act applies for the ETPL, CSCR makes direct contact with the provider to advise of the option to apply to add their training programs that will lead to in-demand occupations. CSCR ensures there are adequate training programs and types of training providers available to meet WIOA's requirement for customer choice. A copy of the current ETPL is provided which lists program's authorized under the Act.

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

CareerSource Capital Region is the administrative and fiscal entity and grant recipient for LWDB 5. CareerSource Capital Region, as a public non-profit entity, has the intent to procure goods and services with public funds in a manner which promotes maximum competition and ensures public confidence that awards are made fairly and openly and result in the most advantage for public funds expended. Staff are required to follow the policies and procedures established by CareerSource Capital Region and appropriate Federal and State Laws and Regulations.

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

- A. Procurement by micro-purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed \$3,000. To the extent practicable, micro-purchases will be distributed equitably among qualified suppliers.
- B. Procurement by small purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed \$150,000. If this process is used, price or rate quotes must be obtained from an adequate number of qualified sources.
- C. Procurement by sealed bids- Bids are publicly solicited and a firm fixed price contract is awarded to the responsible bidder whose bid, conforming with all of the material terms and conditions of the invitation for bids, is the lowest in price.
- D. Procurement by competitive proposals- Solicitation of competitive proposals, with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded.
- E. Procurement by noncompetitive proposal / sole source may be used when the award of contract under competitive or small purchase procedures is not feasible. Circumstances under which a contract may be awarded by noncompetitive negotiations are limited to the following:
 - a) The goods and services to be procured are available from a single source only;
 - b) Public exigency or emergency when the urgency for the requirements will not permit a delay incident to competitive solicitation;
 - c) After the solicitation of a number of sources, competition is determined to be inadequate;
 - d) The awardee is a local educational agency, which is defined as public elementary, secondary, or vocational schools, the community College and the State University System;
 - e) The purchases of utilities;
 - f) Purchases made at prices established by a State contract administered by the State of Florida, Department of Management Services;
 - g) Purchases made at prices established by another unit of government;
 - h) On-the-Job Training;
 - i) Individual Referral of Participants into classroom training on a tuition or off-the-shelf basis at prices available to the general public as long as the aggregate amount of the tuition or unit cost does not exceed \$10,000 for each individual training program; or
 - j) Purchases made from another governmental unit in accordance with the Florida Statutes which provides for the purchase of such services without the necessity of procurement;

As administrative entity for LWDA 5, CareerSource Capital Region will use procedures and a monetary threshold for micro purchases, small purchases and sealed bids which at a minimum, comply with the threshold limits contained in CareerSource Capital Region Policy. CareerSource Capital Region considers all purchases less than \$150,000 to be small

purchases. Although not required, other procurement procedures such as bids and proposal solicitation may be used by CareerSource Capital Region for any procurement whose estimate cost is less than the small purchase threshold. CareerSource Capital Region small purchases procedures, while competitive, are considered simple and informal.

The following thresholds have been established by CareerSource Capital Region for procurement of goods and services:

- a) Unit price up to \$3,000.00 – no bid required
- b) Unit price between \$3,000.01 and \$149,999.99 – three bids required
- c) Unit price of \$150,000.00 or over – advertisement for competitive proposals or bids

To the extent practicable, service providers will be selected competitively in accordance with applicable federal, state, and local regulations. Non-competitive, or sole source procurement shall be minimized, but may be authorized if justified and documented in compliance with applicable federal, state, and local regulations.

When procuring services by a competitive solicitation of \$150,000 or more, CareerSource Capital Region will use a Request for Proposal (RFP) process for competitive proposals. Public notice of the RFP will be provided through newspaper advertising, and a notice will be mailed to all agencies or individuals on the current bidders list, including minority organizations. Upon receipt of proposals by the published deadline, CareerSource Capital Region Planning Committee will review, rate, and make recommendations to the Executive Committee, prior to approval by full CareerSource Capital Region Board of Directors, which will vote on the matter.

When possible, state approved contracts may be utilized for the purchase of equipment, goods, and services.

All documentation detailing the historical process of a specific procurement action will be maintained in a procurement file, and retained for the required length of time specified in the Records Management section of this plan. Procurement files will contain, at a minimum, the following documentation for each individual procurement:

- Copy of public notice announcing solicitation/request for proposals
- The Request for Proposals
- Copies of proposals received
- Record of proposal evaluations ratings
- Record of formal approval/disapproval of proposals

- Cost and/or price analysis of accepted proposals
- Record of price negotiations/basis for final agreement price
- Record of all written communications between proposers and staff during the procurement process

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

A Career Pathways Council has been established to include community stakeholders that have expertise in education, economic development and workforce development. This council includes leaders from K-12, Post-Secondary, Independent and University educational institutions. The council also includes business representatives and members of area Economic Development Organizations (EDO). One of the goals of this council is to define the specific career pathways for the local area that align with the key industry sectors described in the following section. Providing service through the Industry Sector Model, these career pathways will be fully integrated into initial and ongoing participant service plans.

Relationships have been established with local agencies that serve individuals with barriers to employment including Vocational Rehabilitation, Division of Blind Services, Florida Department of Corrections, Department of Juvenile Justice, Big Bend Homeless Coalition, Capital Area Community Action Agency, Big Bend Continuum of Care and the Comprehensive Emergency Services Center. These relationships provide opportunities to generate referrals into WIOA programs, provide onsite services such as Employ Florida Registration, job search training, and eligibility determination.

In addition to the development of career pathways and relationships with local agencies, the local area has aligned the intake procedures of the Welfare Transition, Supplemental Nutrition Assistance Program E&T, and Priority Reemployment Program (PREP) with the procedures of WIOA Adult, Dislocated Worker, and Youth. All career seekers complete a predetermined set of activities prior to approval of services which include initial assessments, labor market information, initial job search training and Employ Florida registration. Eligibility for WIOA programs is assessed through this process as well to allow for efficient co-enrollment when the need for training services is determined necessary.

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

In order to determine the key industry sectors for LWDB 5, the Business and Employer Solutions team conducted an analysis of employer hiring needs for the 2013-14, 2014-15 and 2015-16 program years. By reviewing Job Order and referral statistics, it was determined that the majority of the job openings in LWDB 5 have consistently been in one of the following areas:

Sector	NAICS Industry	NAICS Name
Healthcare	62	Health Care and Social Assistance
Manufacturing, Construction, Transportation & Logistics	23	Construction
	33	Manufacturing (31-33)
	31	Manufacturing (31-33)
	32	Manufacturing (31-33)
	48	Transportation and Warehousing (48 & 49)
	49	Transportation and Warehousing (48 & 49)
IT, Professional Services, Human Services	52	Finance and Insurance
	51	Information
	55	Management of Companies and Enterprises

	81	Other Services (except Public Admin.)
	54	Professional Scientific & Technical Svc.
	92	Public Administration
	53	Real Estate and Rental and Leasing
Retail & Hospitality, Education and General	72	Accommodation and Food Services
	56	Admin., Support, Waste Mgmt, Remediation
	11	Agriculture, Forestry, Fishing & Hunting
	71	Arts, Entertainment, and Recreation
	61	Education Services
	21	Mining
	45	Retail Trade (44 & 45)
	44	Retail Trade (44 & 45)
	99	Unclassified establishments
	22	Utilities
	42	Wholesale Trade

Industry Sector Model (ISM)

CSCR has implemented a fully integrated Industry Sector Model (ISM) designed to produce the most and best possible matches between job seekers (Talent Pipeline) and employers through placement and training services. The ISM focuses on the demand and targeted occupations in LWDA 5; recognizes the varied career pathways within each of the individual industry sectors; meets each job seeker where they are, in their career pathway, and provides live and blended learning models, online training for all levels of job seekers at every step of their career pathway that teaches elementary soft skills, entry level career pathway competencies, basic workplace competencies, required industry sector competencies all the way to management competencies and occupation specific competencies, either provided at the career center or with an education or employer partner.

This unified approach eliminates the barriers of traditional service silos, making the workforce development experience transparent, efficient and effective for all customers. The ISM is in alignment with WIOA, which establishes unified strategic planning across core programs, including Title I Adult, Dislocated Worker and Youth programs; Adult Education and Literacy programs, the Wagner-Peyser Employment Service; and Title I of the Rehabilitation Act programs.

ITAs will be provided to qualified WIOA career seekers in need of financial assistance to obtain the education and job skills necessary for greater employability in a targeted LWDA 5 industry sector. The ITAs may be used to cover the cost of tuition, books and fees of any of the approved training providers/programs. The Regional Demand Occupations List is used as the basis for approving training providers/programs for inclusion on the Approved Training Provider List/Programs.

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

CSCR is on the front lines when it comes to engaging with industry partnership organizations in the area. We participate in committees specific to industry sector and trades, entrepreneurship, education, etc. Partnerships that assist with key industries include the local EDO's, Chambers of Commerce, SBDC, Leon County School Board, Wakulla County Schools, Tallahassee Community College, FSU, FAMU, Florida Economic Development Council, Manufacturers Association of Florida, Big Bend SHRM, HR Florida, GrowFL, and Tallahassee Technology Alliance. The partnerships have proven to be very beneficial for employers and career seekers in the area.

As active members of the local SHRM affiliate, we have expanded the business community's awareness of the CareerSource Capital Region's broad range of offerings that assist employers with all aspects of the hiring process, as well as the training grants available for their use. This has greatly expanded the community's knowledge and served to help CSCR engage with community partners in leveraging resources.

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

Industry sectors have been selected in collaboration with our Economic Development Partners; data received from the Bureau of Labor Market Statistics of DEO (Regional Employment Projections, Help Wanted Online and Regional Labor Supply) as well as an analysis of job order and referral statistics over a period of three program years (See *Key Industry Sectors* above). In addition, in a collaboration with the Gadsden County Development Council, CSCR has access to Chmura Analytics JobsEQ™ data for additional analysis in workforce and economic development projections.

- B. Describe how sector strategies are founded on a shared/regional vision;
Using data analysis from LMI and using JobsEQ™ from Chmura Analytics, the past and projected skill demand data as well as the business intelligence from our Business Solutions Team helped determine how we arrived at our sector strategy. In addition, using the Help Wanted Online (HWOL) data provided by DEO, we monitor monthly the high demand jobs posted throughout our three counties.

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

The CSCR Board has sponsored sector round tables and focus groups with the business leadership in that sector; included are: education and training providers and economic development partners who engage in conversations to identify barriers to developing the skilled workforce each sector demands. CSCR sees itself as a catalyst for addressing the skill gaps in the local area.

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

The local area ensures strategies lead to strategic alignment by using the information garnered through the round tables and focus groups in order to align

our WIOA resources to the skill gaps identified in the sector rounds and focus groups and work with the partners to address the needed training requirements to mitigate the skills gap in each sector. We are in the beginning stages of outlining this process with the help of our Strategic Planning & Policy Committee.

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

With the integration of our multiple funding streams and the division of our focus into four major sectors, CSCR has created a streamlined approach to our delivery of services across our system. This change has transformed our system to begin aligning our resources with the greatest skill needs.

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

As we align our resources to the high demand high wage skill gaps, we will be tracking the placements and the impact on the different sectors on a periodic basis. With sector rounds being planned two to three times per year, CSCR will convene the most impactful stakeholders to give feedback and guidance of our efforts.

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

The LWDB 5 is committed to ensuring that participants are afforded the best opportunity possible to gain the knowledge and skills needed in order to obtain self-sufficient employment. In support of this effort, CSCR has established partnerships with a significant number of educational providers within the Panhandle. Many of the programs are offered by multiple institutions, allowing the career seeker the flexibility to choose the option that best suits their needs.

- A. Annually, a Regional Demand Occupations List (RDOL) is established and published by the Department of Economic Opportunity (DEO). This list is used as the basis for training programs in LWDB 5.
- B. Occupations are selected for inclusion on the RDOL based on the following criteria:
- a. FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)

- b. 30 annual openings and positive growth
- c. Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- d. High Skill/High Wage (HSHW) Occupations:
 - 1. Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

The Eligible Training Providers List/Programs (ETPL) will be reviewed annually to ensure alignment with in-demand industries and occupations. Prior to the end of each program year, the approved programs on the ETPL will be reviewed against the most-recent RDOL. Programs that are no longer in-demand (occupation is not included on the RDOL) will be marked for removal from the ETPL and the Training Provider will be notified via written notice.

Upon conclusion of the initial review, a secondary review will be conducted to ensure the accuracy of the programs on the ETPL. The Training Provider shall be asked to verify, via written response, (1) programmatic name changes and (2) whether or not the programs listed are still being offered. The ETPL will then be updated based on the information received.

The RDOL is also analyzed to determine if there are occupations listed, for which an approved training program is not on the ETPL. Institutions that provide training for in-demand occupations that are not on the ETPL will be contacted and provided an abbreviated application in order to determine if the program should be added to the ETPL. All applications are evaluated based on the currently established process for adding programs.

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

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

CSCR Business Account Executives and other team members are dedicated to regular employer outreach and engagement activities in Leon, Gadsden and Wakulla counties. Employer engagement has multiple purposes: (1) to share the plethora of solutions CSCR offers, (2) to share workforce data as needed, and (3) to assess the employers' workforce needs. CSCR fully utilizes Salesforce™, a Customer Relationship Management (CRM) tool to track leads and customer satisfaction via surveys. Below are a few ways we engage the local business community:

- Business Solutions team members actively participate in Big Bend SHRM, attending meetings, partnering on events and serving on the board of directors.
- Account Executives participate in local chamber meetings and events in the three counties.

- Account Executives serve on the boards and participate in BNI, Tallahassee Technology Alliance.
- Business Solutions team members maintain strategic relationships with economic development organizations and other community business groups to identify referrals, etc.
- Business Solutions team members attend local job and career fairs and trade related events, where they can engage with industry partners.
- Business Solutions team members actively engage job seekers and employers on LinkedIn and other appropriate online tools to market services.
- Business Solutions team members host over 40 recruitment events annually and sector based hiring fairs annually (sectors cover in-demand occupations for the LWDA).

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

Most business accounts are managed by an Account Executive, Recruitment & Events Coordinator and Business Solutions Representative (back office support). This allows the employer to experience a team behind their efforts; which leads to a more innovative approach to account management and sourcing talent and other resources.

Through hiring fairs, CSCR gains a better understanding of business needs by gathering information on open positions, company culture and ideal candidates. We then partner with Talent Acquisition Specialists to screen and provide qualified talent.

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

Several CSCR team members are intricately involved with the local economic development organizations. CSCR is a partner for recruitment and retention projects in the community. We:

- Provide area labor market data and solutions offered by CSCR at the request of the EDO.
- Give ongoing support and information on training grants, hiring fairs, etc.

- Attend regular meetings with EDO representatives, who serve on the CSCR Strategic Policy & Planning Committee.
- Send the Business Solutions team to attend all industry sector roundtable meetings and serves as an extension of each EDO's staff. This is done by teaming up on employer meetings and taking advantage of the benefits each organization offers.

Economic Development representatives also serve as members of the CSCR Board of Directors.

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

CareerSource Capital Region provides universal access to services for all community residents including those receiving reemployment assistance benefits. CSCR provides local employers with an array of solutions meant to fill their hiring needs, build a talent pipeline for future vacancies, and assist the employer in remaining viable. Unemployed individuals can be considered a likely pool of skilled individuals equipped to promptly transition into open positions and become an asset to the hiring company. To strengthen the linkage and increase the visibility between employers and unemployed individuals, CSCR provides the following concentrated solutions:

- ConnectionsCR - In partnership with Big Bend SHRM, local business leaders and human resources professionals, CSCR holds quarterly recruiting and networking events that connect professional-level, pre-screened unemployed job seekers with employers in an informal atmosphere. The event provides hiring managers and job seekers the opportunity to interact with the assurance that (1) the customer has met minimum qualifications for open positions and (2) employers are those of interest for the attending job seekers.
- REACT - The REACT Coordinator works to link affected workers with local businesses needing to hire for skills similar to those of the worker. To that effort the REACT Coordinator will review the resumes and/or applications of affected workers to ascertain their work/education history as well as transferable skills of each individual. Also, all job listings posted in Employ Florida will be reviewed for potential job matches. If there are matches, the hiring employer/manager will be contacted, advised of the pending layoff,

and given the opportunity to review the resumes/completed applications from any of the affected employees. If warranted, a hiring event may be scheduled with local employers to assist in placing the impacted workers prior or subsequent to the date of layoff/closure.

- Hiring Fairs - As part of the area moving to an integrated case management model and in response to employer/job seeker comments, CSCR has shifted to having smaller, industry-focused hiring events more frequently throughout the year. Doing so, allows the area to attract more businesses and job seekers that have skills in specific, in-demand industries to register in Employ Florida Marketplace for services. The change has allowed CSCR to increase the talent pipeline for local employers as well as improve the types of employers/positions posted.
- Ask the HR Experts Panel Discussion - The 'Ask the HR Experts' networking series is a panel discussion offered by CSCR in partnership with Big Bend SHRM. This event connects unemployed job seekers with employers who are Human Resources professionals or hiring managers with local businesses. Job seekers are afforded the opportunity to ask HR related questions on resumes, interviewing and hiring practices. Special care is taken to invite employers that hire for positions congruent with the employment backgrounds of attending job seekers.
- Job matching/Job Development - Staff has a vested interest in matching unemployed job seekers with positions posted in Employ Florida (job matching) and in some instances those found by other means (job development). Regardless of how the job opportunity is found, the preferred outcome is a placement for the job seeker and fulfilling a vacancy for the employer. Staff reviews all new job orders against their caseload of unemployed individuals for potential matches. If no matches are found, staff will search other job posting sites for employment opportunities. If staff is personally aware of employers hiring, staff is encouraged to conduct job development to secure employments for candidates.

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

WIOA Section 134 (c) (3) (E) establishes a priority requirement with respect to funds allocated to a local workforce area for the Adult program. Under this section, CSCR must give priority to

the following “priority groups” when providing career or training services regardless of the level of available funding:

- Recipients of public assistance;
- Other low-income individuals; and
- Individuals who are basic skills deficient for the provision of individualized career services

Veterans and eligible spouses continue to receive priority of service for all USDOL funded job training programs, which includes WIOA programs.

CSCR provides priority in the adult program in the following order:

1. First, to Veterans and Eligible Spouses who fall within one of WIOA’s priority groups
2. Second, to Non-covered persons who fall within one of WIOA’s priority groups
3. Third, to Veterans and Eligible Spouses who do not fall within one of WIOA’s priority groups
4. Last, to Non-covered persons who fall outside of WIOA’s priority groups but within locally established program eligibility requirements

Verification of public assistance, low income and veteran’s status must be collected at the point of individualized career services; however, documentation collected must verify the customer’s income as of the application date.

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

As previously described, the Regional Demand Occupations List is used as the basis for training services that are provided in LWDA 5. The goal is to ensure that training dollars are invested in occupations that are in-demand. CSCR will provide training services through Individual Training Accounts (ITAs), On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training and Work Experience.

ITAs

ITAs will be provided to qualified WIOA career seekers in need of financial assistance to obtain the education and job skills necessary for greater employability. The ITAs may be used to cover the cost of tuition, books and fees of any of the approved training providers/programs.

OJT

OJT is occupational skills training that is provided by an employer during the initial term of a participant's employment, through an OJT contract between the employer and CSCR. This training grant provides an opportunity for employers to be reimbursed 50 to 75 percent of the wages of their new hires while they are receiving the training essential to adequately perform their job duties and retain unsubsidized employment with the employer. Employers will be reimbursed (amount subject to change based on program funding) after 60 days, 120 days and 180 days of job retention.

The Business & Employer Solutions (BES) team will market and identify potential OJT employer partners. The BES team reviews the requirements (i.e. non-displacement of current staff, records availability for monitoring, reimbursement structure, training plan, etc.) of the program with the employer prior to developing an OJT agreement. Once it is determined that the employer is interested in moving to the next step in the process to enter into a contract with CSCR, staff members will comb their caseload for potential referrals for the OJT position. Employers may also refer potential customers for the OJT position, provided they are not currently employed. All customers, regardless of referral source, will be WIOA eligible and determined so prior to starting the OJT.

IWT/Customized Training

IWT is an employer focused grant that reimburses employers for up to 50% of their direct training costs (i.e. tuition, textbooks, other training materials) related to providing skills-upgrade training to their current employees. The training is generally for job-specific skills to assist employers with retaining their current workforce and increasing their competitiveness. This program also helps employees gain the skills needed to obtain or retain employment that leads to self-sufficient wage.

The BES team will identify potential IWT employer partners and be responsible for working with the employer in completing the required application/agreement. Once the required documentation is received from the employer, the Account Executive is responsible for reviewing the information and following up with the employer if there is missing documentation. After the review is completed, using the IWT Grant Pre-Award Review Tool, Account

Executives will provide the application and supporting documentation to the Client and Business Solutions Manager for final review and eligibility determination.

Work Experience

CSCR assists qualified participants by providing a quality work experience that will prepare them to acquire the skills and knowledge needed to obtain and maintain employment leading to a successful transition into the labor market. CSCR covers the cost of wages and workers' compensation for participants engaged in the Work Experience program. The Work Experience program focuses on career seekers with little to no work experience, recently graduated WIOA career seekers whose field requires on the job experience prior to hire, and career seekers with barriers to employment due to chronic unemployment and inconsistent work history.

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

In an effort to ensure customer choice in the selection of training programs, a wide variety of high quality training programs are included on the Eligible Training Provider List/Programs (ETPL). These programs are offered via the following approved training providers:

- Aveda Institute Tallahassee
- Barry University
- Big Bend Technical College
- Florida Agricultural & Mechanical University
- Florida Agricultural & Mechanical University (I/O Avenue)
- Florida Panhandle Technical College
- Florida School of Traditional Midwifery
- Florida State University
- Gadsden Technical Institute
- Keiser University
- Lively Technical Center
- National Training, Inc.
- Roadmaster Drivers School
- Southeastern School of Health Sciences
- Tallahassee Community College
- The Academy
- Truck Driver Institute

Programs are added on the basis of the inclusion of the associated occupation on the Regional Demand Occupations List (RDOL). In cases where an occupation is listed on the RDOL, but is not on the ETPL, it will be targeted for inclusion on the list.

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

A. Describe any ITA limitations established by the board;

Individual Training Accounts (ITAs) are vouchers that can be used by customers who have been determined eligible to receive assistance with training under the Workforce Innovation and Opportunity Act (WIOA) or Trade Adjustment Assistance (TAA) programs. For the WIOA program, this includes Out-of-School Youth, ages 16-24. The established accounts can be used to cover the following expenses: tuition, books, and fees of eligible and approved training providers. Due to funding limitations, ITAs are reserved for those customers who need training in order to increase their skill levels and who are pursuing occupations that are listed on the Eligible Training Provider List/Programs.

ITAs will be issued to eligible customers after all necessary assessment and planning and pre-enrollment activities has been completed. Issuing an ITA to customers involves several steps: 1) Identifying eligible expenses to be paid for by the ITA, 2) Obtaining the supporting documentation for eligible expenses, 3) Completing the ITA Voucher, 4) Obtaining the Scholarship Unit and Board-staff approval, 5) Entering the approved ITA voucher amount in the Occupational Skills Training (OST) activity section of the Workforce Innovation and Opportunity Act (WIOA) Application in the Employ Florida (EF system and 6) Entering the the total training expense in the Fund Tracking section of Employ Florida on the ITA Award Notice and in the case notes.

CSCR has established a Tier System that sets limitations on the maximum funding amount per training program based upon the average placement wage after training as compared to the area's Lower Living Standard Income Level (LLSIL) wage rate (for a family size of three, adjusted for the area based on the Florida Price Level Index). All approved ITAs will follow the tier guidelines provided in the chart below. Tier 1 through Tier 4 applies to Welfare Transition (WT) and WIOA Dynamic Futures Young Adults who are not dual enrolled in the WIOA Adult/Dislocated Worker (DW)

programs. WIOA Adult/DW program participants that are considered “harder to serve” are also eligible for training that falls within Tier 1. This ‘Special Population’ includes:

- Older Individuals (55 years if age and older)
- Ex-Offenders
- Homeless Individuals
- English Language Learners
- Basic Skills Deficient

WIOA Adults & DWs that do not fall within the ‘Special Population’ are eligible for Tier 2 through 4 only.

Tier	Eligible Program Participants	Average Placement Wage	% of 2017-2018 LLSIL (\$13.67)	ITA Cap
Tier 1	WIOA Youth, WT & WIOA Adult/DW Special Population	\$8.88 – \$10.24	65 - 74%	\$2,500
Tier 2	ALL WIOA & WT	\$10.25 – \$12.29	75 - 89%	\$5,000
Tier 3	ALL WIOA & WT	\$12.30 – \$13.66	90 - 99%	\$7,500
Tier 4	ALL WIOA & WT	\$13.67 and above	100% and above	\$10,000

The lifetime limit for ITA funding is \$10,000 per eligible individual. When calculating the \$10,000 lifetime limit, training costs such as tuition, books, fees, licensure, uniforms, tools etc. is included in the cost of the total training expense in addition to support services such as transportation assistance. The lifetime limit includes any funding received from other workforce programs (WT/Youth/Adult/Dislocated Worker) combined.

Due to the high cost, “Out-of-state” tuition and related fees are not authorized. However, if the career seeker is able to provide a financial breakdown that specifically delineates the actual in-state versus out-of-state fees, staff may establish an ITA/PO for the in-state portion of the customer’s tuition and fees. The

calculation of these costs based upon the school's published tuition and fees is not acceptable; documentation provided must be specific to the student.

ITAs are to be authorized on a semester-by-semester basis only. If training lasts more than one semester, any subsequent or continuing ITAs may only be issued after the student has presented proof of satisfactory progress and attendance. Satisfactory progress indicates a school grade of "C" or better and attendance of 80% or better.

B. Describe any exceptions to the use of ITAs.

To be consistent with the provisions contained in WIOA, CSCR only funds training services through the use of ITAs. The exceptions allowed by CSCR for not using an ITA are for Customized Training, Incumbent Worker Training, On-the-Job Training, paid work experience and instances where it has been determined that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs. Employers that wish to provide occupational skills training may submit an application for review at any time during the year. Applications are reviewed for completeness and eligibility within 10 business days of receipt. From there, applications are scored and recommended for approval or denial based upon nine (9) of twelve (12) criteria being met. Application approvals are contingent upon receipt of individual employee/trainee information and the executed agreement. All occupational skills training agreements are executed through June 30 of each year. Additional exceptions include the purchase of supplies, uniforms, exam and licensure fees and training costs for youth participants who are not co-enrolled in the WIOA Adult or Dislocated Worker programs.

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

CareerSource Capital Region recognizes that entrepreneurship plays an important role in economic growth and vitality. We are committed to provide our customer-base with the support needed in the areas of entrepreneurial training and microenterprise solutions.

The organization's first significant involvement with entrepreneurial training was Startup Quest®. CareerSource North Central Florida invited CSCR and seven other local workforce development areas to participate in this innovative cutting-edge training program. Startup Quest® was a 10-session hands-on learning experience for unemployed and underemployed educated professionals. The program provided an introduction to the processes required to form a startup company and develop a commercialization strategy for innovative technologies. The program advanced an additional model for workforce development by growing self-employment through entrepreneurship, shifting the mindset from "find a job" to "create a job." Trainees were guided by mentors, who are successful, often serial entrepreneurs. Trainees got the opportunity to learn about and develop a business plan, and also participate in an investor pitch contest.

The Startup Quest Advisory Board provided local guidance and support. Member representatives consisted of local EDO's, Chambers of Commerce, Small Business Development Center, Innovation Center, Higher Education partners, Government and private sector, all were key to the program's success.

The program was welcomed and supported by the local community. Startup Quest received extensive media coverage, including multiple television and radio segments and newspaper articles. CareerSource Capital Region now has a seat at the table with key community Stakeholders, supporting the entrepreneurial ecosystem.

To provide ongoing support and focus on entrepreneurship training, CSCR offered the Entrepreneurial Institute, sponsored by First Commerce Credit Union. The Institute provided practical applications to the principles graduates have already learned during the Startup Quest training program. The Institute helped graduates continue their exploration by providing additional resources and tools.

With more than three people competing for every open job, teaching career seekers to start their own business is an effective model for workforce development. In turn, grows the self-employment concept through continued entrepreneurship training; again shifting the mindset from finding a job to creating your own job.

In addition, CSCR's Senior Director chaired the Alliance of Entrepreneur Resource Organization (AERO) group for two years. AERO is a coalition of public agencies and community non-profit organizations united to provide current and new businesses with resources to aid in their success. Members includes: CareerSource Capital Region, Small Business Development Center at FAMU, Jim Moran Institute for Entrepreneurship City of Tallahassee, Leon County Government, the local EDO, Big Bend Minority Chamber of Commerce, Greater Tallahassee Chamber of Commerce, Tallahassee Community College,

Center for Workforce Development, Leon County Research and Development Authority and Domi Station (local technology incubator and co-working space).

Employers with 10 or fewer employees are very valuable to our operation. Small employers are more likely to take advantage of our HR solutions to include on-boarding assistance, use of interview space, applicant screening, On-the-Job training grants, professional development offering, and more. We partner closely with our local chambers of commerce, including the Big Bend Minority Chamber, City of Tallahassee and Leon County's minority, women and small business enterprise programs and the AERO group to increase the number of small businesses that engage with CSCR.

(13) Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida DEO and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities (TEGL 3-15).

There are very few apprenticeship opportunities in the CSCR service area. Currently there are four (4) apprenticeship program available through two entities - City of Tallahassee and Tallahassee Capitol Chapter Masonry Association of Florida, Inc. The apprenticeship programs available are: Bricklayer, Electric Meter Installer I, Electrician, Line Erector, and Power Plant Operator. CSCR makes every effort to provide information to its job seekers and employers of the benefits of participating in an apprenticeship program; however, additional apprenticeships have not been developed nor the current programs utilized. With the enactment of WIOA and the ability for apprenticeships to automatically qualify as an eligible training provider, CSCR has contacted potential program sponsors and discuss the possibility of adding the programs to the local ETPL in diesel mechanic. CSCR is also interested in conducting Information Sessions where the potential sponsors can avail job seekers with information on their programs; furthermore, CSCR will determine the benefits of holding a session with healthcare employers to discuss the requirements to create an apprenticeship program.

Currently, CSCR is working with the local builders association and some contractors, with the help of State Representative Lorraine Ausley, to solicit letters that support the need for additional apprenticeship training. Currently the LMI data does not show this area as having the need for additional training. Primarily this lack of data is due to a lack of job postings in Employ Florida indicating the need for more trained workers.

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

Career Pathways Council

In order to lead the effort to develop and implement career pathways in LWDA 5, CSCR created a Career Pathways Council, composed of community stakeholders that have expertise in education, economic development and workforce development. This includes leaders from K-12, Postsecondary, Independent and University educational institutions..

This council meets to:

- Promote the development of career pathways based upon the needs of the business community in Gadsden, Leon and Wakulla counties;
- Identify the relevant industry sectors and the occupations within which career pathways need to be developed;
- Conduct the necessary research to determine the occupational entry points for the designated industry sectors;
- Assist with making business-partner relationships that will ensure the attainment of the critical business intelligence.

Develop and populate the www.mycareerpathways.org website as a community resource for our youth and adults seeking information of the pathways identified that can lead to higher wage careers.

Affiliate Status Partnership Program

The Affiliate Status Partnership Program was designed to expand services outside of the Career Centers by aligning with community partners interested in utilizing shared resources with the Workforce System. To do that, CSCR is reaching out to churches, libraries, and community partners to provide additional access to Employ Florida, our statewide job bank. Affiliate Status Partnership sites are trained by CSCR staff to provide minimum assistance to career seekers utilizing the shared space. Affiliate Status Partnership staff do not have reporting access to the Employ Florida site; therefore, more detailed issues must be handled by CSCR staff remotely. These partnerships allow us to reach more Floridians seeking to obtain or maintain career-advancing opportunities and employers seeking qualified, skilled talent. They also provide additional access hours to Employ Florida that extend the CareerSource reach into local communities.

Business Partnership Advisory Council

CareerSource Capital Region's (CSCR) Business Partnership Advisory Council (BPAC) is a group of executive level professionals advocating on behalf of the solutions provided by CSCR.

Business partners include representatives from health care, professional services, information technology, banking and finance, government, transportation & logistics, staffing, manufacturing and business organizations such as Big Bend Society for Human Resource Management, the local SHRM affiliate.

The BPAC members provide advice and guidance to CSCR, serve as event guest speakers, and educate the business community about the capabilities of CSCR. They also indirectly assist CSCR with finding the right fit for candidates. Members also help CSCR staff understand the current job market and provide business intelligence.

BPAC business professionals volunteer their time and energy and provide valuable input for continuous improvement of the CSCR business engagement process. In return, BPAC members will have access to training grants and will receive unique perspectives & intel from fellow members.

As a result, career seekers have been placed with BPAC employers, job postings and professional development training workshops have increased. The program will now be introduced to the Human Resources association for the state of Florida, HR Florida State Council.

Industry and Sector Strategies

In partnership with the local EDOs, workforce trends is always a topic of discussion when during meetings. Sectors included: Advanced Manufacturing, Healthcare and Health Sciences, Information Technology, Renewable Energy and the Environment, Construction, Transportation & Logistics, Retail, Government, Services, and Education. Our strategy is to align our efforts in a more focused way to build the community capacity in the skills that are most in demand.

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

To ensure the continuous improvement of providers of services, CSCR uses an oversight and monitoring process which includes:

1. Periodic monitoring of programs, services, and processes – CSCR’s monitoring schedule requires programs, services and processes to be monitored monthly through a series of random, impromptu and full monitoring reviews. A random check is performed on elements contained within the MIS. The intent is to review those items that can be monitored through a desk audit (i.e. participant engagement, employment plans, service codes, veteran priority of service, assessments, pre-penalties, job orders, case notes, etc.). Random checks are conducted monthly. An impromptu review is very similar to a full monitoring review in that it may include a desk audit in addition to case files; however, the impromptu only looks at certain elements (i.e. eligibility, suitability, deferrals, reimbursements, work based training, etc.). Impromptu reviews are conducted quarterly. If there is sufficient concern regarding the integrity of the information contained within the MIS or quality and accuracy of the hard copy documentation, a random check and impromptu review can be the cause for a full monitoring review. CSCR employs two scheduled full monitoring reviews annually. The goal of the monitoring process is to seek areas of opportunities, verify compliance with local, state and federal directives, and to determine if system changes are needed and/or successful.

In addition to programmatic reviews, CSCR also assesses the usefulness of the assessments provided in the area through an annual review of current assessments and recommendations for alternatives. CSCR continues to press forward with ensuring that our ability to accurately assess a customer’s knowledge, skills and abilities is at the forefront of all our processes.

Customer satisfaction is an important gauge of whether CSCR is meeting the needs of career seekers in our service area and where changes should be considered. The LWDB employs a Customer Satisfaction Plan that currently includes Net Promoter™ for customer feedback to ensure our customer centered design is working in the eyes of those we serve. Additionally, CSCR is in the process of enhancing the plan to include a Secret Shopper program. This is one additional tool that will assist the LWDB in continuous improvement.

Lastly, CSCR conducts a quality review of workshops provided within the career centers. With the constant change in the face of the workforce and the needs of employers, CSCR seeks to ensure that our workshops are consistent with the world of work to equip our job seekers with the most cutting edge information.

Deficiencies found at any level of the review process, may elicit, in some instances, a corrective action plan. Corrective action plans are reviewed by the contracted service provider management staff in addition to the LWDB staff. Suggestions are made and updates are required within a 20 day timeframe.

Training providers are reviewed annually to determine their effectiveness in training job seekers to be able to meet the industry and employer specific requirements in order to be successful in their areas of study. During this process, CSCR seeks to determine:

- Number of completers of the programs provided by the training institution
- Number of completers that pass licensure/certifying examinations
- Number of completers that find employment in their field of study
- Number of completers that find employment after training (not related to the training)

When it is determined that the training institution does not adequately train job seekers to meet the needs of local employers, CSCR may make the determination to discuss removal of the training provider from the area's ETPL.

2. Performance driven contract – CSCR holds back fifteen percent of the contract amount and links that amount to the achievement of performance deliverables linked to placements, DEO quality assurance review error rates, case management, customer follow-up, in addition to other performance measures. The contracted service provider submits documentation twice yearly for review. The documentation is reviewed and a corrective action plan can be issued when results are not favorable; a percentage of the funds may be withheld as well.

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

CareerSource Capital Region's youth program model places a priority on out-of-school youth as they earn recognized post-secondary credentials, define personalized career pathways and experience work-based training. The model includes one week of assessment and training followed by a customer-driven employment plan that "bridges" career pathways and goals into action items to move the youth towards their selected path. Activities that can assist in building the "bridge" are referenced in the chart below. Training activities are also built into the program curriculum to increase self-esteem/confidence, expand job-specific skills, and develop work maturity in addition to basic world of work awareness. Youth are placed in teams during the 5 day training in order to build team-building and collaboration skills. Although the curriculum is based in preparing youth to be perceived as assets to hiring employers, equal attention is placed on understanding the specific needs of employers as part of the service delivery model. The model also emphasizes linkages with adult education and skills development to accelerate achievement of diplomas and credentials and maximizes opportunities for youth to explore sector-based career paths.

Program Element	Provider	Details
Tutoring, study skills training, instruction, dropout prevention and recovery strategies	<ol style="list-style-type: none"> 1. Community Based Educational Providers 2. College/university students 3. Community Based Organizations 	<p>CSCR will collaborate with the university and colleges as well as other community based educational providers and community based organizations to facilitate tutoring, study skills training, instruction, dropout prevention and recovery strategies based on the needs of the youth. Through the coordination of services, CSCR will assist youth in gaining their GED or credits to earn a high school diploma. Resources for remediation (i.e. Win Workkeys) are available for youth to assist in increasing their ability to gain their GED, recover credits, or support concepts being taught in school that may be a weakness for the student.</p>

<p>Alternative secondary school services, or dropout recovery services</p>	<p>Community Based Educational Providers</p>	<p>CSCR works with the local school board staff to provide services to youth attending alternative secondary schools. As a part of its outreach to at-risk youth, CSCR routinely makes presentations to youth attending these schools to enroll students for work readiness and employment related services. School staff are oriented on services provided by the career center and often refer their students for services offered in the youth program. CSCR will collaborate with community based educational resources including Leon Virtual School, magnet school professional academies, and other entities to find the right support for youth to either get their GED or alternative high school diploma.</p>
<p>Paid/unpaid work experiences</p>	<p>CSCR in partnership with local business and organizations</p>	<p>CSCR operates a fully functional paid/unpaid work experience activity. Staff establishes relationships with local employers and execute worksite agreements to place youth based on the youth's career interests. Youth are pre/post tested to measure the impact/effectiveness of the work experience. There is a priority to connect youth in in-demand industries.</p>

<p>a. Summer Employment opportunities</p>	<p>CSCR in partnership with Leon County government</p>	<p>CSCR entered into a partnership with Leon County government to provide work readiness workshops and assessments to youth participating in their Summer Youth Employment program. CSCR will place youth in positions within the county government structure. The LWDB is building this type of relationship with other entities (city/county government throughout the area) to provide a well-rounded summer and year-round employment activity.</p>
<p>(b) Internship and Job Shadowing</p>	<p>CSCR in partnership with local business and organizations</p>	<p>Internships and job shadowing is offered as a component within the work experience activity. As a work experience participant, youth are afforded the opportunity to conduct job shadowing during their onboarding and training with the employer. Some work experience sites utilize the terminology “intern” as opposed to work experience participant.</p>
<p>(c) Pre-apprenticeship programs</p>	<p>Not applicable</p>	<p>There are no pre-apprenticeship programs offered in the CSCR service area; however, CSCR makes every effort to inform youth of the benefits of participating in apprenticeship programs and how to locate programs of interest.</p>

<p>(d) On-the-Job Training</p>	<p>CSCR in partnership with local business and organizations</p>	<p>CSCR believes that On-the-Job training (OJT) can be a major component in serving employers and jobseekers alike. CSCR will build a strategy that places a focus on developing OJT opportunities for young adults deemed most suitable for placement in this activity. An assessment of the youth's knowledge, skills, abilities, and career interests will be used to ensure suitability. Due to the nature of an OJT, the employer agreeing to hire and train the young adult, this activity is preferred to achieve optimal results and positive outcomes for all interested parties (i.e. youth, employer, CSCR).</p>
<p>Occupational skills training</p>	<p>CSCR in partnership with local training providers</p>	<p>Based on interests, aptitudes, current skill level and chosen career pathways, youth may be offered training as a viable pathway leading to job placement. Occupational Skills training will be focused on in-demand occupations for the local service area in order to meet the current and/or future talent needs.</p>
<p>Education offered concurrently with workforce preparation activities</p>	<p>CSCR in partnership with local education providers</p>	<p>Due to this being a new element of the program, CSCR will work with local education partners to develop innovative approaches to integrating these activities.</p>

<p>Leadership development opportunities, including community service and civic behaviors</p>	<p>CSCR in partnership with local organizations</p>	<p>Leadership development opportunities are provided including community service, peer-centered activities and other positive social behavior exercises.</p>
<p>Supportive services</p>	<p>CSCR and other partner agencies (based on enrollment and availability of funding)</p>	<p>Supportive services may be provided in the form of incentives as a way to drive positive outcomes. The LWDB has an incentive matrix designed to attach the incentive to specific goals/achievement of directly linked to performance deliverables (i.e. credential attainment, increase in EFL, placement, etc.). Support services may also be provided to cover financial needs of a youth that if left unmet may prevent the youth from successfully completing tasks to attain identified goals. Participants are not entitled to support service funds as the availability of this services is based on funding availability. Staff leverage resources, whenever possible, to ensure the best use of available funds while addressing the customer's needs.</p>

<p>Adult mentoring (not less than 12 months)</p>	<p>CSCR/community</p>	<p>Mentoring relationships can be the cornerstone to youth being successful. These relationships are facilitated through program curriculum to assist youth in determining the most appropriate people to support them throughout program participation (no less than through 12 months after program completion). Through the curriculum, youth are taught how to approach and secure a mentor. Mentors may be someone with expertise or experience in the career area of interest and/or someone who has life wisdom or experience that is relevant or can provide motivational support.</p>
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<p>Follow-Up services (not less than 12 months)</p>	<p>CSCR</p>	<p>The intent of the completion of follow-up is to verify customers' (continued) employment status, verify the attainment of a credential, and determine whether the customer needs additional services. Any customer found to be unemployed at the point of follow-up receives additional services to assist in returning to work as quickly as possible. Follow-up services may include: planned periodic contacts with the customer or employer to discuss job and career challenges and to implement potential solutions to identified barriers; contact to inform the customer of ongoing activities such as hiring fairs, workshops, trainings or other activities that could be useful to the participant; job retention counseling, problem-solving or general mentoring; and, ongoing professional development support.</p>
<p>Comprehensive guidance and counseling (drug/alcohol abuse counseling)</p>	<p>CSCR/Referrals to community partners</p>	<p>Through assessing the customer, staff determines barriers that have the potential to hinder the youth being successful completing training and obtaining/maintaining employment. When ascertained through assessment that drug/alcohol abuse exists, youth interested in overcoming said barriers are referred to local community based organizations for comprehensive guidance and counseling.</p>

<p>Financial literacy education</p>	<p>CSCR/local financial services professionals or agencies</p>	<p>Financial literacy is introduced to youth through the LWDB's youth services curriculum. The curriculum is designed to teach youth financial skills and to encourage the creation of positive banking relationships. Participants learn about budgeting, credit, and banking services to improve their financial health and well-being. Local finance professionals are invited to provide workshops to youth periodically. Additionally, in coordination with the United Way of the Big Bend, CSCR operates a Reality Store financial program.</p>
<p>Entrepreneurial skills training</p>	<p>CSCR/local entrepreneurial organizations</p>	<p>When possible, entrepreneurship workshops are available within the career center. CSCR will develop additional relationships with local business incubators as well as other organizations (i.e. SBDC) to provide workshops to participants.</p>

<p>Labor market and employment information</p>	<p>CSCR and DEO</p>	<p>Through counseling and workshops, youth are provided a thorough understanding of the kinds of labor market information resources available and the importance of using this information to inform their career and education planning. As part of the program’s initial engagement activities, youth are required to conduct labor market research on careers of interest. This exercise is used to guide youth in understanding how their skills and interests fit into local job opportunities and projected career needs. CSCR will work with school Guidance Counselors to provide ongoing information about trends in local and national labor markets to encourage effective, realistic long-term career planning.</p>
<p>Preparatory and transition activities for post-secondary education and training</p>	<p>CSCR in partnership with local educational and community organizations</p>	<p>CSCR will work with community based organizations who can assist youth in continuing success along identified career pathways. Transition services will include ongoing supportive and developmental services, regular contact with youth, mentoring, and career pathway coaching.</p>

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

CareerSource Capital Region defines “a youth who is unable to computer or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society” as youth determined as basic skills deficient, documented as having a disability or considered limited English proficient.

Basic Skills Deficient - The LWDB will conduct a comprehensive assessment of the youth using the TABE assessment during eligibility determinations. The TABE assessment identifies the educational levels for a participant and determines whether an individual is basic skills deficient in either reading or math or both. By scoring below a 9th grade level an individual would be identified as basic skills deficient.

Documented Disability - Youth may submit a copy of an Individualized Education Plan, a letter from a school official, counselor, teacher, case manager, social service worker physician, or other acceptable individual or entity which states the youth has a diagnosed disability which serves as a barrier to be able to function on the job, in the individual’s family or in society.

Limited English Proficient - Youth that are considered limited English proficient, as evidenced through self-attestation, conversation or assessment (formal/informal) will be considered in this category. Limited ability to read, write, or speak English at a level necessary to function affects the customer’s ability to obtain training (including work-based training) and employment where the ability to effectively communicate verbally or in writing is a requirement.

Local job orders, preferred employers, and training providers will be used to determine whether the ability to communicate in English is a necessity to successfully complete training and/or work assignments.

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

CareerSource Capital Region defines “requires additional assistance...” as an individual who:

- Resides in a county where the resident live birth rate for mothers ages 15 through 19 years of age is above the state average according to the Florida Bureau of Vital Statistics;
- Is gang involved/affiliated/affected;
- Experiences personal/family substance abuse;
- Is an emancipated minor;
- Is a victim of domestic violence or sexual/child abuse;
- Has been alienated due to sexual preference;
- Is a member of a migrant family;
- Is lacking significant work maturity and/or work history (less than six months of work experience within the last year); or
- At risk of dropping out of school:
 - Academically deficient and/or is not making substantial progress in mastering basic skills that are appropriate for students of the same age;
 - Has been a previous school drop-out or is not attending school consistently;
 - Determined to be at risk by school staff based on assessment that health, social, or family problems are impairing the student's ability to succeed in school; and
 - Failure to pass one or more sections of the state standardized test.

(17) Please include the following attachments with your local plans:

- A. Executed Memoranda of Understanding for all one-stop partners.

Copies of executed MOUs are provided. In addition, CSCR is pending for signatures on the MOU for Department of Children & Families, Division of Vocational Rehabilitation and Division of Blind Services.

- B. Executed Infrastructure Funding Agreements with all applicable WIOA required partners.

Based on guidance from CareerSource Florida, local boards are not required to submit the Infrastructure Funding Agreements with the plan modification.

PUBLIC COMMENT PROCESS

Describe the process used, in accordance with the criteria below, to provide opportunities for public comment and input into the two-year modification of the local plan.

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1)).

Copies of the plan was made available to the public via CSCR's website. CSCR utilized its social media platforms (i.e. Facebook, Twitter, LinkedIn, etc.) to make the public aware that the plan was posted for viewing and/or comments. Additionally, the release of the plan was noted in the local newspaper.

- (2)** Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).

The plan was posted to the CSCR website for public comment and was shared using all social media resources. The document was posted for a period not less than 30 days. No comments were received from the public.

- (3)** Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan (WIOA §108(d)(2)).

The plan was posted to the CSCR website for public comment as well as shared using all social media resources. Our social media footprint includes businesses and organizations that desire to be informed on the happenings at CSCR. Additionally, the Board of Directors, which include representatives of businesses and labor organizations, reviewed and provided commentary on the plan prior to the submission to CareerSource Florida.

- (4)** Describe efforts to coordinate with other workforce partners to obtain input into the development of the plan.

Input was sought in several ways during the development of the plan to include:

- a. Ongoing communications with our partners through the partner's council – The Career Center Partners Council brings together many of CSCR's partners to share pertinent information on services, address system concerns and identified problems, coordinate community responses to challenging concerns, improve communication amongst agencies,

and address each organization's performance measures as it relates to the shared customer base. The council includes members representing:

- Leon County Schools
- Big Bend Homeless Coalition
- Tallahassee Lenders Consortium
- Tallahassee Leon Shelter
- The Apalachee Center
- Capital Area Community Action Agency
- DISC Village
- Early Learning Coalition
- Experience Works
- Goodwill of the Big Bend
- Neighborhood Health Services
- Tallahassee Community College
- Lively Technical Center
- Gadsden Technical Institute
- Tallahassee Housing Authority
- Vocational Rehabilitation
- Division of Blind Services
- ECHO Outreach Ministries
- Department of Children & Families
- Department of Juvenile Justice
- Federal Bureau of Prisons
- Gadsden Re-Entry Center
- Capital City Youth Services
- Children's Home Society
- Big Brothers, Big Sisters of the Big Bend
- Good News Outreach
- Department of Corrections
- 211 Big Bend
- United Way of the Big Bend
- Department of Veterans Affairs

b. One-on-one CEO to CEO meetings – the goal is to develop better collaboration and to strategize ways of leveraging various services that best serve the business and career seeker customer.

c. As a part of the notification to the general public, partners (community/business partners) were also notified of the release of the plan and our desire to receive their comments/feedback on the proposed modification.

All feedback obtained during the council and CEO meetings were included in the plan modification. No feedback was received through the public comment period.

(5) Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

There were no comments received regarding the plan during the 30 day comment period. CSCR is providing a copy of the published notice as a part of the plan modification.

SIGNATURE PAGE

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

- Gadsden
- Leon
- Wakulla

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

Workforce Development Board Chair

Beth Khalil
Signature

3/8/18
Date

Chief Elected Official

[Signature]
Signature

3/8/18
Date

ATTEST: Jonathan Gray

TallahasseeMediaGroup

Classified Ad Receipt (For Info Only - NOT A BILL)

Customer: CAREER SOURCE CAPITAL REGION

Ad No.: 0002703799

Address: 325 JOHN KNOX RD # 102
TALLAHASSEE FL 32303
USA

Pymt Method Invoice

Net Amt: \$127.18

Tel: 8504146085

Run Times: 1

No. of Affidavits: 1

Run Dates: 02/04/18

Text of Ad:

LEGAL NOTICE

The Board of Directors for the Big Bend Jobs & Education Council, Inc. d/b/a CareerSource Capital Region (CSCR), a grant recipient and administrative entity for Workforce Innovation and Opportunity Act (WIOA) funds allocated to Gadsden, Leon and Wakulla counties, will be submitting a Workforce Innovation and Opportunity Act Local Plan Year 2016-2020 Modification to CareerSource Florida by March 29, 2018 as required under the Workforce innovation and Opportunity Act of 2014.

A public comment period of no more than thirty (30) days is required. The draft plan can be found at the CareerSource Capital Region website at www.careersourcecapitalregion.com/about/reports-publications. All public comments are welcomed through March 2, 2018. Please direct any comments to Dee Robinson at dee.robinson@careersourcecapitalregion.com or mail comments to: 325 John Knox Road, Atrium Building, Suite #102, Tallahassee, FL 32303.

The final plan will be submitted to CareerSource Florida on or before March 29, 2018.

Under the provisions of Section 120.57(3)(b), Florida Statutes, failure to file protest within the time prescribed in Section 120.57(3), Florida Statutes, shall constitute a waiver of proceedings under Chapter 120, Florida Statutes.

Persons using TTY/TTD equipment use Florida Relay Service 711.
PUBLICATION: 2/4/2018

0002703799-01



Board Member General Policy Manual

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Introduction

The CareerSource Capital Region Bylaws are the primary governing document for the Board. Further, the Board Member General Policy Manual further delineates the Board members' responsibilities and the how the Board carries out its responsibilities.

The purpose of the policies is to:

- make clear Board intent, goals, and aspirations
- promote consistency of Board action
- clarify Board member's roles, responsibilities, and commitments

The Board Member General Policy Manual is available at each Board meeting and provides guidance for decision making. A copy of the Board Member General Policy Manual will be given to each Board member and revisions will be distributed, as appropriate.

Board policies are adopted through the Executive Committee and full Board. Before adopting any new policy, all Board members will receive a copy of the proposed policy in advance of the meeting at which the vote is to be taken.

Upon initial approval, the Board voted that in the event of a minor change in policy that does not alter the intent, board approval is not necessary, but can be implemented by staff with notice provided to the board members.

All policies will be reviewed annually by the Governance Committee for accuracy and appropriateness, and recommendations will be made for amendment, addition, or elimination.

Our Brand Journey

Florida's workforce system operates under a unified brand and logo. The master brand, CareerSource Florida, refers to the statewide workforce system as a whole. CareerSource Florida is also the brand name for the state workforce investment board (formerly known as Workforce Florida, Inc.) that sets policy and oversees the 24 Local Workforce Development Boards (LWDBs). There are 24 sub-brands that refer to the 24 LWDBs and their respective One-Stop Career Centers throughout the state that design and deliver workforce services regionally. Workforce services in Region 5 - Gadsden, Leon, and Wakulla Counties - are delivered through Big Bend Jobs & Education Council, Inc. d/b/a CareerSource Capital Region.

Mission

CareerSource Capital Region connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity in Gadsden, Leon, and Wakulla Counties.

Vision

Florida will be the global leader for talent.

VISION is a "to be" statement for the system. A simple, clear description of our compelling aspiration. The brand vision is intentionally aspirational; it is high-reaching and reflective of a goal not only for the system but for everyone it touches.

Values

VALUES are the unswerving core beliefs and foundation of the system. These values express the things about the Florida Workforce System brand that won't change over time; they are the bedrock and are embraced by the entire system and everyone doing business with it.

- **Business-Driven:** We believe Florida employers – the state's job creators – are essential to our overall success in providing effective, market-relevant workforce solutions that drive economic growth and sustainability.
- **Continuous Improvement:** Driven by our commitment to excellence, we respond to changing market dynamics. We continually strive to improve our performance to better anticipate and address the talent needs of employers and the employment and skills needs of job seekers and workers. We identify, measure and replicate success.
- **Integrity:** We fulfill our mission with honesty and accountability and strive in every decision and action to earn and protect the public trust.
- **Purpose-Driven:** Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.
- **Talent Focus:** We believe in the power of talent to advance every enterprise and open the door to life-enhancing economic opportunities for individuals, businesses and communities. Our commitment is to make talent Florida's key competitive asset.

Tagline

"Solutions that work for you."

Pillars

Collaborate. Innovate. Lead.

These are the pillars of the CareerSource Florida system. They represent the cornerstone of our past achievements as a national model for workforce development and reflect our commitment today and in the future to serving Florida employers, job seekers and workers.

Brand Promise (to customers)

Florida's Workforce System promises a dedicated team of professionals who possess an understanding of your needs. Uniquely positioned, we offer assets, expertise and effective partnerships to deliver seamless and efficient services, demonstrate our value to all customers through results; and drive economic priorities through talent development.

Elevator Speech

CareerSource Capital Region provides comprehensive employment and workforce services to Gadsden, Leon, and Wakulla counties. CareerSource Capital Region assists more than 1,900 employers by connecting them with over 25,000 job seekers each year.

Strategic Goals

The CareerSource Capital Region Board of Directors has established the following strategic goals:

1. Develop a streamlined model to support employers.
2. Improve the effectiveness of our service delivery.
3. Attract, develop and retain top talent.
4. Develop and improve partnerships that enhance workforce development.
5. Ensure that the community understands and recognizes our value and services.

Roles and Responsibilities

The Board will support the work of CareerSource Capital Region and provide mission-based leadership and strategic governance. While day-to-day operations are led by CareerSource Capital Region's Chief Executive Officer (CEO), the Board-CEO relationship is a partnership, and the appropriate involvement of the Board is both critical and expected. Specific Board member responsibilities include:

Leadership, Governance and Oversight

- Serving as a trusted advisor to the CEO as s/he develops and implements CareerSource Capital Region's strategic plan.
- Reviewing outcomes and metrics created at the federal, state and local levels to evaluate its impact, and regularly measuring its performance and effectiveness using those metrics.
- Reviewing agenda and supporting materials prior to Board and committee meetings.
- Approving CareerSource Capital Region's annual budget, audit reports, and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities.
- Contributing to an annual performance evaluation of the CEO as requested by the Executive Committee, if necessary.
- Assisting the CEO and Board Chair in identifying and recruiting Board members for vacant seats.
- Partnering with the CEO and other Board members to ensure that the organization's Bylaws are carried out.
- Serving on committees or task forces and taking on special assignments.
- Representing CareerSource Capital Region to stakeholders; acting as an ambassador for the organization.
- Ensuring CareerSource Capital Region's commitment to a diverse Board and staff that reflects the communities of Gadsden, Leon, and Wakulla counties.

Fund-raising

CareerSource Capital Region Board members will consider CareerSource Capital Region a philanthropic priority and make annual gifts that reflect that priority. So that CareerSource Capital Region can credibly solicit contributions from foundations, organizations, and individuals, CareerSource Capital Region expects to have 100 percent of Board members make an annual contribution that is commensurate with their capacity.

Board Terms/Participation

CareerSource Capital Region's Board members will serve terms consistent with those stated in the organization's Bylaws. Board meetings will be held quarterly and committee meetings will be held in coordination with full Board of Director's meetings.

Qualifications

This is an extraordinary opportunity for an individual who is passionate about CareerSource Capital Region's mission and who has a track record of board leadership. Selected Board members will have

achieved leadership stature in business, government, philanthropy, or the nonprofit sector. His/her accomplishments will allow him/her to attract other well-qualified, high-performing Board members. The makeup of the board is determined by legislation and must be at least 51% business led.

Ideal candidates will have the following qualifications:

- Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy, or the nonprofit sector.
- A commitment to and understanding of CareerSource Capital Region's beneficiaries; job seekers and employers, preferably based on experience and use of the system.
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals.
- Personal qualities of integrity, credibility, and a passion for improving the lives of CareerSource Capital Region's beneficiaries.

Service on CareerSource Capital Region's Board of Directors is without remuneration, except for administrative support, travel, and accommodation costs in relation to Board members' duties.

(Source: Modified from Board Source)

Board Leadership Positions

Board of Directors' leadership positions include the Chair, Vice Chair, Treasurer and Secretary. In addition to the duties outlined in the organization's Bylaws, Board members holding Board leadership positions are expected to:

- Attend all Board meetings
- Serve on the Executive Committee

Each Board leadership position also has specific responsibilities as outlined below:

Chair

- Presides at Board and Executive Committee meetings
- Works in partnership with the Chief Executive Officer to ensure the organization's Bylaws are carried out
- Calls special meetings as necessary
- Appoints all committee chairs, and with the Chief Executive Officer, recommends who will serve on committees
- Assists Chief Executive Officer in preparing the agenda for Board meetings
- Assists Chief Executive Officer in conducting new Board member orientation
- Oversees searches for a new Chief Executive Officer
- Coordinates Chief Executive Officer's annual performance evaluation
- Works with the Nominating Committee to recruit new board members
- Acts as a spokesperson for the organization as necessary
- Periodically consults with board members on their roles and helps them assess their performance

Vice Chair

- Completes special assignments as requested by the Board Chair
- Understands the responsibilities of the Board Chair and performs them in the Chair's absence
- Participates as a vital part of the Board leadership

Treasurer

- Maintains knowledge of the organization and personal commitment to its goals and objectives
- Understands financial accounting for nonprofit organizations
- Serves as the Chair of the Finance Committee
- Manages, with the Finance Committee, the Board's review of and action related to the Board's financial responsibilities
- Works with the Chief Executive Officer and the Chief Financial Officer to ensure that appropriate financial reports are made available to the Board on a timely basis
- Presents the annual budget to the Board for approval
- Reviews the annual financial audit and answers board members' questions about the audit

Secretary

- Ensures the safety and accuracy of all Board records
- Reviews Board minutes prior to distribution
- Assumes responsibilities of the Board Chair in the absence of the Board Chair and Vice Chair
- Ensures the public notice of Board and committee meetings when such notice is required

(Source: Modified from Board Source 2010)

Committees of the Board of Directors

It is the expectation of the Board Chair and the CEO that each Board member commits to serve on at least one standing Board Committee. Standing Committees are outlined in the organization's Bylaws.

Standing Committees include:

- Executive Committee
- Strategic Policy and Planning Committee
- Governance Committee
- Finance Committee
- Audit Committee
- Nominating Committee

Board members should identify committees on which they wish to serve based upon their indication of interest and/or the alignment of the Board member's skills and interests with the overall charge of the committee. Each committee has a charter that outlines the roles, responsibilities, membership, meetings, and the CareerSource Capital Region employee(s) designated as staff to the committee.

Please reference the organization's Bylaws and the Committee Charters for more information.

Consent Agenda

The CareerSource Capital Region Board of Directors is committed to following procedure and ensuring that the committee structure in place meets the needs for the work of the Board. The Board committees are where the policies and activities of the Board are discussed, vetted, and voted upon for the good of the organization.

The CareerSource Capital Region Board believes in this process. It trusts that at the committee level, Board representation is sufficient to avoid hidden agendas and conflicts of interest on items brought before the committees.

Prior to action items being presented to the Executive Committee, they have been reviewed and voted upon by at least one other committee. The proposed action items are then forwarded to the Executive

Committee where the action items are vetted once again for their impact and consistency with the Mission and Vision of the organization. Therefore, by the time an action item reaches the full Board, it has been reviewed twice - by the committee charged with responsibility and oversight of the item, and the Executive Committee.

The consent agenda is utilized to keep the Board on track, honor the work of its committees, and move past the committee work to the real work of the Board, which is to discuss and strategize on activities related to the regional needs of job seekers and employers. Further, the goal of the consent agenda is to allow the Board of Directors time to discuss strategic initiatives and policy proposals that will enhance and improve the overall organization's value in the community.

Consent agendas always present the opportunity for a further discussion by allowing any Board member to pull a consent agenda item for further discussion. This usually occurs when an action item is controversial or a Board member requires additional information prior to making a decision. The consent agenda items to be pulled for discussion will be identified and a motion will be made to approve the remaining consent agenda items. The items pulled from the consent agenda are discussed and voted upon individually.

Board Governing Style

The Board of Directors will govern with emphasis on: (1) outward vision rather than internal preoccupation; (2) encouragement of diversity in points of view; (3) strategic leadership rather than administrative detail; (4) a clear distinction between board and executive director roles and responsibilities; (5) board consensus rather than individual decision-making; (6) future rather than past or present; and (7) proactivity rather than reactivity.

1. The Board of Directors will cultivate a sense of group responsibility. The board and not the staff will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body rather than substitute individual judgment for the board's values. The board will allow no officer, individual, or board committee to hinder or be an excuse for not fulfilling its commitments.
2. The Board of Directors will direct, control, and inspire the organization through the careful establishment of broad-written policies reflecting the board's values and perspectives about ends to be achieved and the operational methods to be avoided in pursuing the organization's established objectives. The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
3. The Board of Directors will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters of attendance, preparation, policymaking principles, respect of roles, and ensuring continuance of governance capability. The Board will introduce new board members to the board's governance process through an orientation process. Additionally, the board will periodically focus on process improvement strategies.
4. The Board of Directors will monitor and discuss its performance on an ongoing basis. Self-monitoring will include comparison of the board activities and discipline to the federal, state, and local laws, regulations and policies governing workforce development programs; to the policies which are provided for in its governance process; and Board/Chief Executive Officer linkage documents. On a bi-annual basis, the Board of Directors will conduct a self-assessment as outlined in the Self-Assessment section of this policy manual.

Board Engagement Expectations

Service as a Board member is very rewarding for both the Board member and the organization. Board members are best able to serve the organization when they know and understand key engagement expectations:

- 1. Attend all meetings** - The skills you bring to the table do not matter if you are not present. Board members who repeatedly miss meetings should be candidates for removal. Their absence can drain the morale of other board members — and ultimately the morale of others in the organization.
- 2. Be prepared and informed** - Before each meeting, read the meeting materials sent to you. Come prepared to ask questions and make comments. Stay informed of trends and developments in the type of work that the organization performs so that you can bring a broader perspective. In addition, stay abreast of good governance practices as they evolve.
- 3. Speak your mind and ask hard questions** - Some organizations have suffered because board members were more concerned about appearances than they were about discussing difficult or challenging issues. But you must address them when they arise. As a board member, your primary responsibility is to protect the good name of the organization, the people you represent, and to ensure that the organization's staff and money are being used consistent with good practice.
- 4. Take responsibility for your stewardship of the organization's assets** - The board must make certain that funds are used consistent with the intent of those who have provided them. The board must satisfy itself that sufficient funds are allocated to each function and that those allocations are consistent with its own priorities.
- 5. Watch others at the table** - Check to make sure that other board members are pulling their weight. Only when the full board acts in cohesion can the organization's mission be fully accomplished.
- 6. Remember that integrity is paramount** - The most important asset of your organization is its good name. The second most important asset is the confidence of its funders in the organization's capacity to manage and spend funds prudently. The board should make certain — both in its own practices and policies and those of the staff — that the highest fiduciary standards are maintained and that personal agenda's or individual goals do not supersede the goals of the organization and the people they serve.
- 7. That integrity remains the highest priority** - If the board sets a good example, the organization will most likely follow it. The Board members are expected to exemplify the quality and integrity expected of the staff and the system.
- 8. That this is an egalitarian Board** - That means that each person is equally empowered to vote and to influence the direction of the Board. No one person can speak for the Board without the Board's consent or where a particular position of the Board has come to consensus. This prevents individual Board members from speaking out publically on an issue conveying the perception that this issue is supported by the Board when it has not been endorsed or voted on by the Board.

Board Member Attendance

The CareerSource Capital Region Board of Directors is committed to the full participation of its members. Persons on the Board have a responsibility to the general public, the clients that are served, and the specific cohort that may be represented such as a federal partner agency, the business or labor community, or the nonprofit community.

Accordingly:

1. A designated CareerSource Capital Region staff person will record and track attendance for all committee and Board meetings.
2. In accordance with the CareerSource Capital Region Bylaws, proxies are not permitted. However, representatives are always welcome to attend Board meetings to keep open communication with an absent Board member.
3. The Executive Committee will review the Board meeting attendance annually (in March) prior to the renewal process of Board members.
4. An active Board member is expected to attend all Board and committee meetings, to which they are assigned.

Any Board member who accumulates three unexcused or unexplained absences, within a fiscal year, may be automatically removed from the board. Please reference the Board bylaws for information on Removal of Members for Absenteeism.

Board Training and Travel

The CareerSource Capital Region Board of Directors is committed to improving the capacity and competence of Board members and as such, expects to encourage Board leadership to participate in webinars, the National Association of Workforce Boards (NAWB) annual conference, attend state-coordinated training opportunities, and engage in learning how to practice more effective governance for CareerSource Capital Region.

“Section 6.11.1 Business Travel Expenses” of the CareerSource Capital Region Policy and Procedures Manual contains the procedures for authorizing and obtaining reimbursements of travel expenses by employees and other authorized persons of CareerSource Capital Region.

Accordingly, as further outlined and explained in the above-referenced policy:

1. The Board Chair shall approve all CareerSource Capital Region related travel for board members.
2. The CareerSource Capital Region Administrative Assistant will be responsible for or assist with coordinating travel for Board members.
3. An *Authorization to Incur Travel Expense form*, along with required back-up documentation, must be completed and signed by the Board Chair or designee.
4. Transportation costs, lodging expenses, meal allowances and per diem, and reimbursable incidental expenses shall be reimbursed in accordance with the organization’s travel policy.
5. Upon return from travel, a *Travel Expense form* must be submitted, along with required back-up documentation and receipts, in order for reimbursement of travel expenses to occur.

Note: Board members should review the full travel policy to ensure understanding and compliance.

Sunshine Law, Financial Interest Statement, Public Comment, and Public Records

Sunshine Law

CareerSource Capital Region is a nonprofit receiving and dispersing federal funds. As such, the organization is obligated to operate under the Florida “Open Meetings Laws” also referred to as the “Sunshine Law”, Chapter 286, Florida Statutes.

The purpose of this statute includes: (1) protecting the public from “closed door” decision-making; and (2) providing an opportunity for access to government meetings.

- Florida law establishes a basic right of access to ***all*** meetings of boards or commissions and other governing bodies of state and local governmental agencies or authorities (elected or appointed), with limited exceptions.
- Three basic requirements:
 - Meetings of public “entities” must be open to the public;
 - Meetings must be noticed (time, place, and subject); and
 - Minutes of the meetings must be taken, promptly recorded, and open to public inspection.
- Board members may not use electronic communications (i.e., email, text messaging, social media channels, or telephone) to conduct a private discussion about Board business.
- Board meetings should not be held in private homes. Meeting places must be accessible to public.
- Communications should be distributed by staff or otherwise officially distributed so that documents and communications are preserved as public records and therefore later available for public inspection.
- While a Board member is not prohibited from discussing Board business with staff or a non-Board member, those individuals cannot be used as a liaison to communicate information between Board members.
- Votes must be publicly taken.
- Sunshine Law is broadly construed and exemptions are narrowly construed.
- There are only a few limited exceptions to the Sunshine Law, including, but not limited to, certain discussions over pending litigation and collective bargaining sessions with a Board’s attorney, certain portions of meeting of some agencies may be closed when making probable cause decisions, and meetings that would reveal a security system plan or portion thereof.
- Only the Legislature can create an exemption to the Sunshine Law (by a 2/3 vote) and allow a Board to close a meeting.

- Members of the public shall be given a reasonable opportunity to be heard on a proposition before a Board or commission.
- Any member of the Board who knowingly violates the Sunshine Law is guilty of a misdemeanor of the second degree punishable as provided in Section 775.082 or Section 775.083, Florida Statutes.
- An unintentional violation may be prosecuted as a noncriminal infraction resulting in a civil penalty up to \$500.
- The Sunshine law provides that no resolution, rule, regulation or formal action shall be construed binding except as taken or made at an open meeting.
- Courts have held that any action taken by a Board in violation of Sunshine Law is void *ab initio*.

Statement of Financial Interest (Form 1)

Financial disclosure enables the public to evaluate potential conflicts of interest, deters corruption, and increases public confidence in public boards and government.

All Board members are required to file Financial Disclosure Form 1 documents to the Florida Commission on Ethics.

Financial Disclosure Form 1 is due July 1st for the preceding calendar year. There is a grace period until September 1st. If Form 1 is not submitted by the final due date, there is a fine of \$25 per day until the form is submitted, or until the fine accrues to \$1,500.

Form 1 can be accessed at: <http://www.ethics.state.fl.us/FinancialDisclosure/DownloadAForm.aspx>

For assistance with financial disclosure filing, you may contact the Commission's Financial Disclosure Coordinator at disclosure@leg.state.fl.us.

Public Comment

The public is always welcome to attend Board and committee meetings which are posted in advance on the organization's website.

Further, the Sunshine Law provides that "Members of the public shall be given a reasonable opportunity to be heard on a proposition before a board." The CareerSource Capital Region Board of Directors has determined the following process for allowing such public comment:

1. Before any vote is taken in committee or by the Board, the chair will ask if there is any public comment after Board member discussion has ended.
2. Comments will be received on the item up for a vote in writing or by vocal comment. Comments are limited to three (3) minutes each but can be extended by the Chair of the committee or Board.
3. Comments must pertain to the question at hand.
4. After the comment period is closed (maximum 12 minutes) the vote is taken.

Public Records

Chapter 119, Florida Statutes, the “Public Records Law,” provides an opportunity for access to records made in connection with official public business.

- Florida began its tradition of openness back in 1909 with the passage of Chapter 119. This law provides that any records made or received by any public agency in the course of its official business are available for inspection, unless specifically exempted by the Florida Legislature.
- Public Records are: “all documents, papers, letters, maps, books, tapes, photographs, film, sound recordings, data processing software, or other material” regardless of physical form or means of transmission made or received pursuant to law or in connection with transaction of official business by the organization.

Conflict of Interest Policy

Background

(Ref. F.S. 445.007(11)) To increase transparency and accountability, Regional Workforce Boards (RWBs) shall comply with the requirements of this section before contracting with a member of the Regional Workforce Board. Such contracts shall not be executed before or without the approval of CareerSource Florida, Inc. Such contracts, as well as documentation demonstrating adherence to this section as specified by CareerSource Florida, Inc., must be submitted to the Department of Economic Development for review and recommendation according to criteria to be determined by CareerSource Florida, Inc. Contracts between relatives, as defined in s. 112.3143(1)(b), of a Board member or employee of a Board must be approved by a two-thirds vote of the entire Board; all conflicts must be disclosed prior to the vote; and any member who may benefit from the contract, or whose relative may benefit from the contract, must abstain from the vote and the contract must be reviewed and approved as stated above. Contracts under \$25,000 between an RWB and a member of that Board or between relatives, as defined in s. 112.3143(1)(b), of a Board member or employees of a Board are exempt from the review and recommendation process but must be approved by a two-thirds vote of the entire Board and must be reported to the Department of Economic Development and CareerSource Florida, Inc., within 30 days after approval. If a contract cannot be approved by CareerSource Florida, Inc., a review of the decision to disapprove the contract may be requested by the RWB or other parties to the disapproved contract.

Policy

A Board member may not discuss or vote on a matter under consideration by the local Board, regarding the provision of services by such member (or by an entity that such member represents); or that would provide direct financial benefit to such member or the immediate family of such member, or engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the ¹State plan.

1. A CareerSource Capital Region Board member with a conflict of interest regarding any matter is prohibited from discussion and voting in connection with that matter.
2. Any CareerSource Capital Region Board member (or specific entity represented by that member) who significantly participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.
 - a) Any CareerSource Capital Region Board member who significantly participates in a Board discussion or decision relating to specific terms of a contract, the determination of specific standards for performance or a contract, the development of Invitations for Bid (IFB) or Requests for Proposals (RFP) or other such bid processes leading to a

¹ CareerSource Florida, Inc., state workforce development plan as submitted to the U. S. Department of Labor.

contract, or any similar discussions or decisions is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, firm, association, or other entity shall receive the contract if it would create a conflict of interest for the CareerSource Capital Region Board member who significantly participated in the manner described above.

- b) Any CareerSource Capital Region Board member, including a One-Stop partner, who significantly participates in the development of contract specifications, or the specifications of the contract process, is prohibited from bidding on, or competing for, those contracts or supervising staff who are paid from funding awarded under such contracts.

CareerSource Florida, Inc., has modified the requirement of a 2/3 vote of the entire CareerSource Capital Region Board for contract approvals to a 2/3 vote of those Board members in attendance once a quorum has been established.

CareerSource Florida, Inc., has determined that at CareerSource Capital Region's discretion, an exemption may be made on contracts with a Board member receiving a grant for workforce services under federal, state or other governmental workforce programs.

- c) The prohibition regarding the conflict of interest shall also apply to contracts entered into or responses to RFPs accepted from immediate family members of any interested party or a corporation or business in which the immediate family member may occupy a management position or own shares of some portion of the company or business of subsidiary or related business.

- 3. Any CareerSource Capital Region Board member with a potential or actual conflict of interest must disclose that fact to the CareerSource Capital Region Board as soon as the potential conflict is discovered and, to the extent possible, before the agenda for a meeting involving the matter at issue is prepared. If it should be determined during a meeting that a conflict of interest exists, the member must verbally declare such conflict of interest, such declaration must be clearly noted in the minutes, and such member must recuse him/herself from the remainder of the discussion and the voting. *(A sample conflict of interest disclosure letter can be found in Appendix A).*

Each Board member is responsible for determining whether any potential or actual conflict of interest exists or arises during his/her service on the board. Board members are also responsible for reporting such potential or actual conflict of interest as soon as it is discovered that such a condition exists.

When a contract or purchase is made by the Board involving its own member or an entity with which the Board member is associated, the Board must establish and document to the reasonable satisfaction of CareerSource Florida, Inc., that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable to the CareerSource Capital Region Board.

4. The CareerSource Capital Region Board shall adopt procedures that serve to minimize the *appearance* of conflicts of interest.
5. CareerSource Capital Region Board members who are also One-Stop partners should not serve on any committees that deal with oversight of the One-Stop system or allocation of resources that would potentially be allocated to that member's program. This shall not apply to public sector members or representatives who do not realize a pecuniary benefit as a result of their action or vote.
6. CareerSource Florida, Inc., will provide technical assistance to coordinate compliance with the conflict of interest standards and assist in answering questions and avoiding potential problems. CareerSource Florida, Inc., staff will provide technical assistance upon request from local Boards concerning the conflict of interest standards. CareerSource Florida, Inc.'s, intent would be to assist the Board to avoid compliance violations or the appearance of violations.

Whistleblower Policy

CareerSource Capital Region requires Board members to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As representatives of CareerSource Capital Region, Board members must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

If any Board member believes that CareerSource Capital Region has or is about to violate a law or regulation, or a Board member believes that he or she is being asked to violate board policies or a law or regulation in the performance of duties for CareerSource Capital Region, the matter should be promptly reported to the Chair of the Board of Directors.

No Retaliation

It is contrary to the values of CareerSource Capital Region for anyone to retaliate against any board member, officer, employee or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of CareerSource Capital Region. A Board member who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including removal from the Board.

Reporting Procedure

CareerSource Capital Region has an open door policy and suggests that Board members share their questions, concerns, suggestions or complaints with the Board Chair or CEO. If the Board member is not comfortable speaking with the Board Chair, speaking with the Vice Chair is encouraged. The Board Chair has the responsibility to investigate all reported complaints and may be assisted by the CEO or staff as appropriate.

Resolution and Reporting

The Board Chair is responsible for ensuring that all complaints received regarding unethical or illegal conduct are investigated and resolved. The Board Chair will report received/resolved complaints to the Executive Committee members and the Chair of the Governance Committee quarterly. Further, the Board Chair will report at least quarterly to the Treasurer/Chair of the Finance Committee and Chair of the Audit Committee on compliance activity relating to accounting or alleged financial improprieties.

Accounting and Auditing Matters

The Board Chair shall immediately notify the Audit Committee and Finance Committee of any concerns or complaint regarding corporate accounting practices, internal controls or auditing and work with the committee until the matter is resolved.

Acting in Good Faith

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation, remedy the matter and, if appropriate, to report the matter to appropriate government officials.

Handling of Reported Violations

The Board Chair will notify the complainant in writing within seven days to acknowledge receipt of the reported or suspected violation. All complaints will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation. In instances where breaches of policy, violations of regulations or laws or other ethical issues may have been identified, the Board Chair, CEO or legal counsel may make such recommendation as may be appropriate to prevent recurrence.

General Compliance with Laws and Regulations

CareerSource Capital Region insists that its business be conducted in compliance, in all material respects, with all applicable laws and regulations. Any illegal action will be dealt with swiftly and violations will be reported to the proper authorities. Failure to fully obey all laws and regulations violates Board policy and may expose both CareerSource Capital Region and responsible Board members to criminal or civil prosecution. If a Board member has any questions on specific laws, regulations or other legal issues, he/she should contact CareerSource Capital Region's legal counsel or CareerSource Florida's General Counsel.

(Source: Modified from 2010 National Council of Nonprofits)

Improper Gifts

Board members must never make or receive improper gifts or payments, such as bribes or kickbacks, in any way in connection with CareerSource Capital Region's business. Gifts or payments to or for the personal benefit of a governmental official or to or for the personal benefit of a CareerSource Capital Region Board member to sway the member's vote are clearly improper.

Compliance

The CareerSource Capital Region Board of Directors shall focus on compliance with federal, state, and local regulations governing workforce development funds distributed throughout the three counties in the service delivery area.

The Board of Directors will oversee and assure that the CareerSource Capital Region operations meet or exceed the standards set by the US Department of Labor, the Florida Department of Economic Opportunity and CareerSource Florida.

The Board of Directors expect to be informed by the staff of any significant financial or programmatic variances (greater than 10%) or compliance issues identified through federal, state or local quality assurance reviews.

Self-Assessment

The Board of Directors for CareerSource Capital Region expects to maintain a strong and vibrant membership as a clear indicator of a healthy organization. Yet even the best organizations need a periodic check-up to ensure they cannot just survive but will thrive in today's environment.

In order to maintain the highest quality of governance, CareerSource Capital Region will require each Board member to complete a self-assessment tool on an annual basis. Using the tool created by the National Association of Workforce Boards (NAWB) as the basis, the assessment will focus on Leadership, Strategic Planning, Customer Focus, Information Analysis, Process Management, Measurable Results, Human Resources (Board Member Recruitment), and Fiscal Accountability.

At a designated time each year, the Board Chair or Chair of the Governance Committee will provide Board members with a link to anonymously complete the assessment. Board members are expected to complete the assessment by the deadline specified by the designated Chair. Staff to the Governance Committee will provide the compiled results to the Board Chair and Governance Committee for review and reporting at the next quarterly meeting. Ideas for improvement and action will be discussed at that meeting.

Measures of Success

The Board of Directors represents stakeholders for the Capital Region – Gadsden, Leon and Wakulla Counties – and as such is required by federal law to achieve certain performance metrics that show our value to the community. Locally, we've adopted these same performance metrics as the foundation of our measures for success and seek to measure our system on how well we help customers with:

1. Obtaining new skills
2. Getting a job
3. Keeping a job
4. Getting a job at a self-sufficient wage

Additionally, at the state level, CareerSource Florida has developed a suite of metrics designed to evaluate the performance of each LWDB in the state, known as the Performance Funding Model (PFM). Through the PFM, LWDBs have the opportunity to be measured and rewarded for their ability to meet performance targets, to continuously improve and/or to excel by being one of the top eight LWDBs in the state. The PFM includes short-horizon metrics related to:

- Placing unemployed individuals in jobs within the first quarter of their engagement with the LWDB;
- The time that it takes an individual to go from being unemployed to having wage earnings;
- How much money the LWDB spends per individual who exits our system with a job; and
- How many intensive service engagements we have with businesses within the LWDB.

The PFM also includes long-horizon metrics related to:

- The wage earnings of individuals who exit from our system as compared to the LWDB's expenditures;
- How well the LWDB is able to affect well-paying jobs for individuals who exit our system; and
- How satisfied business customers are with the intensive services they received from the LWDB.

ACKNOWLEDGEMENT

CareerSource Capital Region Board members will review this policy manual annually. Furthermore, upon joining the Board and annually thereafter, Board members will individually sign below in acknowledgement and compliance of this policy manual.

I acknowledge that I have read and understand the foregoing Board Member Policy Manual, and certify that I will comply with its terms and conditions.

Print Name: _____

Signature: _____

Date: _____

APPENDIX A

DISCLOSURE OF BOARD MEMBER’S OR EMPLOYEE’S CONFLICT OF INTEREST IN THE CONTRACT

I, a [] board member or [] employee of the board. I hereby disclose that I could benefit financially from the following contract (provide name of parties to contract and description of the contract):

I could benefit from the contract in the following manner: _____

“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, other than an agency as defined in s. 112.312(2), or the special private financial gain to any member’s relative or business associate or a board employee and such benefit is not remote or speculative.

Date Filed

Signature of Board Member/Employee

*NOTICE: CONFLICTS OF INTEREST REGARDING BOARD MEMBERS AND BOARD EMPLOYEES MUST BE DISCLOSED PRIOR TO THE BOARD’S VOTING TO APPROVE THE CONTRACT; BOARD MEMBERS WHO BENEFIT FINANCIALLY OR WHO HAVE A RELATIONSHIP WITH THE CONTRACTING VENDOR MUST ABSTAIN FROM THE VOTE, AND THE CONTRACT MUST BE APPROVED BY A 2/3 VOTE OF THE ENTIRE BOARD. COMPLETION OF THIS FORM DOES NOT IN ANY WAY SUPERCEDE OR SUBSTITUTE FOR COMPLIANCE WITH CONFLICT OF INTEREST DISCLOSURE REQUIREMENTS OF SECTION 112.3143, FLA. STAT.



BYLAWS of the BIG BEND JOBS AND EDUCATION COUNCIL, INC.

ARTICLE I - NAME

This Corporation shall be known as the BIG BEND JOBS AND EDUCATION COUNCIL, INC., a not-for-profit FLORIDA corporation d/b/a CareerSource Capital Region (CSCR).

ARTICLE II - DEFINITIONS

- A. *BOARD OF DIRECTORS* - Refers to the Board of Directors of CSCR.
- B. *LOCAL WORKFORCE Development Board (LWDB)* - Refers to the three Florida counties comprising the geographic area served by the partnership - Gadsden, Leon, and Wakulla; also referred to as "LWDB 5".
- C. *MEMBER* - Refers to an individual member of the BOARD OF DIRECTORS.
- D. *CONSORTIUM* - Refers to the group of assigned individuals appointed by the respective County Commissions covered by the Workforce Innovation and Opportunity Act as the Chief Local Elected Officials (CLEO).

ARTICLE III - PURPOSE

CSCR is constituted in accordance with the requirements of Section 107 of the Workforce Innovation and Opportunity Act (WIOA) – Public Law 113-128 and Florida’s Workforce Innovation Act – Chapter 445, Florida Statutes. The purpose of CSCR is to provide for enhanced coordination, cooperation, collaboration, and outcomes, by and between the several entities, both public and private. The Partners are involved at the local level in providing youth and adults with opportunities to develop and continuously upgrade their knowledge and skills in order to advance economically and socially throughout their lifetime. As the business community (employers) is the primary customer of the workforce system, CSCR also focuses on providing employers with the skilled workforce necessary to be competitive in local, state, national, and/or global markets.

- A. In order to provide such enhanced coordination, cooperation, collaboration, and outcomes, CSCR, either directly or through contracted service provider(s), may provide for the delivery of such services as may be required in order to assist them in providing market driven services to employers, workers and job seekers in the Local Workforce Area (LWA).
- B. The duties and functions of CSCR include:
 - 1. Developing the LWA’s comprehensive four-year (strategic and operating) plan;
 - 2. Establishing and evaluating performance standards and measures for programs administered in the LWA;
 - 3. Contracting with public and private entities as necessary to carry out the programs;
 - 4. Identifying occupations for which there is a demand in the LWA and selecting training institutions that may provide training, in accordance with procurement guidelines and procedures;

BYLAWS of the BIG BEND JOBS AND EDUCATION COUNCIL, INC.

5. Selecting a One-Stop Operator through a competitive process;
 6. Developing an annual budget for review and approval by the CONSORTIUM and submitted to CareerSource Florida, Inc.;
 7. Soliciting the input and participation of the local business community in the provision of services for the residents of the LWA;
 8. Providing policy guidance and procedures for programs established by CSCR;
 9. Reporting to appropriate state agencies and providing an annual report;
 10. Selecting sub-recipients, in accordance with procurement guidelines and procedures;
 11. Prioritizing of certain support services;
 12. Providing oversight and monitoring activities; and
 13. Hiring/Firing the Chief Executive Officer to support the Board directives.
- C. CSCR is organized exclusively for charitable, educational, religious or scientific purposes, within the meaning of Section 501 (c) (3) of the Internal Revenue Code (or corresponding section of any future Federal tax code.)

ARTICLE IV – RESPONSIBILITIES OF CSCR

The authorities and responsibilities of the BOARD OF DIRECTORS shall include all duties and functions of CSCR and all authorities and responsibilities delegated to it by applicable Federal, State, and Local laws and mandates.

4.1 SUB-GRANT RECIPIENT AND ADMINISTRATIVE ENTITY/FISCAL AGENT -

In accordance with the Interlocal Agreement between the Gadsden, Leon and Wakulla Boards of County Commissioners, the BOARD OF DIRECTORS shall act as the sub-grantee recipient and shall also be the administrative entity/fiscal agent for the service delivery area defined as LWA 5 and for the sub-state area consisting of Gadsden, Leon and Wakulla counties in the LWA pursuant to all applicable Federal, State, and local laws, rules, and regulations. The BOARD OF DIRECTORS thereby assumes all fiscal and administrative liability for program operations in said service delivery area. Ultimate fiscal responsibility lies with the CLEO's per the WIOA law.

4.2 RESTRICTED ACTIVITIES -

No substantial part of the activities of CSCR shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and CSCR shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

4.3 501(c)3 LIMITATIONS -

Notwithstanding any other provision of these articles, CSCR shall not conduct any other activities

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not permitted to be conducted (a) by a corporation exempt from Federal Income tax under Section 501 (c) (3) of the Internal Revenue Code (or corresponding section of any future federal tax code) or (b) by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code (or corresponding section of any future federal tax code).

ARTICLE V – MEMBERSHIP OF THE BOARD OF DIRECTORS

The BOARD OF DIRECTORS membership shall number twenty-three (23) voting members – 12 representatives of local business and eleven (11) mandatory/optional representatives as required by WIOA and further explained in sections 5.1 and 5.2 of this Article.

- A. Terms of the MEMBERS shall be three (3) years.
- B. A majority of the BOARD OF DIRECTORS shall be representatives of businesses in the local area, who shall be owners of business concerns, executives, or chief operating officers of non-governmental employers, or other private-sector executives who have substantial management or policy responsibility.
- C. MEMBERS representing business can serve up to three rotations (for a total of up to nine (9) years) and then must sit off of the board for a minimum of one (1) year.
- D. MEMBERS shall be appointed, by the designated authorities, for fixed terms and may serve until their successors are appointed.
- E. Any vacancy in the membership of the BOARD OF DIRECTORS shall be filled in the same manner as the original appointment and for the remainder of the term of the person being replaced. The Nominating Committee will be tasked with recruitment of replacement MEMBERS who support the strategic objectives of the BOARD OF DIRECTORS.
- F. Any MEMBER of the BOARD OF DIRECTORS can be removed by the appointing entity. The Governor of Florida can remove a BOARD MEMBER or the CEO for cause.
- G. The Chair of the BOARD OF DIRECTORS shall be a representative of the local business community and shall be selected by the membership of the BOARD OF DIRECTORS.

5.1 REPRESENTATIVES OF LOCAL BUSINESSES -

The representatives of local businesses on the BOARD OF DIRECTORS shall number twelve (12) and shall be selected in the following manner:

- A. Nominations for the business community seats shall be submitted by the Nominating Committee to the respective local business organizations such as the local chambers of commerce. The local business organization will issue a letter of recommendation to the respective Board of County Commissioners (BOCC). From there, the BOCC will vote to appoint or reject the MEMBER to the BOARD OF DIRECTORS.
- B. In addition, the number of business community seats appointed by the respective Boards of County Commissioners shall be apportioned as follows:
 - 1. Leon County Commission, seven (7);
 - 2. Gadsden County Commission, three (3); and

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3. Wakulla County Commission, two (2).

5.2 MANDATORY AND OPTIONAL REPRESENTATIVES -

Eleven (11) of the remaining board seats are not nominated by the three (3) respective Boards of County Commissioners, but are appointed as specified in WIOA law:

- A. One (1) adult education and literacy representative;
- B. One (1) institution of higher education (including community colleges) representative;
- C. Two (2) economic and community development representatives nominated by the economic development agencies in either Gadsden, Leon, or Wakulla counties;
- D. Two (2) organized labor representatives (or other representative(s) of the workforce within the local area, if unavailable);
- E. One (1) community-based organization serving veterans representative;
- F. Two (2) governmental agencies representing Vocational Rehabilitation and Public Assistance representatives;
- G. One (1) philanthropic organization representative; and
- H. One (1) non-state funded Higher Education Institution representative (State Statute).

5.3 QUALIFICATIONS -

MEMBERS of the BOARD OF DIRECTORS shall be citizens of the United States of America, residents of the State of Florida, duly appointed and shall at all times comply with criteria established by the State of Florida. Additionally, MEMBERS should be senior-level managers as preferred by WIOA.

5.4 FINANCIAL DISCLOSURE -

Each member is required to file a full and public disclosure of financial interests pursuant to s.8, Art. II of the State Constitution or s. 112.3144, shall file a statement of financial interests pursuant to s. 112.3145. Per the 2012 Florida Workforce Board Accountability Act (hereinafter referred to as “Florida’s Workforce Accountability Act”), each member of the BOARD OF DIRECTORS is required to file an annual Financial Disclosure Form 1.

5.5 BOARD COMPENSATION -

No compensation except travel reimbursement shall be paid to the BOARD OF DIRECTORS for the services performed by them for CSCR in any capacity. Additionally, no part of the net earnings of CSCR shall inure to the benefit of, or be distributable to its members, trustees, directors, officers or other private persons, except that CSCR shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of Section 501 (c) (3) purposes.

5.6 RESIGNATION OF MEMBERS REPRESENTING BUSINESS –

Any MEMBER may resign upon written notification to the Chair of the BOARD OF DIRECTORS and to their appointing government entity.

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5.7 VACANCIES –

Vacancies during term of appointment occurring among the MEMBERS of the BOARD OF DIRECTORS shall be filled within a reasonable time frame of the vacancy's occurrence. The Nominating Committee will be tasked with recruiting replacement board members that support the strategic objectives of CSCR and its BOARD OF DIRECTORS. The current composition of the BOARD OF DIRECTORS in terms of diversity as well as county and industry-sector representation, should be considered when recruiting new board members.

ARTICLE VI – POWER TO EMPLOY CHIEF EXECUTIVE OFFICER (CEO)

The BOARD OF DIRECTORS shall have the power to employ a Chief Executive Officer who shall be responsible for the operational and administrative functions of CSCR. The Chief Executive Officer shall report to the BOARD OF DIRECTORS and shall be responsible for employment of such other staff as required to carry out the duties assigned to the BOARD OF DIRECTORS. The Chief Executive Officer is required to file a statement of financial interests pursuant to s. 112.3145.

6.1 CEO REMOVAL –

The Governor may remove the Chief Executive Officer of CSCR, for cause. As used in the paragraph, the term "cause" includes, but is not limited to, engaging in fraud or other criminal acts, incapacity, unfitness, neglect of duty, official incompetence and irresponsibility, misfeasance, malfeasance, nonfeasance, or lack of performance.

ARTICLE VII – DUTIES OF THE BOARD

The BOARD OF DIRECTORS shall transact all business of CSCR. It shall determine the policies and, in general, assume responsibility for the guidance of the affairs of CSCR.

7.1 BUSINESS DEALINGS WITH SPOUSE/CHILDREN AND CONTRACTING WITH RELATIVES -

- A. CSCR shall not, either directly or indirectly purchase, rent, or lease any realty, goods or services from any business entity of which any MEMBER, the MEMBER's spouse or child is an officer, partner, director, or proprietor or in which they have any material interest.
- B. There is hereby declared to be an exemption from Section "A" hereof, in accordance with Section 112.313(12) Florida Statutes, 1995, if:
 - 1. The business with the MEMBER is transacted under a rotational system whereby the business transactions are rotated among all qualified suppliers of the goods and services within the LWA 5 service delivery area;
 - 2. The business is awarded under a system of sealed competitive bidding to the bidder that is most responsive to the needs outlined in the request;
 - 3. The member, the MEMBER 's spouse or child, has in no way participated in the determination of the bid specifications or the determination of the bidder;

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4. The MEMBER, the MEMBER's spouse or child, has in no way used or attempted to use their influence to persuade CSCR or any personnel thereof to enter into such a contract other than by the mere submission of the bid; and
5. CSCR enters into a contract with an organization or an individual represented on the BOARD OF DIRECTORS, the contract must be approved by a 2/3 vote of the entire BOARD OF DIRECTORS, with the benefiting MEMBER abstaining from the vote. All conflicts of interest must be disclosed before the vote. Such contracts, as well as documentation demonstrating adherence to this section as specified by CareerSource Florida Inc., must be submitted to the Department of Economic Opportunity (DEO) for review and recommendation according to criteria to be determined by CareerSource Florida Inc.
6. A contract under \$25,000 between CSCR and a MEMBER of the BOARD OF DIRECTORS or between a relative, as defined in s. 12.3143(1)(b), of a MEMBER or of an employee of the BOARD OF DIRECTORS is not required to have the prior approval of CareerSource Florida Inc., but must be approved by a two-thirds vote of the BOARD OF DIRECTORS, a quorum having been established, and must be reported to DEO and CareerSource Florida Inc., within thirty (30) days of approval.
7. **If** a contract cannot be approved by CareerSource Florida Inc., a review of the decision to disapprove the contract may be requested by CSCR or other parties to the disapproved contract.
8. Any other exemption created under Section 112.313(12) Florida Statutes or any other applicable Florida or United States statutes applies.

ARTICLE VIII – OFFICERS

The membership of the BOARD OF DIRECTORS shall elect a Chair, Vice Chair, Secretary and Treasurer by majority vote of a quorum. The past Chair will serve as ex-officio on the Executive Committee.

- A. The Chair and majority of other officers shall be representatives of the local business community and their term of office shall commence July 1 following the election. Note: MEMBERS who are appointed to mandatory and optional seats may serve in all officer positions except Chair.
- B. The term of office for the elected officers shall be two (2) years.
- C. The membership of the BOARD OF DIRECTORS shall have the power to appoint such other officers, as it deems necessary for the transaction of the business of CSCR.
- D. The BOARD OF DIRECTORS shall have the power to fill any vacancy in any office for any reason whatsoever, by election, and by majority vote of a quorum.

8.1 DUTIES OF CHAIR –

The Chair of the BOARD OF DIRECTORS shall:

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1. Preside at all meetings of the BOARD OF DIRECTORS;
2. Serve as the chair of the Executive Committee;
3. Appoint MEMBERS to serve on the Audit Committee;
4. Be a member ex-officio of all standing committees with the exception of the Executive Committee;
5. Serve on the Florida Workforce Development Association's (FWDA) Chairs Alliance/Association representing LWA 5; and
6. Perform all other duties usually pertaining to the office of Chair.

8.2 DUTIES OF VICE CHAIR –

The Vice Chair shall:

1. Preside at all meetings of the BOARD OF DIRECTORS in absence of its Chair;
2. Be a member of the Executive Committee;
3. Consider succeeding to the Chair position at the conclusion of the two-year term;
4. Serve as back-up to the Chair for the FWDA Chairs Alliance/Association, when needed; and
5. Perform all other duties usually pertaining to the office of Vice Chair.

8.3 DUTIES OF THE TREASURER –

The Treasurer shall:

1. Be a member of the Executive Committee;
2. Confer with CSCR's Chief Financial Officer regarding financial reports;
3. Serve as Chair of the Finance Committee;
4. Oversee the budget process annually;
5. Serve as signatory for all CSCR checks over the amount of \$2,500;
6. Ensure that CSCR's accounts and records are audited annually and that a copy thereof be furnished to each MEMBER to review;
7. Consider succeeding to the Vice-Chair position at the conclusion of the two-year term; and
8. Perform all other duties usually pertaining to the office of Treasurer.

8.4 DUTIES OF SECRETARY –

The Secretary shall:

1. Be a member of the Executive Committee;
2. Confer and sign off with CSCR's Administrative Assistant on all minutes passed by the

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BOARD OF DIRECTORS;

3. Create a report of the accomplishments of CSCR over the prior year for presentation at the Annual Meeting and inclusion in the CSCR annual report;
4. Consider succeeding to the Treasurer position at the conclusion of the two-year term; and
5. Perform all other duties usually pertaining to the office of Secretary.

ARTICLE IX – COMMITTEES

Certain standing committees shall be appointed to assist CSCR and its BOARD OF DIRECTORS in its conduct of business. The Chair of the BOARD OF DIRECTORS will select a Chair for each committee. All standing committee Chairs must be a MEMBER of the BOARD of DIRECTORS. All standing and special Committee will be comprised of both board and community members who possess relevant experience and expertise in the subject area of the respective committee (Except the Executive Committee). All committees shall contain no less than three (3) and no more than ten (10) members. All items approved within the standing committees shall be followed by actions taken by the Executive Committee and then the full BOARD OF DIRECTORS.

9.1 STANDING COMMITTEES -

The standing committees shall include: Executive Committee, Strategic Policy and Planning Committee, Finance Committee, Governance Committee, Audit Committee, and Nominating Committee.

A. Executive Committee

The Executive Committee shall serve as both the personnel committee for the Chief Executive Officer and the operational monitoring committee. The Executive Committee shall be composed of the elected officers of the BOARD OF DIRECTORS as well as the Chairs of the standing committees. Chairs of special committees shall serve as non-voting members of the Executive Committee. Due diligence should be exercised to ensure there is representation from each of the three counties served in the LWA on the committees.

The Executive Committee shall have and exercise the authority of the BOARD OF DIRECTORS between quarterly meetings of the BOARD OF DIRECTORS. The Chair of the BOARD OF DIRECTORS serves as Chair of the Executive Committee.

B. Strategic Policy and Planning Committee

The Strategic Policy and Planning Committee is formed to make recommendations to the BOARD OF DIRECTORS on specific policies, strategies, programs and activities affecting workforce development delivery of services. The members shall:

1. Make recommendations on policies and procedures for workforce services and programs;
2. Develop and submit occupations in demand, to be placed on the Regional Targeted Occupations List (RTOL) for the LWA;

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3. Participate in sector-driven strategies regionally and develop a feedback process on current talent demands and gaps in training;
4. Develop the criteria for training provider applications and select training providers using the established criteria;
5. Develop programs and policies to promote adult workers in career advancement;
6. Make recommendations on implementing programs and expending funds for services to reduce recidivism (including that of ex-offenders) and contribute to employer and employee retention;
7. Provide oversight for all programs affecting adults in the LWA including persons with barriers to employment;
8. Develop criteria for the Request for Proposals (RFPs) for workforce services (including the One-Stop Operator); and
9. Rate bids and proposals that are in response to RFPs.

Additionally, the Strategic Policy and Planning Committee will solicit the input of the regional economic development professionals and also provide a forum for the economic development organizations to report out on business recruitment, retention and expansion efforts over the previous quarter.

C. Governance Committee

As further prescribed in the Governance Committee Charter, the Committee shall serve a variety of roles for the BOARD OF DIRECTORS. The members shall:

1. Develop and monitor performance against the organization's mission, vision and strategic plan;
2. Provide guidance to the BOARD OF DIRECTORS on policies and procedures, leadership and composition, CSCR board guidelines, and conflicts of interest;
3. Assist in new MEMBER orientation programs;
4. Evaluate the effectiveness and accountability of the BOARD OF DIRECTORS through a self-evaluation survey administered every other year;
5. Administer and share the results of the self-evaluation with the BOARD OF DIRECTORS;
6. Review the overall governance structure of the organization; and
7. Review attendance of the BOARD MEMBERS on committees and Board meetings for compliance with the expectation on participation, on a quarterly basis.

D. Finance Committee

The Chair of the Finance Committee is the Treasurer. The Finance Committee shall:

1. Review and approve the budget for all programs;

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2. Develop criteria for Request for Proposals (RFPs) for services, except for the One-Stop Operator;
3. Rate bids and proposals that are in response to RFP submissions;
4. Have oversight responsibility of all financial activities of CSCR;
5. Submit a report at all regularly scheduled quarterly board meetings and special reports as requested by the BOARD OF DIRECTORS; and
6. Provide the Board with the IRS 990 copy as required by law.

E. Audit Committee

The Chair of the BOARD OF DIRECTORS shall appoint an Audit Committee which will be composed of three (3) MEMBERS who currently do not serve on the Finance Committee. The committee members shall:

1. Review proposals related to procuring auditing services,
2. Review of the audit report and presentation to the Executive Committee; and
3. Review and recommend approval of audit report, and management recommendations, and approval of the IRS 990 submission.

F. Nominating Committee

The Nominating Committee shall be appointed by the Executive Committee. The Nominating Committee shall consist of no less than three (3) and no more than ten (10) members of the BOARD OF DIRECTORS.

1. No person shall be nominated unless they have indicated a willingness to serve prior to nomination;
2. Recommendations for Nominations of officers must be submitted in writing to any member of the Nominating Committee by a MEMBER in the quarter prior to a change in officer positions are scheduled (every two years);
3. The Chair of the Nominating Committee shall be the immediate past chair of the BOARD OF DIRECTORS;
4. The Nominating Committee shall present a slate of officers to the BOARD OF DIRECTORS at the Spring Board Meeting for a vote; and
5. The Nominating Committee will recruit replacement MEMBERS whenever vacancies occur.

to:

1. Share pertinent information on services and referrals;
2. Address system concerns and identified problems;
3. Coordinate community responses to challenging concerns; and
4. Improve communication, establish referral processes and address each organizations'

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9.2 SPECIAL COMMITTEES OR COUNCILS –

Other special committees or councils may be appointed or eliminated as needed. The Chair of the BOARD OF DIRECTORS will select a Chair for each special committee or council.

ARTICLE X - REMOVAL

10.1 GOVERNOR'S AUTHORITY –

The Governor may remove a MEMBER for cause. As used in this paragraph, the term "cause" includes, but is not limited to, engaging in fraud or other criminal acts, incapacity, unfitness, neglect of duty, official incompetence and irresponsibility, misfeasance, malfeasance, nonfeasance, or lack of performance.

10.1 REMOVAL OF MEMBERS FOR ABSENTEEISM –

Any member of the BOARD OF DIRECTORS may be removed automatically after three unexcused or unexplained absences. The effected MEMBER may, in writing, make a request for an appeal for reinstatement to the BOARD OF DIRECTORS. The appeal would go to the Executive Committee for review and if a recommendation to reinstate is determined by the Executive Committee, it would go in front of the full BOARD OF DIRECTORS for a vote.

10.2 REMOVAL OF OFFICERS -

Any officer of the BOARD OF DIRECTORS may be removed either with or without cause, at any time, by a majority vote of the MEMBERS at any regular quarterly Board meeting, or at any special meeting of the BOARD OF DIRECTORS called for such purpose.

ARTICLE XII – BOARD MEETINGS

12.1 REGULAR MEETINGS -

Regular meetings shall be held no less than quarterly or more often as needed.

12.2 SPECIAL MEETINGS -

Special meetings of the BOARD OF DIRECTORS may be held at the call of the Chair or by written request of one-third of the MEMBERS.

12.3 NOTICE -

Reasonable notice in writing of each meeting, whether regular or special, shall be provided to each MEMBER at his/her usual place of business or residence. The BOARD OF DIRECTORS meetings shall be publicly announced in accordance with Florida's Government-in-the-Sunshine Act.

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12.4 ORDER OF BUSINESS -

Business shall be conducted in accordance with Roberts Rules of Order as newly revised.

12.5 CONSENT AGENDA -

CSCR relies on its committee structure to address pressing issues, meet compliance and oversight requirements, and carry out the mission of the BOARD OF DIRECTORS. As such, items that are vetted and passed in the committees are presented to the Executive Committee for review and either rejection, modification or approval. This process ensures that the BOARD OF DIRECTORS are fully engaged in determining its functional requirements, and that the committees perform work in support of the BOARD OF DIRECTORS. Therefore, all items that have been first fully vetted through a committee and then the Executive Committee are packaged in the Consent Agenda for the BOARD OF DIRECTORS. MEMBERS are free to pull out an item for further discussion at the time the Consent Agenda is up for a vote. The goal of the Consent Agenda is to build trust in the committee process of peers, and allow for adequate time for the BOARD OF DIRECTORS to discuss regional workforce issues during the quarterly board meetings.

12.6 QUORUM –

A quorum for all regular meetings of the BOARD OF DIRECTORS shall exist when a majority of the actual MEMBERS are present. MEMBERS are expected to attend each BOARD OF DIRECTORS meeting in person. Additionally, the BOARD OF DIRECTORS and its committees may use any method of telecommunications to conduct meetings, provided that the public is given proper notice of the meeting and is given reasonable access to observe and, when appropriate, participate. If a MEMBER is unable to attend a BOARD OF DIRECTORS meeting in person, arrangements may be made under special circumstances for that MEMBER to attend the meeting remotely. MEMBERS attending BOARD OF DIRECTORS meetings both in person and remotely will be counted to establish a quorum.

A quorum for all legally called special and committee meetings shall exist when at least 33 1/3% of the BOARD OF DIRECTORS be present, but if at any meetings there shall be less than a quorum, a majority of those present may vote to continue the meeting. Following that meeting, minutes and recommended action items will be provided to all members and a written vote will be accepted. Such items will not be considered approved until a majority of votes have been recorded.

12.7 VOTING -

Every MEMBER of the BOARD OF DIRECTORS shall have the right to be entitled to one vote upon every issue properly submitted to vote at a meeting of the COUNCIL, except if there is a conflict of interest. Voting may be accomplished in person, or via remote communication if such vote by remote communication is accomplished substantially concurrent with the proceedings and recorded in the official meeting record. Due to the Sunshine Law in Florida, proxies are not permitted to vote but may participate in discussion.

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12.8 CONFLICT OF INTEREST -

- A. Any MEMBER who significantly participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.
- B. Any MEMBER who significantly participates in a board discussion or decision relating to specific terms of a contract, the determination of specific standards for performance or a contract, the development of Invitations for Bid (IFB) or Requests for Proposals (RFP) or other such bid processes leading to a contract, or any similar discussions or decisions is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, firm, association, or other entity shall receive the contract if it would create a conflict of interest for CSCR who significantly participated in the manner described above.
- C. The prohibition regarding the conflict of interest shall also apply to contracts entered into or responses to RFPs accepted from immediate family members of any interested party or a corporation or business in which the immediate family member may occupy a management position or own shares of some portion of the company or business of subsidiary or related business.
- D. Any MEMBER with a potential or actual conflict of interest must disclose that fact to the Secretary of the BOARD OF DIRECTORS as soon as the potential conflict is discovered and, to the extent possible, before the agenda for a meeting involving the matter at issue is prepared. If it should be determined during a meeting that a conflict of interest exists, the MEMBER must verbally declare such conflict of interest, such declaration must be clearly noted in the minutes, and such MEMBER must excuse him/herself from the remainder of the discussion and the voting.
- E. Each MEMBER is responsible for determining whether any potential or actual conflict of interest exists or arise during his/her service on the board.
- F. The BOARD OF DIRECTORS is responsible for reporting such potential or actual conflict of interest as soon as it is discovered that such a condition exists. The MEMBER must submit a letter to the Secretary of the BOARD OF DIRECTORS declaring the conflict or the potential thereof.
- G. When a contract or purchase is made by CSCR involving its own MEMBER or an entity with which the MEMBER is associated, the BOARD OF DIRECTORS must establish and document to the reasonable satisfaction of CareerSource Florida, Inc. that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable to CSCR.
- H. CSCR shall adopt a policy that serves to minimize the appearance of conflicts of interest.
- I. The One-Stop provider will not serve on the BOARD OF DIRECTORS or any committees that deal with oversight of the One-Stop system or allocation of resources that would potentially be allocated to that MEMBER's program(s).



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J. This restriction shall not apply to representatives of the business community or representatives who do not realize a pecuniary benefit as a result of their action or vote.

12.8 CODE OF ETHICS –

Any MEMBER, including a One-Stop provider, who significantly participates in the development of contract specifications, or the specifications of the contract process, is prohibited from bidding on, or competing for, those contracts or supervising staff who are paid from funding awarded under such contracts.

CareerSource Florida Inc. has determined that at the discretion of the BOARD OF DIRECTORS, an exemption may be made on contracts with a MEMBER receiving a grant for workforce services under federal, state or other governmental workforce programs.

12.9 BUSINESS AFFAIRS -

The BOARD OF DIRECTORS may solicit, borrow, accept, and receive funds from any public or private source. CSCR may contract with public and private entities as necessary to further the purpose of the BOARD OF DIRECTORS with public and private entities as necessary to further the purpose of CSCR.

12.10 ANNUAL REPORTS –

The Chair and Treasurer shall present their respective reports for the operation of the COUNCIL at each annual meeting of the BOARD OF DIRECTORS.

ARTICLE XIII – FISCAL YEAR

The fiscal year of the COUNCIL shall be July 1 to June 30.

ARTICLE XIV - INDEMINIFICATION

Each MEMBER and each officer of the BOARD OF DIRECTORS now and hereafter serving as such, who was or is a party, or is threatened to be made a party, to any threatened, pending or contemplated action, suit or proceeding, whether civil criminal, administrative or investigative (other than by an action by, or in the right of, CSCR), by reason of the fact that he or she is or was a MEMBER, officer or agent of CSCR or is or was serving at the request of CSCR as a MEMBER, officer or agent of another corporation, partnership, joint venture, trust or other enterprise, shall be indemnified against expenses (including attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding, including any appeal thereof, if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of CSCR, except that no indemnification shall be made in respect to any claim, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct for performance of his or her duty to CSCR unless, and only to the extent that, the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all the



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circumstances of the case, such person is thoroughly and reasonably entitled to indemnity for such expenses which such court shall deem proper. Indemnity shall only be provided with respect to any criminal action or proceeding, which the MEMBER or officer or other agent of CSCR has no reasonable cause to believe was unlawful.

The amount paid to any officer or MEMBER by way of indemnification shall not exceed his or her actual, reasonable and necessary expenses incurred in connection with the matter involved. Any indemnification under this Article shall be made by CSCR only as authorized in the specific case by the determination that indemnification of the MEMBER, officer or agent is proper in the circumstances because he or she has met the applicable standards of conduct. Such determination shall be made by the BOARD OF DIRECTORS by a majority vote of a quorum consisting of MEMBERS who were not parties to such action, suit or proceeding. The foregoing right of indemnification shall be in addition to but not exclusive of any other right to which such MEMBER, officer or agent of the COUNCIL may otherwise be entitled by law.

ARTICLE XV – AMENDMENTS TO THE BYLAWS

Any MEMBER of the BOARD OF DIRECTORS may propose amendments to the Bylaws. The BOARD OF DIRECTORS, by a two-thirds vote of those present at a meeting having a quorum, may amend, replace or repeal the Bylaws.

ARTICLE XVI – DISSOLUTION OR LIQUIDATION

Upon the dissolution of the corporation, the officers shall, after paying or making provision for the payment of all the liabilities of the corporation, dispose of the remaining assets of the COUNCIL by returning them to the US Department of Labor (DOL), the state designee, or, if DOL and state designee agrees, giving those assets to local charitable, educational, religious, or scientific purposes which at the time qualify as a 501(c) 3 non-profit organization under the Internal Revenue Code.



Gadsden: (850) 875-4040
 Leon: (850) 922-0023
 Wakulla: (850) 926-0980
 Executive Center: (850) 414-6085
 Toll Free: (844) CAREER1

**ELIGIBLE TRAINING PROVIDER LIST/PROGRAMS
2017/2018**

Program Name	Training Provider(s)	Program Type	Program Designation(s)	Average Entry Wage	Tier
A/C, Refrigeration and Heating Technology	Lively Technical Center	PSAV Certificate		\$ 12.65	3
	Tallahassee Community College	PSAV Certificate	PT	\$ 12.65	3
Accounting	Florida State University	Bachelor Degree	HSHW/LDFA/PT	\$ 16.29	4
Administrative Office Specialist	Lively Technical Center	PSAV Certificate	HSHW	\$ 16.73	4
ASP.net Program	Tallahassee Community College	Certificate	HSHW/PT	\$ 18.55	4
Automotive Service Technology 1	Gadsden Technical Institute	Certificate	PT (LDFA-PT)	\$ 11.42	2
Automotive Service Technology	Lively Technical Center	PSAV Certificate		\$ 11.42	2
Aveda Esthiology Full Specialist/Massage Therapy	Aveda Institute Tallahassee	Diploma		\$ 11.86	2
Aviation Airframe Mechanics	Lively Technical Center	PSAV Certificate	HSHW	\$ 17.34	4
Aviation Powerplant Mechanics	Lively Technical Center	PSAV Certificate	HSHW	\$ 17.34	4
Building Construction Management	Tallahassee Community College	Associate Degree	HSHW/PT (LDFA-PT)	\$ 22.82	4
Building Construction Specialist	Tallahassee Community College	Certificate	HSHW/PT	\$ 22.82	4
Business Administration	Keiser University	Bachelor Degree	HSHW/LDFA	\$ 32.16	4
Business Entrepreneurship	Tallahassee Community College	Certificate	HSHW	\$ 19.01	4
Business Management	Tallahassee Community College	Associate Degree	HSHW/LDFA	\$ 18.97	4
Cardiopulmonary Science	Florida A & M University	Bachelor Degree	HSHW/STEM/LDFA	\$ 21.26	4
Carpentry	Gadsden Technical Institute	Certificate	PT	\$ 12.99	3
Carpentry	Lively Technical Center	PSAV Certificate		\$ 12.99	3
CBCS Certified Medical Administrative Assistant w/Medical Coding & Billing	Tallahassee Community College	Certificate	OP	\$ 12.16	2
Certified Wedding & Event Planner	Tallahassee Community College	Certificate	PT/OP	\$ 13.52	3
Child Care Workers (for Pre-K facilities only)	Supplemental Training Area	Certificate		N/A	N/A
Cloud Computing & Virtualization	Lively Technical Center	PSAV Certificate	HSHW/STEM	\$ 25.98	4
Commercial Driver's License Prep Program	Truck Driver Institute	Certificate		\$ 12.51	3
Commercial Foods and Culinary Arts	Lively Technical Center	Certificate	HSHW	\$ 24.76	4
Commercial Truck Driving	Roadmaster Driver's School	Certificate		\$ 12.51	3
Commercial Vehicle Driving	Florida Panhandle Technical College	Certificate		\$ 12.51	3
Commercial Vehicle Driving	Tallahassee Community College	Certificate		\$ 12.51	3

An equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this document may be reached by persons using TTY/TTD equipment via the Florida Relay Service at 711. A proud partner of the American Job Center network.

Program Name	Training Provider(s)	Program Type	Program Designation(s)	Average Entry Wage	Tier
Computer Programming & Analysis	Tallahassee Community College	Certificate	HSHW/PT/STEM (LDFA-PT)	\$ 26.41	4
Computer Programming Specialist	Tallahassee Community College	Certificate	HSHW/PT/STEM (LDFA-PT)	\$ 25.94	4
Computer Programming & Web Development	Tallahassee Community College	Associate Degree	HSHW/PT/STEM/LDFA	\$ 25.94	4
Computer Systems & Information Technology	Lively Technical Center	PSAV Certificate	HSHW/STEM	\$ 25.98	4
Correctional Officer	Tallahassee Community College	Certificate		\$ 15.89	4
CPC Certified Medical Administrative Assistant w/Medical Coding & Billing	Tallahassee Community College	Certificate	OP	\$ 12.16	2
Customer Service & Sales Fundamentals	Tallahassee Community College	Certificate	PT	\$ 19.32	4
Cyber Security	Tallahassee Community College	PSAV Certificate	HSHW/STEM/PT	\$ 25.69	4
Dental Assisting	Tallahassee Community College	Certificate		\$ 12.92	3
Dental Hygiene	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 23.80	4
Digital Design	Lively Technical Center	PSAV Certificate	HSHW	\$ 14.87	4
Education Administrators, Preschool & Child Care	Supplemental Training Area	Certificate		N/A	N/A
Electricity	Lively Technical Center	PSAV Certificate		\$ 14.95	4
Emergency Medical Technician (Firefighter trainees/completers ONLY)	Tallahassee Community College	Certificate	STEM	\$ 11.68	2
Firefighter	Tallahassee Community College	Certificate	HSHW	\$ 15.51	4
GED Program	Leon County Adult & Community Education	Diploma		N/A	N/A
	Tallahassee Community College	Diploma		N/A	N/A
	Wakulla Adult & Community Education	Diploma		N/A	N/A
Graphic Design Support	Tallahassee Community College	Certificate	HSHW/PT (LDFA-PT)	\$ 14.87	4
Graphic & Web Design Technology	Tallahassee Community College	Associate Degree	HSHW/LDFA	\$ 18.55	4
Health Care Management	Florida A & M University	Bachelor Degree	HSHW/LDFA	\$ 34.10*	4
Health Informatics and Information Management	Florida A & M University	Bachelor Degree	HSHW/LDFA/STEM/PT	\$ 20.19	4
Health Information Technology	Tallahassee Community College	Associate Degree	LDFA/PT/STEM	\$ 12.73	3
Health Services Administration	Keiser University	Associate Degree	HSHW/LDFA/STEM	\$ 35.67	4
Help Desk/Technical Support	Tallahassee Community College	Associate Degree	LDFA/PT/STEM	\$ 12.69	3
Hemodialysis Technician	Florida Panhandle Technical College	Certificate	STEM	\$ 12.66	3
Industrial Machinery Repair	Tallahassee Community College	PSAV Certificate	HSHW	\$ 15.75	4
Information Technology (Online)	The Academy	Certificate	HSHW/STEM/PT/OP	\$ 25.98	4
Information Technology	Barry University	Bachelor Degree	HSHW/STEM/LDFA/PT	\$ 26.41	4
Information Technology	Keiser University	Associate Degree	STEM/LDFA	\$ 12.69	3
Introduction to Digital Graphic Design	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Introduction to Web Design	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Law Enforcement	Tallahassee Community College	Certificate	HSHW	\$ 16.74	4

Program Name	Training Provider(s)	Program Type	Program Designation(s)	Average Entry Wage	Tier
Legal Admin. Specialist	Lively Technical Center	PSAV Certificate	HSHW	\$ 16.73	4
Machining	Tallahassee Community College	PSAV Certificate	LDFA/PT	\$ 12.59	3
Masonry Apprenticeship	Tallahassee Community College	Certificate	PT	\$ 13.47	N/A
Massage Therapy	Lively Technical Center	PSAV Certificate		\$ 11.86	2
Medical Admin. Specialist	Lively Technical Center	PSAV Certificate		\$ 12.16	2
Medical Assisting	Keiser University	Associate Degree	LDFA	\$ 11.71	2
Medical Assisting	Lively Technical Center	PSAV Certificate		\$ 11.71	2
Medical Billing and Coding Specialist	Tallahassee Community College	Certificate	PT (LDFA-PT)	\$ 12.73	3
Midwifery Program	Florida School of Traditional Midwifery	Certificate	HSHW/STEM/LDFA	\$ 22.43	4
Network Systems Technology	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA/PT	\$ 25.98	4
Network Support Technician	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Network Infrastructure	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Network Enterprise Administration	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Network Virtualization	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Nursing	Florida A & M University	Bachelor Degree	HSHW/STEM/LDFA	\$ 22.43	4
Nursing	Keiser University	Associate Degree	HSHW/STEM/LDFA	\$ 22.43	4
Nursing (RN to BSN)	Tallahassee Community College	Bachelor Degree	HSHW/STEM/LDFA/PT/OP	\$ 22.43	4
Nursing Assistant	Wakulla Adult & Community Education	Certificate	SP	N/A	N/A
	Florida Panhandle Technical College	Certificate	SP	N/A	N/A
	Southeastern School of Health Sciences	Certificate	SP	N/A	N/A
	Supplemental Training Area	Certificate	SP	N/A	N/A
Office Administration	Tallahassee Community College	Associate Degree	HSHW/LDFA/PT	\$ 16.73	4
Office Management	Tallahassee Community College	Certificate	HSHW/PT (LDFA-PT)	\$ 16.73	4
Office Specialist	Tallahassee Community College	Certificate	PT (LDFA-PT)	\$ 11.50	2
Office Support	Tallahassee Community College	Certificate	PT	\$ 11.50	2
Paralegal/Legal Studies	Tallahassee Community College	Associate Degree	HSHW/LDFA/PT	\$ 15.50	4
Paralegal Studies	Keiser University	Associate Degree	HSHW/LDFA	\$ 15.50	4
Paramedic (Firefighter trainees/completers ONLY)	Tallahassee Community College	Certificate	STEM	\$ 11.68	2
Patient Care Assistant (Advanced Nursing Assistant)	Gadsden Technical Institute	Certificate	SP	N/A	N/A
Patient Care Technician	Florida Panhandle Technical College	Certificate	STEM/PT	\$ 12.66	3
	Lively Technical Center	PSAV Certificate	STEM	\$ 12.66	3

Program Name	Training Provider(s)	Program Type	Program Designation(s)	Average Entry Wage	Tier
Pharmacy Technician	Gadsden Technical Institute	Certificate	STEM	\$ 11.29	2
	Lively Technical Center	PSAV Certificate	STEM	\$ 11.29	2
	Tallahassee Community College	PSAV Certificate	STEM	\$ 11.29	2
Practical Nursing	Gadsden Technical Institute	Certificate	STEM	\$ 16.75	4
	Lively Technical Center	PSAV Certificate	STEM/PT (LDFA-PT)	\$ 16.75	4
	Big Bend Technical College	Certificate	STEM	\$ 16.75	4
Preschool Teachers - Special Ed	Supplemental Training Area	Certificate		N/A	N/A
Radiologic Technology	Keiser University	Associate Degree	HSHW/STEM/LDFA	\$ 18.23	4
	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 18.23	4
Registered Nursing	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 22.43	4
Respiratory Care	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 21.26	4
Retail Management and Operations	Tallahassee Community College	Certificate	PT	\$ 13.31	3
Small Business Management	Tallahassee Community College	Certificate	HSHW/PT (LDFA-PT)	\$ 19.01	4
Surgical Technology Specialist	Tallahassee Community College	Certificate	STEM	\$ 15.78	4
Teacher Assistants	Supplemental Training Area	Certificate		N/A	N/A
Truck Driving	National Training, Inc.	Certificate		\$ 12.51	3
Web Application Development	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Web Design & Development Professional Certification	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Web Development	Lively Technical Center	PSAV Certificate	HSHW/STEM	\$ 12.69	3
Web Development (Highway)	Florida A & M University (I/O Avenue)	Certificate	HSHW/STEM	\$ 25.94	4
Welding Technology	Gadsden Technical Institute	Certificate	PT	\$ 12.76	3
	Lively Technical Center	PSAV Certificate		\$ 12.76	3
	Tallahassee Community College	PSAV Certificate	PT	\$ 12.76	3
	Big Bend Technical College	Certificate		\$ 12.76	3
Welding Technology- Advanced	Lively Technical Center	PSAV Certificate		\$ 12.76	3
	Big Bend Technical College	Certificate		\$ 12.76	3

The targeted population to be served with Workforce Innovation and Opportunity Act formula training dollars from CareerSource Capital Region are career seekers who are enrolled in or seeking assistance with short-term training.

INTENSIVE SERVICE PROVIDERS FOR WORKSHOPS AND SHORT-TERM CLASSES

Program Name	Service Provider
First Aid, CPR, Safety	North Florida Safety Council
OSHA Certification	Tallahassee Community College

LEGEND

HSHW	High Skills, High Wages
OP	On-line Program
LDFA	Limited Duration for Financial Assistance**
SP	Special Populations (WIOA Youth, WT and designated WIOA Adult/DW program participants only)
STEM	Science, Technology, Engineering & Math
Supplemental Training Area	For related Pre-K and Healthcare Occupations
PT	Part-Time/Evening Program

Entry Wage

Entry wage is based on 2016 Hourly Wage Statistics, as reflected on the RTOL.

**Limited Duration for Financial Assistance

Typically, the Associate and Bachelor Degree programs require between one and a half and four years to complete (through full-time attendance). The time period (duration) that CareerSource Capital Region can offer financial assistance is limited for certain programs and cannot exceed two years. Training programs with the LDFA designation, may only be considered for enrollment after the program participant has completed 50% of the training provider's course requirements for the approved training program.

Note: If the 50% completion point would be exceeded after the completion of a specific term, participants may be enrolled at the onset of that term as long as documentation is provided demonstrating satisfactory progress in the immediately preceding semesters/quarters.



Gadsden: (850) 875-4040
 Leon: (850) 922-0023
 Wakulla: (850) 926-0980
 Executive Center: (850) 414-6085
 Toll Free: (844) CAREER1

**ELIGIBLE TRAINING PROVIDER LIST/PROGRAMS BY INDUSTRY SECTOR
 2017/2018**

Healthcare

Program Name	Training Provider(s)	Program Type	Program Designation(s)	Average Entry Wage	Tier
Cardiopulmonary Science	Florida A & M University	Bachelor Degree	HSHW/STEM/LDFA	\$ 21.26	4
CBCS Certified Medical Administrative Assistant w/Medical Coding & Billing	Tallahassee Community College	Certificate	OP	\$ 12.16	2
CPC Certified Medical Administrative Assistant w/Medical Coding & Billing	Tallahassee Community College	Certificate	OP	\$ 12.16	2
Dental Assisting	Tallahassee Community College	Certificate	STEM	\$ 12.92	3
Dental Hygiene	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 23.80	4
Emergency Medical Technician (Firefighter trainees/completers ONLY)	Tallahassee Community College	Certificate	STEM	\$ 11.68	2
Health Care Management	Florida A & M University	Bachelor Degree	HSHW/LDFA	\$ 34.10	4
Health Informatics and Information Management	Florida A & M University	Bachelor Degree	HSHW/LDFA/STEM/PT	\$ 20.19	4
Health Information Technology	Tallahassee Community College	Associate Degree	LDFA/PT/STEM	\$ 12.73	3
Health Services Administration	Keiser University	Associate Degree	HSHW/LDFA/STEM	\$ 35.67	4
Hemodialysis Technician	Florida Panhandle Technical College	Certificate	STEM	\$ 12.66	3
Medical Admin. Specialist	Lively Technical Center	PSAV Certificate		\$ 12.16	2
Medical Assisting	Keiser University	Associate Degree	LDFA	\$ 11.71	2
	Lively Technical Center	PSAV Certificate		\$ 11.71	2
Medical Billing and Coding Specialist	Tallahassee Community College	Certificate	PT (LDFA-PT)	\$ 12.73	3
Midwifery Program	Florida School of Traditional Midwifery	Certificate	HSHW/STEM/LDFA	\$ 22.43	4
	Florida A & M University	Bachelor Degree	HSHW/STEM/LDFA	\$ 22.43	4
Nursing	Keiser University	Associate Degree	HSHW/STEM/LDFA	\$ 22.43	4
	Tallahassee Community College	Bachelor Degree	HSHW/STEM/LDFA/PT/OP	\$ 22.43	4
Nursing (RN to BSN)	Florida Panhandle Technical College	Certificate	SP	N/A	N/A
	Southeastern School of Health Sciences	Certificate	SP	N/A	N/A
	Washington Holmes Technical Center	Certificate	SP	N/A	N/A
	Supplemental Training Area	Certificate	SP	N/A	N/A
Paramedic (Firefighter trainees/completers ONLY)	Tallahassee Community College	Certificate	STEM	\$ 11.68	2
Patient Care Assistant (Advanced Nursing Assistant)	Gadsden Technical Institute	Certificate	SP	N/A	N/A
Patient Care Technician	Florida Panhandle Technical College	Certificate	STEM/PT	\$ 12.66	3
	Lively Technical Center	PSAV Certificate	STEM	\$ 12.66	3
Pharmacy Technician	Gadsden Technical Institute	Certificate	STEM	\$ 11.29	2
	Lively Technical Center	PSAV Certificate	STEM	\$ 11.29	2
	Tallahassee Community College	PSAV Certificate	STEM	\$ 11.29	2

Healthcare					
Program Name	Training Provider(s)	Program Type	Program Designation(s)	Average Entry Wage	Tier
Practical Nursing	Gadsden Technical Institute	Certificate	STEM	\$ 16.75	4
	Lively Technical Center	PSAV Certificate	STEM/PT (LDFA-PT)	\$ 16.75	4
	Big Bend Technical College	Certificate	STEM	\$ 16.75	4
Radiologic Technology	Keiser University	Associate Degree	HSHW/STEM/LDFA	\$ 18.23	4
	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 18.23	4
Registered Nursing	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 22.43	4
Respiratory Care	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA	\$ 21.26	4
Surgical Technology Specialist	Tallahassee Community College	Certificate	STEM	\$ 15.78	4

Manufacturing, Construction, Transportation & Logistics					
Program Name	Training Provider	Program Type	Program Designation(s)	Average Entry Wage	Tier
A/C, Refrigeration and Heating Technology	Lively Technical Center	PSAV Certificate		\$ 12.65	3
	Tallahassee Community College	Certificate	PT	\$ 12.65	3
Automotive Service Technology	Lively Technical Center	PSAV Certificate		\$ 11.42	2
Automotive Service Technology 1	Gadsden Technical Institute	Certificate	PT (LDFA-PT)	\$ 11.42	2
Aviation Airframe Mechanics	Lively Technical Center	PSAV Certificate	HSHW	\$ 17.34	4
Aviation Powerplant Mechanics	Lively Technical Center	PSAV Certificate	HSHW	\$ 17.34	4
Building Construction Management	Tallahassee Community College	Associate Degree	HSHW/PT (LDFA-PT)	\$ 22.82	4
Building Construction Specialist	Tallahassee Community College	Certificate	HSHW/PT	\$ 22.82	4
Carpentry	Gadsden Technical Institute	Certificate	PT	\$ 12.99	3
	Lively Technical Center	PSAV Certificate		\$ 12.99	3
Commercial Driver's License Prep Program	Truck Driver Institute	Certificate		\$ 12.51	3
Commercial Truck Driving	Roadmaster Driver's School	Certificate		\$ 12.51	3
Commercial Vehicle Driving	Florida Panhandle Technical College	Certificate		\$ 12.51	3
	Tallahassee Community College	Certificate		\$ 12.51	3
Electricity	Lively Technical Center	PSAV Certificate		\$ 14.95	4
Industrial Machinery Repair	Tallahassee Community College	Certificate	HSHW	\$ 15.75	4
Machining	Tallahassee Community College	PSAV Certificate	LDFA/PT	\$ 12.59	4
Masonry Apprenticeship	Tallahassee Community College	Certificate	PT	\$ 13.47	N/A
Truck Driving	National Training, Inc.	Certificate		\$ 12.51	3
Welding Technology	Gadsden Technical Institute	Certificate	PT	\$ 12.76	3
	Lively Technical Center	PSAV Certificate		\$ 12.76	3
	Tallahassee Community College	PSAV Certificate	PT	\$ 12.76	3
	Big Bend Technical College	Certificate		\$ 12.76	3
Welding Technology- Advanced	Lively Technical Center	PSAV Certificate		\$ 12.76	3
	Big Bend Technical College	Certificate		\$ 12.76	3

IT, Professional Services, Human Services					
Program Name	Training Provider	Program Type	Program Designation(s)	Average Entry Wage	Tier
Accounting	Florida State University	Bachelor Degree	HSHW/LDFA/PT	\$ 16.29	4
ASP.net Program	Tallahassee Community College	Certificate	HSHW/PT	\$ 18.55	4
Aveda Esthology Full Specialist/Massage Therapy	Aveda Institute Tallahassee	Diploma		\$ 11.86	2
Cloud Computing & Virtualization	Lively Technical Center	PSAV Certificate	HSHW/STEM	\$ 25.98	4
Computer Programming & Analysis	Tallahassee Community College	Certificate	HSHW/PT/STEM (LDFA-PT)	\$ 26.41	4
Computer Programming Specialist	Tallahassee Community College	Certificate	HSHW/PT/STEM (LDFA-PT)	\$ 25.94	4
Computer Programming & Web Development	Tallahassee Community College	Associate Degree	HSHW/PT/STEM/LDFA	\$ 25.94	4
Computer Systems & Information Technology	Lively Technical Center	PSAV Certificate	HSHW/STEM	\$ 25.98	4
Cyber Security	Tallahassee Community College	PSAV Certificate	HSHW/STEM/PT	\$ 25.69	4
Digital Design	Lively Technical Center	PSAV Certificate	HSHW	\$ 14.87	4
Graphic Design Support	Tallahassee Community College	Certificate	HSHW/PT (LDFA-PT)	\$ 14.87	4
Graphic & Web Design Technology	Tallahassee Community College	Associate Degree	HSHW/LDFA	\$ 18.55	4
Help Desk/Technical Support	Tallahassee Community College	Associate Degree	LDFA/PT/STEM	\$ 12.69	3
Information Technology	Barry University	Bachelor Degree	HSHW/STEM/LDFA/PT	\$ 26.41	4
	Keiser University	Associate Degree	STEM/LDFA	\$ 12.69	3
Information Technology (Online)	The Academy	Certificate	HSHW/STEM/PT/OP	\$ 25.98	4
Introduction to Digital Graphic Design	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Introduction to Web Design	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Legal Admin. Specialist	Lively Technical Center	PSAV Certificate	HSHW	\$ 16.73	4
Massage Therapy	Lively Technical Center	PSAV Certificate		\$ 11.86	3
Network Systems Technology	Tallahassee Community College	Associate Degree	HSHW/STEM/LDFA/PT	\$ 25.98	4
Network Support Technician	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Network Infrastructure	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Network Enterprise Administration	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Network Virtualization	Tallahassee Community College	Certificate	HSHW/STEM/PT (LDFA-PT)	\$ 17.41	4
Paralegal/Legal Studies	Tallahassee Community College	Associate Degree	HSHW/LDFA/PT	\$ 15.50	4
Paralegal Studies	Keiser University	Associate Degree	HSHW/LDFA	\$ 15.50	4
Web Application Development	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Web Design & Development Professional Certification	Florida State University	Certificate	HSHW/STEM/PT/OP	\$ 18.55	4
Web Development	Lively Technical Center	PSAV Certificate	HSHW/STEM	\$ 12.69	3
Web Development (Highway)	Florida A & M University (I/O Avenue)	Certificate	HSHW/STEM	\$ 25.94	4

Retail, Hospitality, Education and General					
Program Name	Training Provider	Program Type	Program Designation(s)	Average Entry Wage	Tier
Administrative Office Specialist	Lively Technical Center	PSAV Certificate	HSHW	\$ 16.73	4
Business Administration	Keiser University	Bachelor Degree	HSHW/LDFA	\$ 32.16	4
Business Entrepreneurship	Tallahassee Community College	Certificate	HSHW	\$ 19.01	4
Business Management	Tallahassee Community College	Associate Degree	HSHW/LDFA	\$ 18.97	4
Certified Wedding & Event Planner	Tallahassee Community College	Certificate	PT/OP	\$ 13.52	3
Child Care Workers (for Pre-K facilities only)	Supplemental Training Area	Certificate		N/A	N/A

Retail, Hospitality, Education and General					
Program Name	Training Provider	Program Type	Program Designation(s)	Average Entry Wage	Tier
Commercial Foods and Culinary Arts	Lively Technical Center	Certificate	HSHW	\$ 24.76	4
Correctional Officer	Tallahassee Community College	Certificate		\$ 15.89	4
Customer Service & Sales Fundamentals	Tallahassee Community College	Certificate	PT	\$ 19.32	4
Education Administrators, Preschool & Child Care	Supplemental Training Area	Certificate		N/A	N/A
Firefighter	Tallahassee Community College	Certificate	HSHW	\$ 15.51	4
GED Program	Leon County Adult & Community Education	Diploma		N/A	N/A
	Tallahassee Community College	Diploma		N/A	N/A
	Wakulla Adult & Community Education	Diploma		N/A	N/A
Law Enforcement	Tallahassee Community College	Certificate	HSHW	\$ 16.74	4
Office Administration	Tallahassee Community College	Associate Degree	HSHW/LDFA/PT	\$ 16.73	4
Office Management	Tallahassee Community College	Certificate	HSHW/PT (LDFA-PT)	\$ 16.73	4
Office Specialist	Tallahassee Community College	Certificate	PT (LDFA-PT)	\$ 11.50	2
Office Support	Tallahassee Community College	Certificate	PT	\$ 11.50	2
Preschool Teachers - Special Ed	Supplemental Training Area	Certificate		N/A	N/A
Retail Management and Operations	Tallahassee Community College	Certificate	PT	\$ 13.31	3
Small Business Management	Tallahassee Community College	Certificate	HSHW/PT (LDFA-PT)	\$ 19.01	4
Teacher Assistants	Supplemental Training Area	Certificate		N/A	N/A

The targeted population to be served with Workforce Innovation and Opportunity Act formula training dollars from CareerSource Capital Region are career seekers who are enrolled in or seeking assistance with short-term training.

INTENSIVE SERVICE PROVIDERS FOR WORKSHOPS AND SHORT-TERM CLASSES

Program Name	Service Provider
First Aid, CPR, Safety OSHA Certification	North Florida Safety Council Tallahassee Community College

LEGEND

HSHW	High Skills, High Wages
OP	On-line Program
LDFA	Limited Duration for Financial Assistance*
SP	Special Populations (WIOA Youth, WT and designated WIOA Adult/DW program participants only)
STEM	Science, Technology, Engineering & Math
Supplemental Training Area	For related Pre-K and Healthcare Occupations
PT	Part-Time/Evening Program

Entry Wage

Entry wage is based on 2016 Hourly Wage Statistics, as reflected on the RTOL.

*Limited Duration for Financial Assistance

Typically, the Associate and Bachelor Degree programs require between one and a half and four years to complete (through full-time attendance). The time period (duration) that CareerSource Capital Region can offer financial assistance is limited for certain programs and cannot exceed two years. Training programs with the LDFA designation, may only be considered for enrollment after the program participant has completed 50% of the training provider's course requirements for the approved training program.

Note: If the 50% completion point would be exceeded after the completion of a specific term, participants may be enrolled at the onset of that term as long as documentation is provided demonstrating satisfactory progress in the immediately preceding semesters/quarters.

INDIVIDUAL NON-DISCLOSURE AND CONFIDENTIALITY CERTIFICATION

I understand that I will or may be exposed to certain confidential information, including but not limited to, personal identifying information of individuals who receive public assistance, employment and unemployment insurance records maintained by the Florida Department of Economic Opportunity, made available to my employer, for the limited purpose of performing its official public duties pursuant to a Contract for Services and Non-Disclosure and Confidentiality Certification agreement.

These confidential records may include the name (or other personally identifiable information), social security numbers, wage, unemployment and employment data and public assistance information which are protected under federal and state law. Such information is confidential and may not be disclosed to others. In order to perform my public duties associated with the program requirements set forth under contract or agreement, I understand that I may be granted access to confidential data managed and controlled by entities that are not party to this agreement. Prior to receiving access to such systems, I acknowledge and agree to abide by the following standards:

1. I will comply with all security requirements imposed as a condition of use for any system(s) to which I may be granted access.
2. I will use access to the systems only for purposes authorized by law to secure information to conduct official program business consistent with my official public duties..
3. I will not disclose my user identification, password, or other information needed to access the systems to any party nor shall I give any other individual access to information secured.
4. If I become aware that any unauthorized individual has or may have obtained access to my user identification, password, or other information needed to access the Workforce Systems or other systems to which I have been granted access, I will immediately notify the Regional Workforce Board Security Officer.
5. I will store any disclosed confidential information in a place physically secure from access by unauthorized persons.
6. I will store and process disclosed information maintained in electronic format, such as magnetic tapes or discs, in such a way that unauthorized persons cannot obtain the information by any means.
7. I will undertake precautions to ensure that only authorized personnel are given access to disclosed information stored in computer systems.
8. I will not share with anyone any other information regarding access to the Systems unless I am specifically authorized by the Agency.
9. I will not access or request access to any social security numbers, personal information, wage, employer, unemployment or employment data unless such access is necessary for the performance of my official duties.

INDIVIDUAL NON-DISCLOSURE AND CONFIDENTIALITY CERTIFICATION

10. I will not disclose any individual data to any parties who are not authorized to receive such data except in the form of reports containing only aggregate statistical information compiled in such a manner that it cannot be used to identify the individual(s) or employers involved.
11. I will retain the confidential data only for that period of time necessary to perform my public duties. Thereafter, I will either arrange for the retention of such information consistent with federal or state record retention requirements or destroy such data, and any copies made, after the purpose for which the information is disclosed is served in such a way to prevent the information from being reconstructed, copied, or used by any means.
12. I certify or affirm I have received training on the confidential nature of the data to which I am being granted access to, the safeguards required for access privileges, and the penalties involved for any violations or have received written standards and instructions in the handling of confidential data from my employer or the Agency. I will comply with all confidentiality safeguards contained in such training, written standards, or instructions, including but not limited to, the following: a) protecting the confidentiality of my user identification and password; b) securing computer equipment, disks, and offices in which confidential data may be kept; and c) following procedures for the timely destruction or deletion of confidential data.
13. I understand that if I violate any of the confidentiality provisions set forth in the written standards, training, and/or instructions I have received, my user privileges may be immediately suspended or terminated. I also understand that applicable state and/or federal law may provide that any individual who discloses confidential information in violation of any provision of that section may be subject to criminal prosecution and if found guilty could be fined, be subject to imprisonment and dismissal from employment. I have been instructed that if I should violate the provisions of the law, I may receive one or more of these penalties.
14. Should I have any questions concerning the handling or disclosure of confidential information, I shall immediately ask my supervisor, security officer, or One-Stop Operator for guidance and comply with their instructions..

Employee Signature: _____

Date: _____

Print Employee Name: _____



Policy & Procedure Manual

ADM-PL-0062

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Welcome Letter

Dear Associates:

On behalf of the Big Bend Jobs and Education Council, Inc. (BBJEC) d/b/a as CareerSource Capital Region, Board of Directors and staff, we welcome you.

This manual was developed to present guidelines and expectations with regard to employee conduct and to outline the policies, programs, and benefits available to eligible employees. Employees should familiarize themselves with the contents of the manual as soon as possible, for it will answer many questions about employment with CareerSource Capital Region. Please refer to the manual as necessary and applicable.

We believe that each employee contributes directly to the growth and success of CareerSource Capital Region and community in which we serve; a good understanding of our personnel policies and procedures is essential to our continued success. We hope that your review of this manual will be informative and meaningful.

We extend to you our personal best wishes for your success and happiness at CareerSource Capital Region.

Sincerely,

James McShane, MPA
Chief Executive Officer

INTRODUCTORY STATEMENT

One of our objectives is to provide a work environment that is conducive to both personal and professional growth. This personnel policies and procedures manual is designed to acquaint you with CareerSource Capital Region and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. You should read, understand, and comply with all provisions of the manual. It describes many of your responsibilities as an employee and outlines the programs developed by CareerSource Capital Region to benefit employees.

No personnel policies and procedures manual can anticipate every circumstance or question about policy. As CareerSource Capital Region continues to grow, the need may arise and CareerSource Capital Region reserves the right to revise, supplement, or rescind any policies or portion of the Policies and Procedures Manual from time to time as it deems appropriate, in its sole and absolute discretion. Employees will, of course, be notified of changes to the Policies and Procedures Manual as they occur.

Please note that this Policies and Procedures Manual is neither a contract of employment nor a legal document.

CAREERSOURCE CAPITAL REGION - A COMMITMENT TO EXCELLENCE

CareerSource Capital Region's mission is to assist people in gaining meaningful employment and give them the skills necessary for career-building success. As the Region 5 – Gadsden, Leon and Wakulla counties – Workforce Development Board, CareerSource Capital Region focuses on moving low-income individuals into long-term employment and on developing a trained workforce able to meet the demands of the 21st century marketplace. To this end, the CareerSource Capital Region offers workers and employers a wide array of job training, career development and support services.

GUIDING PRINCIPLES

CareerSource Capital Region conducts all its activities within the context of the following values:

- Business-Driven
- Continuous Improvement
- Integrity
- Purpose-Driven
- Talent Focus

In the 21st century, Florida and the Big Bend community are experiencing the dawn of a new era in workforce development. The new improvements have come about through the Florida Workforce Innovation Act of 2000, which provides for local partnerships between private industry, educational providers and government agencies.

Big Bend Jobs and Education Council (BBJEC) was chartered in July 1996 as the local arm of the new Workforce Development System. BBJEC was also chartered in February 1997 as the organization responsible for implementing the welfare reform under the State of Florida Work and Gain Economic Self-Sufficiency (WAGES) Act. In February, 2014, BBJEC began doing business as CareerSource Capital Region.

As this region's Workforce Development Board, CareerSource Capital Region is responsible for all State and Federal workforce development programs.

Since its charter, CareerSource Capital Region has implemented innovative programs and built an extensive network of community partners to assist in developing a system that meet the needs of employers and workers. CareerSource Capital Region is dedicated to providing workforce development programs with a supportive administrative network, keeping administrative costs down and program services up.

Based on the principle that providing employers with skilled workers makes the economy stronger for the entire community, CareerSource Capital Region works in tandem with local business and industry to develop a workforce able to respond to market demands. In addition, employers directly benefit from participation in CareerSource Capital Region programs through a series of incentives, including tax credits, refunds and exemptions.

Perhaps the greatest revelation from this effort is the community-wide acknowledgment that we are all in this together. By reforming concepts of workforce development to include employer input and attention to low-income and dislocated workers, the CareerSource Capital Region is making the economy stronger for everyone in our region, state and nation. As a result, we all have a stake in working for long-term success.

MANAGEMENT PHILOSOPHY

In order to achieve its mission and to meet its goals and objectives, the CareerSource Capital Region must have a total commitment from all employees so that we can:

- Always provide prompt and courteous service to our customers (job seekers and employers); and
- Always maintain a positive and helpful attitude to customers and employees.

Certainly none of our goals can be realized without a total team effort by our entire employee family. We ask that you, as a part of the CareerSource Capital Region's team, do your part towards achieving all our goals and maintaining our standards. In return, we will always try to provide you with a safe, pleasant, and efficient work environment. Because we know that no matter how much we grow, our most important asset will always be our employees.

EMPLOYMENT

1.01 Nature of Employment

Employment with CareerSource Capital Region is voluntarily entered into, and you are free to resign at will at any time, with or without cause. Similarly, the CareerSource Capital Region may terminate your employment at will at any time, with or without cause or advance notice. Any written or oral statement provided by anyone other than the Chief Executive Officer or a member of CareerSource Capital Region management is invalid and should not be relied upon by you or any prospective or existing employee.

Policies set forth in this Policies and Procedures Manual are not intended to create a contract, nor are they to be construed to constitute contractual obligations of any kind or a contract of employment between CareerSource Capital Region and any of its employees. The provisions of the manual have been developed at the discretion of the CareerSource Capital Region Board of Directors and may be amended or canceled at any time, at CareerSource Capital Region's sole discretion.

These provisions supersede all existing policies and practices and may not be amended or added to without the express written approval of the Chief Executive Officer of the CareerSource Capital Region.

Employment Applications

CareerSource Capital Region relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in CareerSource Capital Region's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

Voluntary Termination of Employment:

CareerSource Capital Region will consider that you have voluntarily terminated your employment if any of the following apply:

1. You tender a resignation to CareerSource Capital Region.
2. You fail to return from an approved leave of absence on the date specified by CareerSource Capital Region.
3. You fail to report to work without properly notifying your immediate supervisor for three (3) or more consecutive workdays.

1.02 Employee Relations

CareerSource Capital Region believes that the work conditions, wages, and benefits it offers to its employees are competitive with those offered by other employers in this area and in the employment and training field in general. If you have concerns about work conditions or compensation, you are strongly encouraged to voice these concerns openly and directly to your supervisor.

Our experience has shown that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive. We believe that CareerSource Capital Region amply demonstrates its commitment to employees by responding effectively to employee concerns. We strive to create a climate of open communication and a forum for the constructive exchange of ideas. This type of atmosphere will lead to continuous improvement in our processes and make us more efficient.

Reporting Criminal Fraud and Abuse, Discrimination, Health and Safety, and Employment Complaints/Violations:

It is illegal for any corporate entity, including CareerSource Capital Region, to punish whistleblowers or retaliate against any employee who reports suspected cases of fraud or abuse (SOX, Section 1107, Section 1513 of Title 18, USC). Such matters are taken very seriously by the Chief Executive Officer and the Board of Directors and are handled appropriately.

1.03 Equal Employment Opportunity

Programs funded through CareerSource Capital Region are equal opportunity programs with auxiliary aids and services available upon request to individuals with disabilities. Persons using TTY/TTD equipment use Florida Relay Service 711.

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at CareerSource Capital Region will be based on merit, qualifications, and abilities. CareerSource Capital Region does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, or political affiliation or belief, or any other characteristic protected by law.

This policy governs all aspects of employment, promotion, assignment, performance evaluation, training, discharge, and other terms and conditions of your employment.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of the designated EEO Officer. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Designated EEO:

Dee Robinson
Policy and Compliance Manager
Regional Oversight, Performance and Compliance (ROPC) Department
325 John Knox Road
Atrium Building, Suite #102
Tallahassee, FL 32303
Phone: 850-617-4608
Fax: 850-410-2595

1.04 Customer Relations

The successful operation and reputation of CareerSource Capital Region is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success is dependent upon our customers' trust and we are dedicated to preserving that trust. Employees owe a duty to CareerSource Capital Region, its customers, and citizens of the State of Florida to act in a way that will merit the continued trust and confidence of the public.

CareerSource Capital Region will comply with all applicable laws and regulations and expects its managers and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, will guide you with respect to lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with your immediate supervisor. If necessary, the Chief Executive Officer will determine the appropriate course of action.

Compliance with this policy of business ethics and conduct is the responsibility of every CareerSource Capital Region employee. Disregarding or failing to comply with this standard of ethics and conduct could lead to disciplinary action, up to and including possible termination of employment. Any fraudulent or criminal dealings with CareerSource Capital Region will result in termination.

Listed below are several guidelines you should follow to aid giving a good impression of CareerSource Capital Region. These are the foundations of our continued success:

1. Act competently and deal with every customer (job seekers and employers) in a courteous and respectful manner at all times.
2. Communicate pleasantly and respectfully with your fellow employees at all times.
3. Always follow up on supervisor's directions and questions promptly, provide a businesslike reply to all inquiries, and request and perform all duties in an orderly manner.
4. Take pride in your work and your workplace and enjoy doing the very best you possibly can.

1.05 Immigration Law Compliance

CareerSource Capital Region is committed to employing only United States citizens and aliens who are authorized to work in the United States and does not unlawfully discriminate on the basis of citizenship or national origin.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with CareerSource Capital Region within the past three years, or if their previous I-9 is no longer retained or valid.

Further, CareerSource Capital Region participates in the E-Verify system. Information provided by individuals on form I-9 is provided to the US Citizenship and Immigration Service to confirm work authorization in the United States.

Employees with questions or seeking more information on immigration law issues are encouraged to contact the EEO Officer. Employees may raise questions or complaints about immigration law compliance without fear of reprisal.

1.06 Conflicts of Interest

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which CareerSource Capital Region wishes the business to operate. The purpose of these guidelines is to provide general direction so employees can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the Chief Executive Officer for more information or questions about conflicts of interest.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of CareerSource Capital Region business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if employees have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to an officer of CareerSource Capital Region as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which CareerSource Capital Region does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving CareerSource Capital Region.

1.07 Disability Accommodation

CareerSource Capital Region is committed to complying fully with the Americans with Disabilities Act (ADA) and ensuring equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis. Pre-employment inquiries are made only regarding an applicant's ability to perform the duties of the position.

Post-offer medical examinations are required only for those positions in which there is a bona fide job-related physical requirement. They are given to all persons entering the position only after conditional job offers. Medical records will be kept separate and confidential.

Reasonable accommodation is available to all disabled employees, where their disability affects the performance of job functions. All employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.

Qualified individuals with disabilities are entitled to equal pay and other forms of compensation (or changes in compensation) as well as in job assignments, classifications, organizational structures, position descriptions, lines of progression and seniority lists. Leave of all types will be available to all employees on an equal basis.

CareerSource Capital Region is also committed to not discriminating against any qualified employees or applicants because they are related to or associated with a person with a disability. CareerSource Capital Region will follow any state or local law that provides individuals with disabilities greater protection than the ADA.

Requests for accommodations shall be made to the EEO Officer, Office Manager, Supervisor, or Human Resources. All requests for accommodation shall be made known to the EEO Officer if the request was originally made to the Office Manager, Supervisor or Human Resources.

Requests for accommodation should be made in writing, by e-mail, memo, or handwritten note. The request does not have to use any special words, such as "reasonable accommodation," "disability," or "Rehabilitation Act." An individual with a disability may request a reasonable accommodation even if he/she has not previously disclosed the existence of a disability.

This policy is neither exhaustive nor exclusive. CareerSource Capital Region is committed to taking all other actions necessary to ensure equal employment opportunity for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local laws.

1.08 Advancement and Employee Referrals

CareerSource Capital Region provides employees an opportunity to indicate their interest in advancing within the organization according to their skills and experience.

To be eligible to apply for advancement, employees must have performed competently in their current position. Eligible employees can only apply for those posted jobs for which they possess the required skills, competencies, and qualifications.

CareerSource Capital Region recognizes the benefit of developmental experiences and encourages employees to talk with their supervisors about their career plans. Supervisors are encouraged to support employees' efforts to gain experience and advance within the organization.

An applicant's supervisor may be contacted to verify performance, skills, and attendance. Any staffing limitations or other circumstances that might affect a prospective transfer may also be discussed.

Job posting is a way to inform employees of openings and to identify qualified and interested applicants who might not otherwise be known to the hiring manager. Other recruiting sources may also be used to fill open positions in the best interest of the organization.

CareerSource Capital Region also encourages employees to refer qualified individuals who are interested in employment opportunities. Employees should obtain permission from the individual before making a referral and not make commitments or oral promises of employment.

EMPLOYMENT STATUS & RECORDS

2.01 Employment Categories

It is the intent of CareerSource Capital Region to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. Accordingly, the right to terminate the employment relationship at will at any time is retained by both the employee and CareerSource Capital Region.

Each position is designated as either Non-Exempt or Exempt from federal and state wage and hour laws. Non-Exempt employees are entitled to overtime pay under the specific provisions of federal and state laws. Exempt employees are excluded from specific provisions of federal and state wage and hour laws. An employee's Non-Exempt or Exempt classification may be changed only upon written notification by the Chief Executive Officer or designee.

In addition to the above categories, each employee will belong to one other employment category:

REGULAR FULL-TIME employees are those who are regularly scheduled to work at least 40 hours per week and are not classified as Regular Part-Time, Part-Time or Temporary. Generally, employees in this category are eligible for CareerSource Capital Region's benefit package, subject to the terms, conditions, and limitations of each benefit program.

REGULAR PART-TIME employees are those who are regularly scheduled to work a minimum of 30 hours per work week and are not classified as Regular Full-Time, Part-Time, or Temporary. Regular part-time employees are eligible for some benefits sponsored by CareerSource Capital Region, subject to the terms, conditions, and limitations of each benefit program.

PART-TIME employees are those who are regularly scheduled to work 29 hours per week or less and are not classified as Regular Full-Time, Regular Part-Time or Temporary. Part-Time employees are eligible for some benefits sponsored by CareerSource Capital Region, subject to the terms, conditions, and limitations of each benefit program.

TEMPORARY employees are those who are hired as interim replacements, to temporarily supplement the workforce, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration, usually less than one year from date of hire. Employees in this category may be scheduled to work up to 40 hours per week for the duration of the position. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for all of CareerSource Capital Region's other benefit programs.

2.02 Access to Personnel Files

Active Employees

The CareerSource Capital Region Human Resources office maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of CareerSource Capital Region, and access to the information they contain is restricted. Generally, only supervisors and management personnel of CareerSource Capital Region who have a legitimate reason to review information in a file are allowed to do so. At no time shall an employee's salary or rate of pay be released verbally. A copy of the written request (or documentation of verbal request) and the response shall be filed in the personnel file of the employee.

Employees who wish to review their own file should contact the Human Resource office. With reasonable advance notice, employees may review their own personnel files in the CareerSource Capital Region offices and in the presence of an individual appointed by the CareerSource Capital Region. Employees are not entitled to make a copy of any documents contained within the files.

No record (document) shall be altered, falsified, destroyed or "covered-up" if it may be relevant to an official investigation. Such acts are crimes as established by the Sarbanes-Oxley Act of 2002 (SOX, Section 1102, Section 1512 of Title 18, USC).

Inactive Employees

A written request for documents contained in personnel files must be received by CareerSource Capital Region. The request must be received on organizational letterhead clearly outlining information requested. The request must have an original signature of the person requesting the information and their contact information. The request will be reviewed by General Counsel and a recommendation offered.

2.03 Employment Reference Checks

To ensure that individuals who join CareerSource Capital Region are well qualified and have a strong potential to be productive and successful, it is the policy of CareerSource Capital Region to check the employment references of all applicants.

CareerSource Capital Region may respond to all reference check inquiries from other employers. Responses to such inquiries will be limited to factual information that can be substantiated by CareerSource Capital Region records. Typically, information provided by CareerSource Capital Region includes only date of hire, date of departure, and job title if a completed release authorization form is provided.

2.04 Personnel Data Changes

It is the responsibility of each employee to promptly notify CareerSource Capital Region of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed, notify the Human Resource office.

2.05 Probationary Period

The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. CareerSource Capital Region uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or CareerSource Capital Region may end the employment relationship at will at any time during or after the probationary period, with or without cause or advance notice. If you are dismissed during your probationary period, you will not have the right to appeal that dismissal.

All new and rehired employees work on a probationary basis for the first six months after their date of hire. Employees who are promoted or transferred within CareerSource Capital Region must complete a secondary probationary period of the same length with each reassignment to a new position. Any significant absence will automatically extend a probationary period by the length of the absence. If CareerSource Capital Region determines that the designated probationary period does not allow sufficient time to thoroughly evaluate the employee's performance, the probationary period may be extended for a specified period.

In cases of promotions or transfers within CareerSource Capital Region, an employee who is not successful in the new position can be removed from that position at any time during the secondary probationary period. If this occurs, the employee may be allowed to return to his or her former job or to a comparable job for which the employee is qualified, depending on the availability of such positions and CareerSource Capital Region needs. Upon satisfactory completion of the initial probationary period, employees enter the "regular" employment classification.

Benefits eligibility and employment status are not changed during the secondary probationary period that results from a promotion or transfer within CareerSource Capital Region.

2.06 Employment Applications

CareerSource Capital Region relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in CareerSource Capital Region's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

2.07 Performance Review

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Formal performance appraisals are conducted during and at the end of an employee's probationary period in any new position. This period allows the supervisor and the employee to discuss the job responsibilities, standards, and performance requirements of the new position.

Additional formal performance appraisals are conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, engage in employee development, and discuss positive, purposeful approaches for meeting goals.

The performance of all employees is generally appraised according to an ongoing 12-month cycle, beginning at the fiscal-year end or whenever employee performance warrants a special evaluation.

Merit-based pay adjustments for employees may be considered by the CareerSource Capital Region in an effort to recognize satisfactory and higher employee performance. The decision to award such an adjustment is dependent upon numerous factors, including the CareerSource Capital Region's budget and the information documented in the formal performance review process.

2.08 Level I Background Checks

Purpose

Due to the nature of work performed by staff within the CareerSource Capital Region system, all employees are required to undergo an equivalent of a Level I background screening as a condition of employment or contract award. This includes all employees, including temporary staff, of the Board, its contractors, subcontractors or agents with access to, and who have the ability to change or destroy confidential data, including data stored in the information systems used within the workforce system to manage and report participant information. These positions are referred to as positions of special trust which are designated due to one of the following:

1. The position is physically located in a sensitive location;
2. The position's duties involve access to confidential information, records or files and the ability to access and alter or destroy the confidential information;
3. The employee is depended upon for continuity of information resources imperative to the operations of the workforce system and its mission;
4. The position's duties involve providing care to or working with children, the developmentally disabled, or vulnerable adults for 15 or more hours per week;
5. The position's duties involve using, reviewing, or accessing a child's personal information.

The background screening results shall be used to determine eligibility for employment or continued employment and approval of contractor/agent personnel performing work on behalf of the Board. All records of Level I background screening, including authorization documents and screening reports are confidential and shall only be made available as authorized by law.

The Board, its contractor, subcontractor and other agents of the Board may not hire, select, or otherwise allow an individual to have state information management systems access or contact with any vulnerable person that would place the individual in a role that requires background screening until the screening process is completed and demonstrates the absence of any grounds for the denial or termination of employment. If the screening process shows any grounds for the denial or termination of employment, the employer may not hire, select, or otherwise allow the employee to work in a role that requires background screening unless the employee is granted an exemption for the disqualification by CareerSource Capital Region.

Frequency of Screening

The Board, its contractors, subcontractors or agents shall rescreen existing staff members annually and upon re-employment or employment in a position of special trust. Contractors will rescreen upon assignment to a new contract or after a new contract award period.

Requirements

A Level I background screening includes, but is not limited to, statewide criminal history records checks through the Florida Department of Law Enforcement (FDLE) and may include local criminal records checks through local law enforcement agencies.

Any person required to undergo a Level I background screening must not have an arrest awaiting final disposition, must not have been found guilty of, regardless of adjudication, or entered a plea of nolo contendere or guilty to, and must not have been adjudicated delinquent and the record has not been sealed or expunged for, any offense prohibited under 435.04(2), F.S. or similar law of another jurisdiction. The Board, its contractors, subcontractors or agents are required to ensure all background screening results with a finding are compared to the list of disqualifying offenses in 435.04(2), F.S.

In addition, the criminal background investigation must not reveal that the person undergoing the Level I background screening has been found guilty of, regardless of adjudication, or entered a plea of nolo contendere or guilty to, any offense that constitutes domestic violence as defined in 741.28, F.S., whether such act was committed in this state or in another jurisdiction.

Consent and Authorization

The Board's Consumer Notification, Disclosure of Use of Consumer Report for Employment Purposes and Criminal Background Attestation forms shall be provided to and signed by prospective or current Board or contractor/agent personnel prior to the initial completion of a Level I background screening by CareerSource Capital Region, its contractor, subcontractor or agent. If it is necessary to determine exemption from employment disqualification, these documents ensure adherence to consumer notification laws regarding consumer reports that may be obtained in the course of employment within the CareerSource Capital Region system and the sharing of such consumer reports with CareerSource Capital Region.

Every job candidate or employee must attest, subject to penalty of perjury, to meeting the requirements for qualifying for employment pursuant to chapter 435 F.S. upon screening. Any individual who refuses to cooperate with such screening or refuses to timely submit the information necessary to complete the screening, including fingerprints if required, must be disqualified for employment or, if employed, must be dismissed.

There is no reemployment assistance or other monetary liability on the part of, and no cause of action for damages against, an employer that, upon notice of a conviction or arrest for a disqualifying offense listed under 435 F.S., terminates the person against whom the report was issued or who was arrested, regardless of whether or not that person has filed for an exemption.

Timeliness to Complete Screening

The employer, of the individual required to undergo a Level I background screening, must submit the information necessary for the criminal background screening to FDLE within five (5) working days after receiving the consent and authorization forms from the individual or employee. FDLE shall conduct a search of its records and respond to the employer with the results of the search.

If Disqualifying Information is Revealed

The employer must terminate the employment of any of its personnel found to be in noncompliance with the minimum standards of this policy or place the employee in a position for which background screening is not required unless the employee is granted an exemption from disqualification.

If the Board, contractor, subcontractor or other agent of the Board has reasonable cause to deny or terminate employment of any individual as a result of background screening, it shall notify the individual in writing, stating the specific record that indicates noncompliance with the standards in this policy and in 435 F.S.

It is the responsibility of the affected individual to contest his or her disqualification or to request exemption from disqualification. The only basis for contesting the disqualification is proof of mistaken identity.

The affected individual may be given up to thirty days to furnish the following documentation to the employer for consideration if he or she is requesting an exemption from disqualification:

- A written, signed statement that outlines their rehabilitation, including, but not limited to, the circumstances surrounding the criminal incident for which an exemption is sought, the time period that has elapsed since the incident, and the nature of the harm caused to the victim.
- If available, includes copies of police reports, arrest reports, and court records indicating disposition of the offense; and
- All other documentation the individual or employee can provide to support their request for exemption

Exemption from Employment Disqualification

Any individual otherwise disqualified from employment due to the results of the criminal background screen may receive an exemption from employment disqualification for:

- Felonies for which at least three (3) years have elapsed since the individual has completed or been lawfully released from confinement, supervision, or nonmonetary condition imposed by the court for the disqualifying felony;
- Misdemeanors for which the individual has completed or been lawfully released from confinement, supervision, or nonmonetary condition imposed by the court;
- Offenses that were felonies when committed but that are now misdemeanors and for which the individual has completed or been lawfully released from confinement, supervision, or nonmonetary condition imposed by the court;

- Findings of delinquency. For offenses that would be felonies if committed by an adult and the record has not been sealed or expunged, the exemption may not be granted until at least three (3) years have elapsed since the individual has completed or been lawfully released from confinement, supervision, or nonmonetary condition imposed by the court for the disqualifying offense; or
- An individual applying for an exemption who was ordered to pay any amount for any fee, fine, fund, lien, civil judgment, application, costs of prosecution, trust, or restitution as part of the judgment and sentence for any disqualifying felony or misdemeanor must pay the court-ordered amount in full before he or she is eligible for the exemption.

The employer of the affected individual that requests an exemption from disqualification will provide the following documentation for consideration:

- The documentation provided by the affected individual as listed above;
- In the case of a current employee seeking exemption, the employer must also draft a history of the employee for exemption since the incident and provide any other evidence or circumstances indicating that the applicant for exemption will not present a danger if employment or continued employment is allowed.
- A copy of the criminal background record.

Requests for exemption from employment disqualification shall be submitted by the employer to the Board's Employment Disqualification Exemption Committee. This committee is comprised of the Board's CEO, one staff member from the HR department and one staff member from the ROPC department. When applicable, one lead representative from the contractor/agent for which the prospective or current employee is seeking the exemption, will be asked to sit on the committee.

The exemption committee may consider, as part of its deliberations, the fact that the individual has, subsequent to the conviction for the disqualifying offense for which the exemption is being sought, been arrested for or convicted of another crime, even if that crime is not a disqualifying offense.

Disqualification from employment may not be removed from, nor may an exemption be granted to, any personnel who is found guilty of, regardless of adjudication, or who has entered a plea of nolo contendere or guilty to, any offense prohibited under 435.04, F.S. solely by reason of any pardon, executive clemency, or restoration of civil rights. Disqualification from employment may not be removed from, nor may an exemption be granted to, any person who is a:

1. Sexual predator as designated pursuant to s. 775.21 F.S.;
2. Career offender pursuant to s. 775.261 F.S.; or
3. Sexual offender pursuant to s. 943.0435 F.S., unless the requirement to register as a sexual offender has been removed pursuant to s. 943.04354 F.S.

Only the CEO of CareerSource Capital Region has the authority to grant an exemption from employment disqualification, and all exemptions will be put in writing to the employer and the individual or employee.

The decision of CareerSource Capital Region regarding an exemption may be contested through the hearing procedures set forth in Chapter 120, F.S.

Party Responsible for Payment of Screening

The employer of the individual undergoing the screening is responsible for all costs incurred in obtaining the Level I background screening.

Reporting of Results

Upon annual rescreening of existing staff members and upon re-employment or employment in a new or different position of special trust, all contractors, subcontractors and agents of the Board must submit to the Board a spreadsheet detailing the list of employees screened by name, the last four digits of their social security number, the date the Level 1 criminal background screening was completed, the date the results were reviewed, whether or not the background screening revealed a disqualifying charge, who approved the individual for employment or continued employment and the date an exemption from disqualification was granted, if applicable.

Maintenance and Disclosure of Background Screening Records

Background screening records and information obtained pursuant to this policy shall be maintained in a locked file or other secure location (regardless of whether the records are in hard copy or electronic form) and shall be kept separate from any official employee personnel files. These records shall be retained for the duration of the employee's employment or for the period provided by the CareerSource Capital Region's records retention schedule, whichever is longer.

Criminal or juvenile records or information obtained pursuant to this policy are confidential and exempt from public records disclosure under section 119.0 7(1) F.S. Accordingly, no employee shall disclose background screening information. Unauthorized disclosure of criminal or juvenile records or information shall subject the employee disclosing the information to penalties provided for under sections 110.1127, 119.10, or 435.11 F.S., and/or disciplinary action up to and including termination of employment.

Employee Arrests

If an employee is arrested for any of the disqualifying offenses while employed by the employer, the employee must inform their employer within one (1) business day.

If an employer covered by this policy becomes aware that its employee has been arrested for a disqualifying offense, the employer must immediately revoke the employee's state information systems access and remove the employee from contact with any vulnerable person that places the employee in a role that requires background screening until the arrest is resolved in a way that the employer determines that the employee is still eligible for employment.

2.09 Credit Checks

CareerSource Capital Region seeks to employ qualified, fiscally responsible individuals in fiduciary positions within the organization. CareerSource Capital Region performs credit checks on all fiduciary positions prior to employment and annually thereafter.

CareerSource Capital Region complies with all applicable federal and state laws regarding the collection, storage, use and disposal of information obtained as part of a credit check. This includes the consent and notice provisions of the Fair Credit Reporting Act and the Fair and Accurate Credit Transactions Act.

Human Resources is responsible for obtaining and reviewing all credit checks for fiduciary positions. Human Resources reviews the information obtained when a credit check is required for employment purposes. Access to this information is strictly limited to employees of the HR department and others on a need-to-know basis to ensure the privacy of the individual.

Credit reports will be reviewed by Human Resources for the following types of information:

- Outstanding judgments (e.g., lawsuits filed in court)
- Active accounts in debt collection
- Bankruptcy
- High debt-to-income ratio

If the credit check reveals a history of bad debt (as defined below), the individual may be disqualified from the position. Candidates with bad debt will not be considered for positions that involve the handling of credit cards or other company funds.

“Bad debt” is defined as debt that has been referred for collection, has a balance past due more than 60 days, or has been written or charged off by the creditor. Bad debt is not considered a risk if it is more than five years old, the result of the candidate’s student loan obligations, or incurred through extensive medical care for the candidate or his or her immediate family members or dependents. Bad debt is considered a risk if it exceeds 10 percent of the salary for the position being filled, regardless of the time period in which the debt was incurred (excluding medical debt and student loans).

CareerSource Capital Region complies with all federal and state law requirements for consumer and credit reports when information contained in the reports is used as a basis for taking adverse action against the individual. If a credit check on a current employee provides adverse information, Human Resources will work with the individual’s supervisor or hiring manager to determine an appropriate action which may include reassignment of job duties, revocation of access to certain accounting and financial systems, suspension or termination from employment.

2.10 Electronic Record Communications Policy

CareerSource Capital Region maintains all electronic communications, including both electronic mail and instant messaging correspondence of all employees for a period of seven years after separation of employment.

CareerSource Capital Region maintains all electronic communications, including both electronic mail and instant messaging correspondence when it reasonably knows that the data is relevant to pending, imminent, or reasonably foreseeable litigation. This litigation hold is to remain in full compliance with the Federal Rules of Civil Procedure. The Organization's human resource and leadership teams are instructed to contact the technology department immediately upon identifying a situation that is reasonably calculated to lead to litigation. Such situations include terminations, allegations of harassment or discrimination, and conflict among employees. The organization's technology department will then selectively preserve all electronic stored information (ESI) sent to and from the employees involved in the matter for a period of seven years.

EMPLOYEE BENEFIT PROGRAMS

3.01 Employee Benefits

Eligible employees at CareerSource Capital Region are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation, and unemployment insurance) cover all employees in the manner prescribed by law. Benefits eligibility is dependent upon a variety of factors, including employee classification.

As CareerSource Capital Region continues to grow, the need may arise and CareerSource Capital Region reserves the right to revise, supplement, or rescind any benefit program from time to time as it deems appropriate, in its sole and absolute discretion. Employees will, of course, be notified of changes to benefit programs as they occur.

3.02 Health Insurance

CareerSource Capital Region health insurance plan provides employees and their dependents access to medical insurance benefits. Employees in the following employment classifications are eligible to participate in the health insurance plan:

- Regular full-time employees
- Regular part-time employees

Eligible employees may participate in the health insurance plan subject to all terms and conditions of the agreement between CareerSource Capital Region and the insurance carrier.

A change in employment classification that would result in loss of eligibility to participate in the health insurance plan may qualify an employee for benefits continuation under the Consolidated Omnibus Budget Reconciliation Act (COBRA). Refer to the Benefits Continuation (COBRA) policy for more information.

Information on cost of coverage will be provided in advance of enrollment to eligible employees. Contact Human Resources for more information about health insurance benefits.

3.03 Life Insurance

Life insurance offers you and your family important financial protection. CareerSource Capital Region provides a basic life insurance plan for eligible employees.

Employees in the following employment classifications are eligible to participate in the life insurance plan:

- Regular full-time employees

Eligible employees may participate in the life insurance plan subject to all terms and conditions of the agreement between CareerSource Capital Region and the insurance carrier.

Details of the basic life insurance plan including benefit amounts are described in the Summary Plan Description provided to eligible employees. Contact Human Resources for more information about life insurance benefits.

3.04 401(k) Retirement Plan

CareerSource Capital Region has established a 401(k) retirement plan to provide employees the potential for future financial security in retirement.

Regardless of job category, employees who meet the requirements of eligibility as defined in the CareerSource Capital Region's 401(k) Retirement Plan Summary Description are eligible to participate.

Complete details of the 401(k) retirement plan are available to all employees. Contact Human Resources for more information about the 401(k) plan.

3.05 Workers' Compensation Insurance

CareerSource Capital Region provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. In addition to medical benefits, subject to applicable legal requirements, workers' compensation insurance provides wage replacement benefits. Employees will be compensated in accordance with the workers' compensation laws and the policy purchased by CareerSource Capital Region.

An employee may use vacation which has actually been earned to supplement workers' compensation benefits or for income while waiting for workers' compensation benefits to begin. If workers' compensation and vacation benefits are paid for the same time lost from work, the employee is not required to repay the vacation benefit.

An employee may use sick leave which has actually been earned for income while waiting for worker's compensation benefits to begin. However, if workers' compensation and sick leave benefits are paid for the same day(s) of absence from work, the employee is obligated to notify the CareerSource Capital Region when he/she receives the workers' compensation check, and at that time the sick leave benefits must be repaid to the CareerSource Capital Region.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

Neither CareerSource Capital Region nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity sponsored by CareerSource Capital Region.

3.06 Benefits Continuation (COBRA)

On April 7, 1986, a federal law was enacted (Public Law 99-272, Title X) requiring that most employers sponsoring group health plans offer employees and their families the opportunity for a temporary extension of health coverage (called “continuation coverage”) at group rates in certain instances where coverage under the plan would otherwise end. This notice is intended to inform you, in a summary fashion, of your rights and obligations under the continuation coverage provisions of the law. CareerSource Capital Region (CSCR) authorizes eligible employees and their dependent(s) to continue existing medical, dental and/or vision insurance after the employee or dependent(s) is no longer eligible for insurance coverage in accordance with the Consolidated Omnibus Budget Reconciliation Act (COBRA).

This policy applies to eligible employees and their dependent(s) who are currently receiving medical, dental and/or vision benefits through a CSCR provided health care plan. Covered employees and their dependent(s) have the right to elect continuation of coverage under a CSCR health benefits plan after the occurrence of certain qualifying events. The type of qualifying event will determine the individual’s eligibility for continued health benefits and the amount of time the continued health benefits are available.

Employees. The following events qualify an eligible employee for continued coverage for up to eighteen (18) months:

- Separation from employment for reasons other than gross misconduct or
- Reduction of work hours to a benefits-ineligible status

Eligible employees who are disabled (as provided by Title II or XVI of the Social Security Act) within sixty (60) days of either of the above qualifying events may continue for an additional eleven (11) months if they are continuously disabled.

Employee’s Spouse and Dependent’s(s). The following events qualify an eligible employee’s spouse and dependent(s) for continued coverage for up to thirty-six (36) months:

- Death of employee
- Divorce or legal separation or
- Loss of a child’s dependent status as outlined by the plan

In the event of a divorce, legal separation, or loss of a child’s dependent status, the employee or dependent(s) must notify Human Resources within sixty (60) days. Failure to provide timely notice of the occurrence of a qualifying event will result in the loss of the right to elect to continue medical coverage under COBRA. In the event of an employee’s death, separation from employment, reduction of hours to a benefits-ineligible position, the employee’s supervisor must notify Human Resources.

Upon receiving notice of a qualifying event, Human Resources will ensure that the appropriate COBRA notices and documentation are distributed to the affected employee and/or the employee’s dependent(s).

3.07 Dental Insurance

CareerSource Capital Region's dental insurance plan provides employees and their dependents access to dental insurance benefits. Employees in the following employment classifications are eligible to participate in the dental insurance plan:

- Regular full-time employees

Eligible employees may participate in the dental insurance plan subject to all terms and conditions of the agreement between CareerSource Capital Region and the insurance carrier.

A change in employment classification that would result in loss of eligibility to participate in the dental insurance plan may qualify an employee for benefits continuation under the Consolidated Omnibus Budget Reconciliation Act (COBRA). Refer to the Benefits Continuation (COBRA) policy for more information.

Information on cost of coverage will be provided in advance of enrollment to eligible employees. Contact Human Resources for more information about dental insurance benefits.

3.08 Vision Insurance

CareerSource Capital Region's vision insurance plan provides employees and their dependents access to vision insurance benefits. Employees in the following employment classifications are eligible to participate in the vision insurance plan:

- Regular full-time employees

Eligible employees may participate in the vision insurance plan subject to all terms and conditions of the agreement between CareerSource Capital Region and the insurance carrier.

A change in employment classification that would result in loss of eligibility to participate in the vision insurance plan may qualify an employee for benefits continuation under the Consolidated Omnibus Budget Reconciliation Act (COBRA). Refer to the Benefits Continuation (COBRA) policy for more information.

Information on cost of coverage will be provided in advance of enrollment to eligible employees. Contact Human Resources for more information about vision insurance benefits.

3.09 Disability Insurance

Short and Long Term Disability insurance offers employees and their families important financial protection should the employee become unable to work due to an ongoing health condition. CareerSource Capital Region provides short and long term disability insurance plans for eligible employees.

Employees in the following employment classifications are eligible to participate in the disability insurance plans:

- Regular full-time employees

Eligible employees may participate in the disability insurance plans subject to all terms and conditions of the agreement between CareerSource Capital Region and the insurance carrier.

Details of the disability insurance plans are described in the Summary Plan Description provided to eligible employees. Contact Human Resources for more information about disability insurance benefits.

3.10 Flexible Spending Account Plans

A flexible spending account program provides an opportunity for employees to reduce their Federal and Social Security taxable income by funding either or both a healthcare or a childcare account on a pre-tax basis. CareerSource Capital Region provides flexible spending account plans for eligible employees.

Employees in the following employment classifications are eligible to participate in the flexible spending account plans:

- Regular full-time employees

Eligible employees may participate in the flexible spending account plans subject to all terms and conditions of the agreement between CareerSource Capital Region and the insurance carrier.

Details of the flexible spending account plans are described in the Summary Plan Description provided to eligible employees. Contact Human Resources for more information about flexible spending account benefits.

3.11 Supplemental Insurance

CareerSource Capital Region may offer supplemental insurance benefits through a variety of vendors for insurance policies to cover additional needs such as Cancer, Term Life, Hospitalization, Accident, etc. These additional insurance policies offer employees and their families additional financial protection. Supplemental insurance policies may be purchased *a la carte* by the employee and the premiums for such policies will be deducted directly from the employee's pay.

Employees in the following employment classifications are eligible to participate in the supplemental insurance plans:

- Regular full-time employees

Eligible employees may participate in the supplemental insurance plans subject to all terms and conditions of the agreement between CareerSource Capital Region and the insurance carrier.

Contact Human Resources for more information about supplemental insurance benefits.

4.01 Educational Assistance

CareerSource Capital Region recognizes that the skills and knowledge of its employees are critical to the success of the organization. The educational assistance program encourages personal development through formal education so that employees can maintain and improve job-related skills or enhance their ability to compete for reasonably attainable jobs within CareerSource Capital Region.

CareerSource Capital Region will provide educational assistance to all eligible Regular full-time employees who have completed one year of service in an eligible employment classification. To maintain eligibility, employees must remain on the active payroll and be performing their job satisfactorily through completion of each course.

Individual courses or courses that are part of a degree, licensing, or certification program must be related to the employee's current job duties or a foreseeable-future position in the organization in order to be eligible for educational assistance. CareerSource Capital Region has the sole discretion to determine whether a course relates to an employee's current job duties or a foreseeable-future position.

While educational assistance is expected to enhance employees' performance and professional abilities, CareerSource Capital Region cannot guarantee that participation in formal education will entitle the employee to automatic advancement, a different job assignment, or pay increases.

CareerSource Capital Region invests in educational assistance to employees with the expectation that the investment be returned through enhanced job performance.

Requests need to meet the following conditions:

- a. The employee documents satisfactorily how the class will improve his/her performance in his/her current position.
- b. The class is being taken at an accredited institution.
- c. The class must start after one year of service is completed in an eligible employment classification.
- d. The employee attends class and completes coursework after his/her normal work hours.
- e. Pre-approval is obtained from the employee's immediate Supervisor, HR and the Chief Executive Officer prior to enrollment in the class. The employee is responsible for obtaining approvals and forwarding the request to the Chief Financial Officer. The Supervisor should carefully consider the potential impact on the work situation if the employee requests taking more than six semester credit hours or the equivalent at once.
- f. Approval must be received prior to the first day of the term.

The maximum amount reimbursed in any fiscal year will be limited to \$3,000 per employee for tuition and fees. Reimbursement will be made only for those courses in which a grade "C" (2.0) or better is obtained. The costs of books or other materials are NOT eligible for reimbursement.

Employees participating in the Educational Assistance Program will have 60 calendar days from the end of the semester (or quarter) to submit the following items to request reimbursement:

- Detailed Tuition and Fees Statement for coursework completed during the semester
- Copy of the transcript or report card reflecting the grade received for the course(s) taken

Employees who voluntarily leave the employ of CareerSource Capital Region after receiving educational assistance will be expected to repay the organization for the full cost (not prorated) of the educational assistance benefits paid out during the 12 months immediately prior to the employee's separation date.

If reimbursement for educational expenses is available from another source such as, but not limited to, Pell grants, scholarships or veterans' affairs, the employee should not request reimbursement. If reimbursement is partially available from some other source, CareerSource Capital Region will reimburse the employee the difference between the funds from the "other source" and the actual amount of education expenses, provided that the other provisions of this policy are met.

4.02 Holidays

CareerSource Capital Region will grant holiday time off to all employees on the holidays listed below:

- New Year's Eve, New Year's Day (December 31, January 1) *
- Martin Luther King Jr. Day (third Monday in January)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Veteran's Day (November 11)
- Thanksgiving Day & After (fourth Thursday & Friday in November)
- Winter Holidays (December 24 & 25) *

*When a specific holiday falls on a Saturday, the previous Friday will be observed. When a specific holiday falls on a Sunday, the following Monday will be observed.

Holiday pay will be calculated based on the employee's straight-time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day.

Paid time off for holidays will not be counted as hours worked for the purposes of determining overtime status for non-exempt employees. Therefore, if an eligible non-exempt employee works on a recognized holiday, s/he will receive holiday pay plus the straight-time rate for the hours worked on the holiday.

4.03 Vacation Benefits

The vacation period runs from January 1 through December 31, except as noted below. Vacation time off with pay is available to eligible employees to provide opportunities for rest, relaxation, and personal pursuits. Employees in the following employment classification(s) are eligible to earn and use vacation time as described in this policy:

- Regular full-time employees

The amount of paid vacation time employees receive each year increases with the length of their employment as shown in the following schedule:

- Upon employment, the employee begins accruing vacation days at a monthly rate of 8 hours (12 vacation days per year).
- After 5 years of eligible service, the employee begins accruing vacation days at a monthly rate of 10 hours (15 vacation days per year).
- After 10 years of eligible service, the employee begins accruing vacation days at a monthly rate of 12 hours (18 vacation days per year).
- After 15 years of eligible service, the employee begins accruing vacation days at a monthly rate of 15 hours (22.50 vacation days per year).

Upon employment, an employee begins to earn paid vacation time according to the above schedule. However, before vacation time can be used during the first year of employment, a waiting period of 90 calendar days must be completed. After that time, employees can request use of earned vacation time including that accrued during the waiting period.

The length of eligible service is calculated on the basis of a "benefit year". This is the 12-month period that begins when the employee starts to earn vacation time. An employee's benefit year may be extended for any significant leave of absence except military leave of absence. Military leave has no effect on this calculation. (See military leave of absence policy for more information.)

Paid vacation time can be used in any increment. To take vacation, employees should request advance approval from their supervisors. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

Vacation time off is paid at the employee's base pay rate at the time of vacation. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, or shift differentials.

As stated above, employees are encouraged to use available paid vacation time for rest, relaxation, and personal pursuits. In the event that available vacation is not used by the end of the benefit year, employees may carry unused time forward to the next benefit year.

Upon termination of employment, except “for cause” discharge, employees will be paid for unused vacation time that has been earned through the last day of work if the 180 calendar day probationary period has been completed. ***The maximum leave payout will be capped at one hundred sixty (160) hours.**

4.04 Sick Leave Benefits

CareerSource Capital Region provides paid sick leave benefits to eligible employees for periods of temporary absence due to illnesses or injuries. Employees in the following employment classifications are eligible to earn and use paid sick leave:

- Regular full-time employees

Eligible employees will accrue sick leave benefits at a monthly rate of 8 hours (twelve sick days per year). Sick leave benefits are calculated on the basis of a "benefit year," the 12-month period that begins when the employee starts to earn sick leave benefits.

Employees can request use of paid sick leave after completing a waiting period of 90 calendar days from the date they become eligible to accrue sick leave benefits. Paid sick leave can be used in minimum increments of one hour. An eligible employee may use sick leave benefits for an absence due to his or her own illness or injury, or that of a child, parent, or spouse of the employee.

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their workday if possible. The direct supervisor must also be contacted on each additional day of absence.

If an employee is absent for three or more consecutive days due to illness or injury, a physician's statement may be required to verify the illness or injury and its beginning and expected ending dates. Before returning to work from a sick leave absence of thirty (30) calendar days or more, an employee must provide a physician's verification that the employee is fit to return to duty.

Sick leave benefits will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses, or shift differentials.

Unused sick leave benefits will be allowed to accumulate. Unused sick leave benefits will not be paid to employees while they are employed or upon termination if the employee has less than five (5) years of continuous employment at their termination date. For employees who have at least five (5) years and less than ten (10) years of continuous employment upon termination, they will receive a terminal leave payment equal to ten percent (10%) of their accumulated sick leave benefits. For employees who have ten (10) or more years of continuous employment upon termination, they will receive a terminal leave payment equal to twenty-five percent (25%) of their accumulated sick leave benefits.

4.05 Personal Leave

CareerSource Capital Region provides a maximum of four days (32 hours) per fiscal year to be charged to accrued sick leave for personal (non-sick) reasons. Leave for personal reasons will be non-cumulative.

Employees in the following employment classifications are eligible to utilize Personal Leave:

- Regular full-time employees

Personal leave requires completion of a Leave Request form and should be approved in advance by the appropriate supervisor.

If an unforeseen emergency prevents an employee from requesting leave in advance, the employee should notify the supervisor as soon as possible.

4.06 Military Leave

A military leave of absence will be granted to employees who are absent from work because of service in the U.S. uniformed services in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Advance notice of military service is required, unless military necessity prevents such notice or it is otherwise impossible or unreasonable. The leave will be paid up to the maximum amount of earned hours.

Continuation of health insurance benefits is available as required by USERRA based on the length of the leave and subject to the terms, conditions, and limitations of the applicable plans for which the employee is otherwise eligible.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon the employee's return to active employment.

Employees on military leave for up to thirty (30) days are required to return to work for the first regularly scheduled shift after the end of service, allowing reasonable travel time. Employees on longer military leave must apply for reinstatement in accordance with USERRA and all applicable state laws.

Employees returning from military leave will be placed in the position they would have attained had they remained continuously employed or a comparable one depending on the length of military service in accordance with USERRA. They will be treated as though they were continuously employed for purposes of determining benefits based on length of service.

Contact Human Resources for more information or questions about military leave.

4.07 Time Off to Vote

CareerSource Capital Region encourages employees to fulfill their civic responsibilities by participating in elections. Generally, employees are able to find time to vote either before or after their regular work schedule. If employees are unable to vote in an election during their nonworking hours, CareerSource Capital Region will grant up to two (2) hours of paid time off to vote.

Employees should request time off to vote from their supervisor at least two (2) working days prior to the Election Day. Advance notice is required so that the necessary time off can be scheduled at the beginning or end of the work shift, whichever provides the least disruption to the normal work schedule.

4.08 Jury Duty

CareerSource Capital Region encourages employees to fulfill their civic responsibilities by serving jury duty when required.

Jury duty pay will be calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence.

Employees must show the jury duty summons to their supervisor within forty-eight (48) hours of receipt of the jury summons so that the supervisor may make arrangements to accommodate the employee's absence. Of course, employees are required to report for work whenever the court schedule permits.

4.09 Witness Duty

CareerSource Capital Region encourages employees to appear in court for witness duty when subpoenaed to do so.

If an employee is subpoenaed or otherwise requested to testify as witnesses by CareerSource Capital Region, the employee will receive paid time off for the entire period of witness duty.

Employees will be granted unpaid time off to appear in court as a witness when requested by a party other than CareerSource Capital Region. Employees are free to use any available paid leave benefit (such as vacation leave) to receive compensation for the period of this absence.

All subpoenas received by employees should be shown to the employee's supervisor immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate the employee's absence. The employee is required to report for work whenever the court schedule permits.

4.10 Medical Leave

CareerSource Capital Region provides medical leaves of absence without pay to eligible employees who are temporarily unable to work due to a serious health condition. For purposes of this policy, serious health conditions include an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility; continuing treatment by a health care provider that either prevents the employee from performing the functions of the employee's job; and temporary disabilities associated with pregnancy, childbirth, and related medical conditions of the employee.

Employees who have worked at least 12 months and at least 1,250 hours during the 12 months immediately before the date medical leave begins are eligible. Exceptions to the service requirement will be considered to accommodate disabilities.

Eligible employees should make requests for medical leave to their supervisors at least thirty (30) days in advance of foreseeable events and as soon as possible for unforeseeable events.

A health care provider's statement must be submitted verifying the need for medical leave and its beginning and expected ending dates. Any changes in this information should be promptly reported to CareerSource Capital Region. Employees returning from medical leave must submit a health care provider's verification of their fitness to return to work.

Eligible employees may be granted leave for up to a maximum of twelve (12) weeks within any (12) month period. An employee does not need to use this leave in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt business operations. If the initial period of approved absence proves insufficient, consideration will be given to a request for an extension. For eligible employees, pay will be coordinated with sick leave, vacation and short-term disability benefits. Employees are required to utilize all applicable and available leave benefits (i.e. sick leave, vacation, disability) simultaneously with medical leave.

Employees who sustain work-related injuries are eligible for a medical leave of absence for the period of disability in accordance with all applicable laws covering occupational disabilities.

For eligible employees, subject to the terms, conditions, and limitations of the applicable plans, health insurance benefits will be provided by CareerSource Capital Region until the end of the first full month of medical leave. At that time, employees will become responsible for premiums that would otherwise have been deducted from their regular pay. When the employee returns from medical leave, premiums will again be deducted from the employee's pay.

Benefit accruals, such as vacation and sick leave, will be suspended during the leave and will resume upon return to active employment.

So that an employee's return to work can be properly scheduled, an employee on medical leave is requested to provide CareerSource Capital Region with at least two (2) weeks advance notice of the date the employee intends to return to work. When a medical leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

If an employee fails to return to work on the agreed upon return date, CareerSource Capital Region will assume that the employee has resigned.

4.11 Pregnancy-Related Absences

CareerSource Capital Region will not discriminate against any employee who requests an excused absence for medical disabilities associated with pregnancy. Such leave requests will be evaluated according to the medical leave policy provisions outlined in this handbook and all applicable federal and state laws.

Requests for time off associated with pregnancy and/or childbirth, such as bonding and child care, not related to medical disabilities for those conditions will be considered in the same manner as other requests for unpaid family or personal leave.

4.12 Bereavement Leave

Employees who wish to take time off due to the death of an immediate family member should notify their supervisor immediately. Paid time off for up to three (3) days per calendar year will be granted to allow the employee to attend the funeral and make any necessary arrangements associated with the death.

Employees in the following employment classifications are eligible to utilize Bereavement Leave:

- Regular full-time employees

Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. Employees may, with their supervisors' approval, use any available paid leave for additional time off as necessary.

CareerSource Capital Region defines "immediate family" as the employee's spouse, parent, child, sibling; the employee's spouse's parent, child, or sibling; the employee's child's spouse; grandparents or grandchildren. Special consideration will also be given to any other person whose association with the employee was similar to any of the above relationships.

4.13 Leave of Absence without Pay

Leave of absence without pay for a period of up to three months may be granted by the Chief Executive Officer. However, the use of leave without pay in lieu of accrued leave is not allowed for a leave period less than a standard work week.

Each decision to grant leave without pay shall be based on the requirements for the efficient operation of CareerSource Capital Region.

4.14 Employee Morale Program

Employee engagement is of utmost importance for all employers. CareerSource Capital Region promotes an attractive work environment that motivates employees, including its contracted service organization's employees, to be fully engaged in fulfilling the mission, vision and values of the organization. To that extent, the Board recognizes that its management team may, from time to time, recognize employees for contributions made which enhances the ability of the organization to reach its strategic goals. Such organization-wide recognition may take the form of luncheons/picnics, retreats, gift cards, food and drink items or other forms of recognition deemed appropriate by management.

If income is generated from any of these activities because of user's fees or partial payments by employees, it will be used to offset expenses.

Costs that improve working conditions, employer-employee relations, and recognition of employee performance are allowable for private, non-profit corporations per the OMB Circular A-122, Attachment B, Paragraph 13. If income is generated from any of these activities because of user's fees or partial payments by employees, it will be used to offset expenses.

TIMEKEEPING/PAYROLL

5.01 Timekeeping

Accurately recording time worked is the responsibility of every overtime eligible employee. Federal and state laws require CareerSource Capital Region to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

Non-exempt employees should accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They should also record the beginning and ending time of any split shift or departure from work for personal reasons.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

Non-exempt employees should report to work no more than ten (10) minutes prior to their scheduled starting time nor stay more than ten (10) minutes after their scheduled stop time without expressed, prior authorization from their supervisor.

It is the employees' responsibility to sign their time records to certify the accuracy of all time recorded. The supervisor will review and sign the time record before submitting it for payroll processing. In addition, if corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

5.02 Pay for Work Related Travel of Non-Exempt Staff

Pay for Work Related Travel of Non-Exempt Staff

Some non-exempt positions require travel to conferences and meetings that are outside of the three counties served by CareerSource Capital Region. The purpose of this policy is to state the pay rules that apply to non-exempt employees when traveling on company business.

Employees in positions classified as non-exempt under the Fair Labor Standards Act may be eligible for compensation for the time they spend traveling. The compensation an employee receives depends on the kind of travel and whether the travel time takes place within normal work hours.

Normal Work Hours Defined

“Normal work hours,” for the purposes of this policy, are defined as your scheduled work time (*i.e.* 8:00 a.m. to 5:00 p.m. or 8:30 a.m. to 5:30 p.m.). This definition applies to weekdays (Monday through Friday) and to weekends (Saturday and Sunday).

Travel Time Defined

“Travel time” is defined to start at the time the employee arrives at the airport, train station, bus station, or point of departure, such as the office, until the time the employee reaches his or her destination. If an employee is traveling *to* a location, then the destination is either the hotel or the offsite worksite. If the employee is returning home *from* a location, the destination is the point of final arrival at the airport, train station, bus station or point of original departure such as the office. Travel between the employee's home and the nearest airport, train station, bus station, or office is considered normal commuting time and is not eligible for compensation.

If an employee is traveling by air and no flights are available from or to the airport nearest the employee's residence, then travel between the employee's residence and the airport is considered travel time and is eligible for compensation in accordance with the policy guidelines below.

Travel between home and work or between the hotel and worksite is considered normal commuting time and is not eligible for compensation.

If an employee requests a specific travel itinerary or mode of transportation that is different from the one authorized by the company, only the estimated compensable travel time associated with the itinerary and mode of transportation that has been authorized will be eligible for compensation.

Travel Time Within Normal Work Hours

Any portion of authorized travel time that takes place within the employee's normal work hours on any day of the week, including Saturday and Sunday, is treated as work hours. Travel time within normal work hours will be paid at the employee's regular hourly rate and will be factored into overtime calculations.

When an employee travels between two or more time zones, the time zone associated with the point of departure should be used to determine whether the travel falls within normal work hours.

A meal time may not be counted as time worked if it is not mandatory for the employee to participate in an organized meal activity such as an association luncheon. If the employee is given a break and has the option of where to eat, then the time is not counted as time worked; however, if the employee is mandated to attend a meal as part of an organized activity, the meal time should be counted as time worked.

Travel Time Outside of Normal Work Hours

Any portion of authorized travel time (with the exception of driving time) that takes place outside of normal work hours is considered to be outside travel hours.

When a non-exempt employee is required to travel as a passenger in an automobile, plane or any other mode of transportation *outside* of normal work hours, he or she will not be compensated at his or her regular hourly rate for that portion of travel time that takes place outside of normal work hours, and this time will not be factored into overtime calculations.

When an employee travels between two or more time zones, the time zone associated with the point of departure should be used to determine whether the travel falls outside of normal work hours.

Travel Time as the Driver of an Automobile

All authorized travel time spent driving an automobile (as the driver, not as a passenger) is treated as work hours, regardless of whether the travel takes place within normal work hours or outside normal work hours. An employee will receive his or her regular hourly rate for all travel time spent as the driver of an automobile, and this time will be factored into overtime calculations.

Travel Time as a Passenger

Travel as a *passenger* in an automobile, train, plane or bus is not automatically treated as work hours. Travel as a passenger is treated the same as all other forms of travel, and compensation depends on whether the travel time takes place within normal work hours.

If an employee drives his/her self as a matter of personal preference when another mode of travel is authorized and available, such as to carpool with another employee who is driving, only the estimated travel time associated with the authorized mode will be eligible for compensation. Further, when travel time by car would exceed that of the authorized mode, such as an authorized flight, only the estimated travel time associated with the authorized mode will be eligible for compensation. However, an employee will receive his or her regular hourly rate for any time spent riding as a passenger and conducting work (e.g. responding to e-mails, taking business related phone calls, etc.) and this time will be factored into overtime calculations.

Calculating and Reporting Travel Time

Employees are responsible for accurately tracking, calculating and reporting travel time on their timesheets in accordance with this policy. Meal periods should be deducted from all travel time.

If an employee requests a specific travel itinerary or mode that is different from the one authorized, only the estimated travel time associated with the authorized schedule, route and mode of transportation should be reported on the timesheet.

Travel time should be calculated by rounding to the nearest quarter hour.

5.03 Pay Period and Pay Week

Both non-exempt and exempt eligible employees are paid on the last day of the month. Exempt employee paychecks include earnings for all work performed through the end of the month. Any necessary adjustments will be made in subsequent payrolls. Non-exempt employee paychecks include earnings for all work performed through the 20th of each month. Any necessary adjustments such as overtime or unpaid leave after the 20th of each month will be made in subsequent payrolls.

In the event that a regularly scheduled payday falls on a scheduled day off such as a holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

5.04 Employment Termination

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- **Resignation** - Voluntary employment termination initiated by an employee.
- **Discharge** - Involuntary employment termination initiated by the organization.
- **Layoff** - Involuntary employment termination initiated by the organization for non-disciplinary reasons.
- **Retirement** - Voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

Any employee in an established position, who desires to terminate employment, should file a letter of resignation at least two weeks before the effective date or a letter of intent to retire at least two months before the effective date. The letter should be addressed to the appropriate supervisor who shall accept the resignation upon receipt of the letter. A copy of the resignation/retirement letter shall be forwarded to the Human Resource office immediately.

If the employee resigns and provides notice of two weeks or less, requests for paid leave during the period of the notice will not be honored. Exceptions to this rule will only be at the supervisor's and management team's discretion.

Further, the resigning employee's employment end date will be the last day that the employee actually performs work. The employment end date will affect benefit terminations. Resigning employees should contact Human Resources for more information regarding how their separation of employment will affect specific benefits.

5.05 Exit Interviews

CareerSource Capital Region will schedule exit interviews with employees who are voluntarily separating employment at the time of employment termination. Separating employees must meet with the Human Resources office to complete all required paperwork for separation. The employee must also have the separation checklist completed prior to the release of the final paycheck.

The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to CareerSource Capital Region, or return of CareerSource Capital Region owned property. Suggestions, complaints, and questions can also be voiced.

Since employment with CareerSource Capital Region is based on mutual consent, both the employee and CareerSource Capital Region have the right to terminate employment at will, with or without cause, at any time. Employees will receive their final pay in accordance with applicable state law.

Employee benefits will be affected by employment termination in the following manner: All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

5.06 Pay Advances

CareerSource Capital Region does not provide pay advances on unearned wages to employees.

5.07 Administrative Pay Corrections

CareerSource Capital Region takes all reasonable steps to ensure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, the employee should promptly bring the discrepancy to the attention of the Finance office so that corrections can be made as quickly as possible.

WORK CONDITIONS & HOURS

6.01 Safety

It is our policy to promote safety on the job. The health and wellbeing of our employees is foremost among our concerns. For this reason, you are urged to follow common sense safety practices and correct or report any unsafe condition, defective tool, or equipment to your supervisor. Each employee is expected to assist CareerSource Capital Region in maintaining safe working conditions. Safety is a state of mind, and requires constant vigilance and common sense. Safety is everyone's responsibility. Remember: **SAFETY IS ALWAYS FIRST.**

6.02 Reporting Safety Issues

Each employee is expected to obey safety rules and to exercise caution in all work activities. Employees must immediately report any unsafe condition to the appropriate supervisor. Employees who violate safety standards, who cause hazardous or dangerous situations, or who fail to report or, where appropriate, a remedy for such situations, may be subject to disciplinary action, up to and including termination of employment.

In the case of accidents that result in injury, regardless of how insignificant the injury may appear, employees should immediately notify a supervisor or other member of management. Such reports are necessary to comply with laws and initiate insurance and workers' compensation benefits procedures.

All accidents – including those which do not involve serious injury and those involving customers – must be reported immediately to your supervisor.

6.03 Use of Telephone and Mail Systems

Unauthorized personal use of the telephone for long-distance and toll calls are not permitted. Employees should practice discretion when making local personal calls and will be required to reimburse CareerSource Capital Region for any charges resulting from their personal use of the telephone. Local personal telephone calls are to be kept brief and limited, respecting the need to keep the lines open for CareerSource Capital Region's business. Abuse of CareerSource Capital Region personal call policy whether using a CareerSource Capital Region telephone or an employee's cellular telephone can result in disciplinary action up to and including termination.

To ensure effective telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller, and hang up only after the caller has done so.

Staff will not provide client telephone numbers to anyone outside of CareerSource Capital Region.

The use of CareerSource Capital Region paid postage for personal correspondence is not permitted.

6.04 Cellular Telephone/Device Usage

It is the policy of CareerSource Capital Region to provide cellular telephones/devices to employees engaged in activities which require access to continuous communications as an integral part of their assigned work responsibilities. This policy about cellular telephones/ devices applies to any device that makes or receives phone calls, leaves messages, sends text messages, surfs the Internet, or downloads and allows for the reading of and responding to email whether the device is company-supplied or personally owned.

Prohibited Conduct

Employees are prohibited from using CareerSource Capital Region issued and personal cellular telephones for work purposes while driving. This prohibition includes using the cellular telephone in either hands on or hands off mode, receiving or placing calls, text messaging, surfing the Internet, receiving or responding to email, checking for phone messages, or any other purpose related to your employment; the business; our customers; our vendors; volunteer activities, meetings, or civic responsibilities performed for or attended in the name of CareerSource Capital Region; or any other company related activities not named here while driving.

An employee charged with a traffic violation resulting from the use of a cellular telephone for business purposes while driving is solely responsible for all liabilities resulting from such actions and the employee will be subject to disciplinary action up to and including termination of employment.

Authorization for Use

Employees should, in conjunction with their immediate supervisor, determine the need for a CareerSource Capital Region issued cellular telephone. Upon determination, the employee should complete the Business Need for Cellular Telephone form and submit it to the Chief Executive Officer for review and approval. Upon approval, the purchase of the cellular telephone and any required miscellaneous items will be arranged.

Cellular telephones should only be used for conducting official business when a landline telephone is not readily available.

Cellular airtime is set up with "detailed billing" in order to verify calls as business and the allotted airtime for CareerSource Capital Region issued cellular telephones is limited to a pre-set number of minutes available per month. Personal use of CareerSource Capital Region issued cellular telephone is discouraged; however, in the event that personal calls are made or received, the employee will provide a personal check made payable to CareerSource Capital Region for the personal portion of the invoice.

Only those charges which directly relate to an employee's official duties are authorized to be paid by CareerSource Capital Region from funds. Unauthorized or improper use will be considered a misuse of equipment and will be subject to the appropriate disciplinary action pursuant to the CareerSource Capital Region's Policy and Procedure Manual.

Changes in Usage and Renewals

Any changes in cellular telephone usage will be processed using the *Request for Change Order form*. The most common examples are disconnection of services, damaged telephone, and lost or stolen equipment. If a CareerSource Capital Region issued cellular telephone is lost or stolen, the employee who was issued the telephone will immediately notify the Chief Financial Officer.

CareerSource Capital Region will renew cellular telephone service on a contractual basis with the vendor. The business need for each employee to be issued a CareerSource Capital Region's cellular telephone will be re-evaluated during the time of contract renewal.

Use of a Personal Cellular Telephone for Work Purposes

Use of personal cellular telephones to conduct business is discouraged. Reimbursement to employees for occasional use of personal cellular telephones to conduct official business will be made only when substantiated by documentation showing that the call was necessarily made for the official business of CareerSource Capital Region. If the business call made on the employee's personal cellular telephone does not result in additional charges to the employee, reimbursement for the business call is disallowed. However, if the business call results in additional charges, the employee may be reimbursed up to the per-minute charged, plus applicable taxes, for the excess minutes incurred as a result of usage for official business. Employees will be required to provide a statement certifying that the calls were necessary and were for official CareerSource Capital Region business. No payment will be made for any portion of the employee's personal monthly charges, taxes on the basic monthly fee, or charges related to obtaining documentation listing individual telephone calls.

Reimbursement procedures require employees to: 1) complete a *Reimbursement form*; 2) attach a copy of the personal cellular telephone bill with the business-related charges appropriately highlighted; 3) have the appropriate supervisor approve the request and then forward the *Reimbursement form* with attachments to the Chief Financial Officer.

If it is necessary for an employee to consistently use his or her personal cellular telephone to conduct the duties and responsibilities of CareerSource Capital Region, CareerSource Capital Region will consider issuing one to the employee.

Penalties for Misuse

Improper use of the cellular telephone or not reimbursing the organization for personal calls shall be cause for removing the cellular telephone from the individual and/or cause for disciplinary action, up to and including termination of employment.

Related Document(s)

1. Business Need for Cellular Telephone Form
2. Request for Change Order Form

6.05 Smoke Free Workplace Policy

CareerSource Capital Region is a nicotine free workplace and complies with Florida's Workplace Smoking Ban. As a result, no employee, vendor, customer, or other person may use any lighted tobacco product, electronic cigarette, or other nicotine dispensing device in an enclosed indoor workplace.

For purposes of this policy:

(a) "Nicotine dispensing devices" mean any product that can be used to deliver nicotine to an individual including, but not limited to, an electronic cigarette, electronic cigar, electronic cigarillo, electronic pipe, or other similar electronic device or product, cigarettes, cigars, pipe tobacco and smokeless tobacco products such as chewing tobacco or snuff. For purposes of this policy, it is immaterial whether or not any vapor emitted from the product actually includes smoke or nicotine. Nicotine patches used by individuals who are trying to stop smoking are not considered "nicotine dispensing devices" for purposes of this policy.

(b) "Enclosed indoor workplace" shall have the same meaning as set forth in section 386.203, Florida Statutes, as such may be amended from time to time.

Anyone intending to smoke a lighted tobacco product, use an electronic cigarette or use some other nicotine dispensing device must utilize the designated outdoor area during approved breaks. All infractions of such policy should be immediately reported to your supervisor. Any employee found violating such policy will be disciplined, up to and including termination. Cigarette butts shall be discarded in ashtrays only, never discarded on the premises.

All chewing tobacco must be removed before entering the building and placed into an external trashcan. Spitting of chewing tobacco is prohibited on the premises.

6.06 Working Hours

Regular business hours of operation are 8:00am to 5:00pm, Monday through Friday, with a one-hour, unpaid, lunch period. In order to facilitate compliance with certain wage and hour requirements, the official workweek for all employees is 12:01am Friday through 12:00 midnight Thursday.

Work schedules for employees may vary throughout the organization. Supervisors will advise employees as to their particular hours of work. Due to the nature of the industry, the schedules of employees who are working directly with the operational aspects of the organization may fluctuate from week to week, day to day.

Work time does not include lunch periods or time when the employee is not on duty.

6.07 Rest and Meal Periods

Each workday, full-time non-exempt employees are provided with two (2) rest periods of fifteen (15) minutes in length. To the extent possible, rest periods will be provided in the middle of work periods. Since this time is counted and paid as time worked, employees must not be absent from their workstations beyond the allotted rest period time nor physically leave the work premises.

All full-time employees are provided with one meal period from thirty (30) to sixty (60) minutes in length each workday. Supervisors will schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for that time.

6.08 Use of Equipment

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Please notify the supervisor if any equipment, machines, or tools appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment used on the job.

The improper, careless, negligent, destructive, or unsafe use or operation of equipment can result in disciplinary action, up to and including termination of employment. Our policy prohibits the misuse or use without authorization of the equipment, vehicles or other property of customers, vendors, other employee or the organization.

6.09 Emergency Closings

At times, emergencies such as severe weather, fires, power failures, or earthquakes can disrupt CareerSource Capital Region operations. In extreme cases, the Chief Executive Officer may determine that these circumstances may require the closing of a work facility. Notification of closing will be via CareerSource Capital Region voice mail or local radio and TV stations.

In cases where an emergency closing is not authorized, employees who fail to report for work will not be paid for the time off. Employees in essential operations may be asked to work on a day when operations are officially closed. In these circumstances, employees who work will receive regular pay plus a bonus.

For more detailed information regarding emergency closings, please refer to the Emergency Preparedness and Continuity of Operations Plan (COOP).

6.10.0 Food, Beverage, Entertainment and Recreation

CareerSource Capital Region prohibits the use of state and federal funds to pay for food, beverages, entertainment and other recreation for board members and employees.

This prohibition does not apply when board members or employees are in approved travel status as described in the Business Travel Expenses policy.

This prohibition does not apply to the purchase of food and beverages for youth initiatives. State and federal funds may be used to provide food, beverage or dining activities for workforce youth programs (those programs defined as “youth programs” under state or federal law) provided that participants are not reimbursed in excess of the state per diem amounts for the specific meal, or if contracted for by the region, that such expenditures for all food and beverage per person per meal (including any associated costs such as, but not limited to, sales tax and service) shall not exceed those amounts stated in s. 112.061(6)(b), Florida Statutes.

Related Document(s)

Business Travel Expense Policy

6.10.1 Business Travel Expenses

I. Purpose:

This policy contains procedures for authorizing and obtaining reimbursement of travel expenses by employees and other authorized persons of the Regional Workforce Board (RWB or Board). All requests for approval and payment for travel expenses will be accomplished in accordance with Section 112.061, F.S. and these procedures. The requirements contained within 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.

II. Authority:

The authority for this policy is contained in Section 445.007(10), Florida Statutes, which requires regional workforce boards 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 69I-42.007, where applicable, has been relied on in drafting this policy in compliance with Section 445.007(10), Florida Statutes.

III. Definitions:

- A. **Authorized person or authorized traveler:** Board employee, board member, or other persons traveling on Board business who are authorized to incur travel expenses in performance of Board duties. This expressly includes consultants and advisers, per Section 112.061(2)(e)2, F.S.
- B. **Class A Travel:** Continuous travel of 24 hours or more away from Board headquarters. Overnight absence from Board headquarters must be reasonable and necessary to conduct Board business.
- C. **Class B Travel:** Continuous travel of less than 24 hours which involves overnight absence from Board headquarters. The travel day for Class B begins at the same time as the travel period. Overnight absence from official headquarters must be reasonable and necessary to conduct Board business.
- D. **Class C Travel:** Travel for short or day trips where the traveler is not away from his or her official headquarters overnight.
NOTE: CLASS "C" TRAVEL PER DIEM OR SUBSISTENCE ALLOWANCES ARE CURRENTLY NOT TO BE REIMBURSED TO TRAVELERS.
- E. **Complimentary/Gratuitous Transportation:** Transportation which is provided free of charge by another RWB authorized traveler in a travel status. A traveler shall not be allowed either mileage or transportation expenses if gratuitously transported by another traveler who is entitled to mileage or transportation expense. The traveler should still show how and with whom he/she traveled when requesting reimbursement for other costs incurred during travel.
- F. **Conference/Convention:** The coming together of persons with a common interest or interests for the purpose of deliberations, interchange of views, the removal of differences or disputes and discussion of their common problems and interests. The term also includes similar meetings such as

seminars and workshops that are large formal group meetings programmed and supervised to accomplish intensive research, study, discussion and work in some specific field or on a governmental problem or problems.

G. **Headquarters:** The headquarters of an authorized traveler assigned to an office shall be the city or town in which the office is located except that:

- 1) For Board members, the headquarters is the primary address for the RWB.
- 2) When any Board employee is stationed in any city or town for a period of over 30 continuous workdays, such city or town shall be the RWB headquarters and the employee shall not be allowed per diem or subsistence, as provided in this section, after the period of 30 continuous workdays has elapsed, unless this period of time is extended by the express approval of the board of directors or their designee.
- 3) An authorized traveler may leave his/her assigned post to return home overnight, over a weekend, or during a holiday, but any time lost from his/her regular duties shall be taken as annual leave and authorized in the usual manner. The traveler shall not be reimbursed for travel expenses in excess of the established rate for per diem allowable had the traveler remained at the assigned post. However, when a traveler has been temporarily assigned away from the RWB headquarters for an approved period extending beyond 30 days, the traveler shall be entitled to reimbursement for travel expenses at the established rate of one round trip for each 30-day period actually taken to his/her home in addition to pay and allowances otherwise provided.

IV. **Authority to Incur Travel Expenses:**

Section 112.061(3)(a), Florida Statutes, states: *All travel must be authorized and approved by the head of the agency, or his or her designated representative, from whose funds the traveler is paid. The head of the agency shall not authorize or approve such a request unless it is accompanied by a signed statement by the traveler's supervisor stating that such travel is on the official business of the state and also stating the purpose of such travel.*

Section 112.061(3)(b), Florida Statutes, states: *Travel expenses of travelers shall be limited to those expenses necessarily incurred by them in the performance of a public purpose authorized by law to be performed by the agency and must be within the limitations prescribed by this section.*

Section 445.007(10), Florida Statutes, states: *Preapproved, reasonable and necessary per diem allowances and travel expenses may be reimbursed. Such reimbursement shall be at the standard travel reimbursement rates established by s. 112.061 and shall be in compliance with all applicable federal and state requirements.*

2 CFR Part 230, Appendix B, Selected Items of Cost, paragraph 51 states: *General. Travel costs are the expenses for transportation, lodging, subsistence, and related items incurred by employees*

who are in travel status on official business of the non-profit organization. Such costs may be charged on an actual cost basis, on a per diem or mileage basis in lieu of actual costs incurred, or on a combination of the two, provided the method used is applied to the entire trip and not to selected days of the trip, and results in charges consistent with those normally allowed in like circumstances in non-profit organization's non-federally-sponsored activities.

- A. An *Authorization to Incur Travel Expense* form must be completed and approved by the board of directors or their designee for ALL travel prior to the beginning date of travel. This includes Travel Advances.
- B. The board of directors for CareerSource Capital Region designates the CEO as the individual authorized to approve travel. In the absence of the CEO, the board of directors authorizes the Performance Unit Manager to approve travel. The Board further authorizes the Director of Operations for the contracted service provider to authorize travel related to programs.

The Board Chair, or another board member as designated by the Board Chair, will approve travel for the CEO.

- C. The authorization form should include, but not be limited to:
 - 1) Name of each traveler,
 - 2) Purpose of the travel,
 - 3) Estimated, itemized cost to the Board, and
 - 4) Statement of benefits accruing to the Board by virtue of such travel.
- D. Attached to the form should be a copy of the program or agenda of the convention or conference, itemizing the registration fees, and any meals or lodging included in the registration fee
- E. The form is required to be signed by the traveler and the traveler's supervisor stating that the travel is to be incurred in connection with Board business.
- F. A copy of the completed form shall be included as support for the travel reimbursement voucher.
- G. The Board may pay for travel expenses of candidates for executive or professional positions, where written approval of the board of directors or their designee is obtained.

V. Meals and Per Diem:

- A. Reimbursement for meals is only allowable when in authorized Class A or Class B travel status and for those who are approved for reimbursement of those meals, as included in Section IV above. Reimbursement of meals for Class C travel status is not allowed.
- B. Per Section 112.061(6), F.S., the current approved meal allowance rates are as follows:
 - Breakfast - \$6.00 (*When travel begins **BEFORE** 6 a.m. and extends **BEYOND** 8 a.m.*)

- Lunch - \$11.00 (When travel begins **BEFORE** 12 noon and extends **BEYOND** 2 p.m.)
- Dinner - \$19.00 (When travel begins **BEFORE** 6 p.m. and extends **BEYOND** 8 p.m.)

- C. In determining the starting or ending time for the travel event, the time of day is important. When returning during work hours, the official work site location should be the return destination, unless otherwise approved by the board or its designee. If returning after or before work hours, the destination, and therefore the point when travel concludes, is the traveler's home. The same considerations apply for determining when travel begins.
- D. When a meal is included in a registration fee, the meal allowance must be deducted from the reimbursement claim, **even if the traveler decides for personal reasons not to eat the meal.** As provided in Attorney General Opinion 081-53, a continental breakfast is considered a meal and must be deducted if included in a registration fee.
- D. In the case where a meal is provided by a hotel or airline to all guests, the traveler will be allowed to claim the meal allowance by law.
- E. Per diem may be used to calculate reimbursement due for days of travel which do not include hotel costs, for example, the final day of a trip. The allowable rate for per diem is currently eighty dollars, as provided for in Section 112.061(6)(a)1, F.S. All claims for per diem and subsistence must be within the limitations set forth in this section of the statutes.
- F. All travelers are allowed the authorized per diem for each day of travel or if actual expenses exceed the allowable per diem, the amount allowed for meals as provided in Section 112.061(6)(b), F.S., plus actual expenses for lodging at a single occupancy rate. Per diem shall be calculated using four six-hour periods (quarters) beginning at midnight for Class A or when travel begins for Class B travel. Travelers may only switch from actual to per diem while on Class A travel on a midnight to midnight basis. A traveler on Class A or B travel who elects to be reimbursed on a per diem basis is allowed \$20.00 for each quarter from the time of departure until the time of return.

VI. Transportation:

Section 112.061(7)(a), Florida Statute, states: *All travel must be by a usually traveled route. In case a person travels by an indirect route for his or her own convenience, any extra costs shall be borne by the traveler; and reimbursement for expenses shall be based only on such charges as would have been incurred by a usually traveled route.*

2 CFR Part 230, Appendix B, Selected Items of Cost, paragraph 51 states:

c. *Commercial air travel.*

- (1) *Airfare costs in excess of the customary and standard commercial airfare (coach or equivalent), Federal Government contract airfare (where authorized and available), or the lowest commercial discount airfare are unallowable except when such accommodations would: require circuitous routing; require travel during unreasonable hours; excessively*

prolong travel; result in additional costs that would offset the transportation savings; or offer accommodations not reasonably adequate for the traveler's medical needs. The non-profit organization must justify and document these conditions on a case-by-case basis in order for the use of first-class airfare to be allowable in such cases.

(2) Unless a pattern of avoidance is detected, the Federal Government will generally not question a non-profit organization's determinations that customary standard airfare or other discount airfare is unavailable for specific trips if the non-profit organization can demonstrate either of the following: that such airfare was not available in the specific case; or that it is the non-profit's organization's overall practice to make routine use of such airfare.

d. Air travel by other than commercial carrier. Costs of travel by non-profit organization-owned, -leased, or -chartered aircraft include the cost of lease, charter, operation (including personnel costs), maintenance, depreciation, insurance, and other related costs. The portion of such costs that exceeds the cost of allowable commercial air travel, as provided for in subparagraph c., is unallowable.

A. Travelers are encouraged to use the most economical means of travel when feasible. The most economical mode of travel is determined by the following conditions:

- 1) The nature of the business.
- 2) The most efficient and economical means of travel, considering time of the traveler, impact on the productivity of the traveler, cost of transportation, and per diem or subsistence required.
- 3) The number of persons making the trip and the amount of equipment or material to be transported.
- 4) Authorized travelers with a common destination are required to consider and evaluate joint utilization of vehicles. Approval for anything other than joint utilization must be requested in advance via the *Authorization to Incur Travel Expense* form and must include justification.

B. Airline Travel

- 1) Travel agency surcharges may be reimbursed as long as properly justified and a receipt is provided.
- 2) The traveler must provide a passenger receipt to be reimbursed for his/her airfare. An itinerary is acceptable as a receipt for electronic tickets.

- 3) Penalty for cancellation or exchange of a ticket may be paid by the Board, only if the cause for the cancellation is in the best interest of the Board, or if the cancellation is due to illness of the traveler or illness or death of a member of the traveler's immediate family. Justification should be included with the request for reimbursement.
- 4) Transportation by chartered vehicles (including airplanes, buses, etc.) when traveling on Board business may be authorized when necessary or where it is to the advantage of the Board, provided the cost of such transportation does not exceed the cost of transportation by privately owned vehicle, as allowed under Section 112.061(7)(d), F.S.
- 5) A traveler on a private aircraft shall be reimbursed the actual amount charged and paid for the fare for such transportation up to the cost of a commercial airline ticket for the same flight. The owner or pilot of such aircraft is also entitled to transportation expense for the same flight.

C. Rental Cars

- 1) Rental vehicles should be rented as close to the time of departure as reasonably allowed. Furthermore, rental vehicles should be returned as soon as possible upon the traveler's return. Failure to do so may result in a reduction of the reimbursement.
- 2) In areas where a non-airport rental facility exists at a comparable proximity, the non-airport facility should be used in order to avoid airport fees and surcharges.
- 3) The cost of the vehicle should be reasonable and necessary for the number of travelers, the type of travel, and the distance to be traveled.

D. Board/personal vehicles

- 1) Employees traveling to a common destination are required to consider and evaluate joint utilization of vehicles. Approval for anything other than joint utilization must be requested in advance via the *Authorization to Incur Travel Expense* form and must include justification.
- 2) Board-owned vehicles should be used when practical and available.
- 3) If travel is performed by a Board vehicle, "BOARD" should be entered in the map mileage column of the travel voucher.
- 4) If travel is complimentary, "COMP" should be entered in the map mileage column of the travel voucher. No reimbursement shall be made for gratuitous transportation.

- 5) Use of personal vehicles must be approved in advance via the *Authorization to Incur Travel Expense* form.
- 6) The traveler is entitled to mileage allowance at a fixed rate of 44.5 cents per mile when using a personal vehicle. The reimbursement for expenditures related to the operation, maintenance, and ownership of a vehicle shall not be allowed when privately owned vehicles are used in public business and reimbursement is made via mileage allowance.
- 7) Mileage claimed must be from point of origin to destination based on the official DOT highway map located at the web site below.
<http://www2.dot.state.fl.us/CityToCityMileage/viewer.html>
- 8) Vicinity mileage necessary to conduct Board business must be shown separately on the *Voucher for Reimbursement of Travel Expenses* form. Justification must be provided if the traveler logs vicinity miles in excess of 49 miles per day.
- 9) Local vicinity mileage claim must include description with destination and purpose of trip. A standard allowance each way of 11.59 miles may be claimed from the Admin Office to the airport.

If traveler is leaving from a location other than the Admin Office during work hours, the actual miles should be claimed.
- 10) Flexibility may exist when other cost savings are considered. For example, multiple travelers might carpool to avoid multiple airport parking fees. In this case, the mileage used to pick up other travelers can be claimed.
- 11) Vicinity mileage cannot be claimed while in a rental vehicle, if the cost of that vehicle is reimbursed by the Board. Reimbursement shall be for the cost of mileage or the cost to rent the vehicle, whichever is more economical and authorized by the appropriate Board designee.
- 12) An employee may claim mileage from his home to a work location outside his official headquarters provided that travel begins more than one hour before or one hour after the traveler's regular work hours and provided the miles claimed do not exceed the miles actually driven.
- 13) The Board is not responsible for reimbursing parking fines or fines for unlawful driving.
- 14) The following mileages have been pre-determined for travel within Region 5 and will be used when traveling to and from any of the One Stop Facilities or other listed locations.

LOCATION		MILEAGE			
FROM	TO	ONE WAY		ROUND TRIP	
		MAP MILES	VICINITY MILES	MAP MILES	VICINITY MILES
Admin Office	Wakulla One-Stop	20	3.5	40	7
	Leon One-Stop		5.5		11.0
	Quincy One-Stop	23	.5	46	1.0
	Tallahassee Community College		5.8		11.6
Leon One-Stop	Admin Office		5.5		11.0
	Wakulla One-Stop	20	1.7	40	3.4
	Quincy One-Stop	23	4.8	46	9.6
	Tallahassee Community College		7		14

VII. Lodging Expenses:

2 CFR Part 230, Appendix B, Selected Items of Cost, paragraph 51 states:

a. Lodging and subsistence. Costs incurred by employees and officers for travel, including costs of lodging, other subsistence, and incidental expenses, shall be considered reasonable and allowable only to the extent such costs do not exceed charges normally allowed by the non-profit organization in its regular operations as a result of the non-profit organization's written travel policy.

- A. An **itemized** hotel receipt must be submitted to claim reimbursement (a credit card receipt is not sufficient).
- B. All other reimbursable expenses included on a hotel receipt, such as parking or phone calls, should be properly listed in the incidental column of the travel voucher.
- C. Employees can only be reimbursed at the single occupancy rate.
- D. Hotel expenses over \$149 per night require additional justification.
- E. Overnight lodging may not be reimbursed if travel is within 50 miles of headquarters or residence, unless the circumstances necessitating overnight travel are fully explained by the traveler and approved by the agency head. Criteria for approval shall include late night or early morning job responsibilities and excessive travel time because of traffic conditions.

VIII. Reimbursable Incidental Expenses:

The below expenditure types, detailed in 69I-42.010, F.A.C., are required to be accompanied with a receipt, unless otherwise noted. These expenses should be listed in the incidental column of the travel voucher.

- A. Taxi fares in excess of \$25, on a per fare basis, require a receipt. Amounts less than \$25 do not require a receipt.
- B. Storage, parking fees or tolls in excess of \$25, on a per transaction basis, requires a receipt. Amounts less than \$25 do not require a receipt. Such fees are not allowed on a weekly or monthly basis unless it can be established that such method results in a savings to the Board.
- C. Dry cleaning, laundry and pressing expenses when official travel extends beyond seven days and such expenses are necessary to complete the official business portion of the trip.
- D. Passport and visa fees required for official travel.
- E. Fees charged for the purchase of traveler's checks for official travel expenses.
- F. Fees for the exchange of currency necessary for official travel.
- G. Cost of maps necessary for conducting Board business.
- H. Communication expenses for business-related fax and telephone use can be reimbursed with proper justification. Personal telephone calls made are not a reimbursable communication expense.
- I. Tips paid to taxi drivers that do not exceed 15 percent of the taxi fare are reimbursable and do not require a receipt.
- J. Actual amount of tip paid for mandatory valet parking is not to exceed \$1 per occasion are reimbursable and do not require a receipt.
- K. Actual portage paid shall not exceed \$1 per bag not to exceed \$5 per incident are reimbursable and do not require a receipt. Portage charges exceeding \$5 per incident will require additional justification. The number of bags must be stated on the travel reimbursement request.

IX. Conference/Convention Travel:

A. Purpose of Conference: *Public funds shall not be expended for attendance at conferences or conventions unless:*

- 1) The main purpose of the conference or convention is in connection with the business of the Board and is directly related to the performance of statutory duties and responsibilities of the Board.
- 2) The conference or convention will provide a direct educational or other benefit supporting the duties of the traveler.
- 3) The duties and responsibilities of the traveler seeking to attend such meeting are compatible with the objective of the particular conference or convention.

B. No one, whether traveling out of state or in state, shall be reimbursed for any meal or lodging included in a convention or conference registration fee paid by the Board.

C. The Board may pay the registration fee directly to the conference or convention sponsor or allow the traveler to include the registration fee in the calculation of their travel costs and reimburse the traveler.

D. Documentation Needed:

- 1) Travel to a conference or convention must be approved in advance by the board of directors or their designee. Benefits to the Board must be indicated on the authorization.
- 2) The approved *Authorization to Incur Travel Expense* form must be submitted with the travel reimbursement request.
- 3) A copy of the program or agenda of the conference or convention itemizing the registration fees and any meals or lodging included in the registration fee shall be attached to the *Voucher for Reimbursement of Travel Expenses* when submitting for payment.
- 4) If no agenda is available, or if the agenda attached is not clear as to what is included in the registration fee, the traveler will make a statement on the *Voucher for Reimbursement of Travel Expenses* as to the extent of the meals included in the registration fee. The travel reimbursement request must be reduced by the applicable meal allowance.
- 5) Payment in advance of earlier than twenty workdays before the travel period should be accompanied by written justification, such as discounts for earlier payment or earlier payment required for reservation.

X. Travel Advances:

- A. The Board or its designee may make, or authorize the making of, advances to cover anticipated costs of travel to travelers. Such advancements may include the costs of subsistence and travel of any person transported in the care or custody of the traveler in the performance of his or her duties.
- B. An *Application for Advance on Travel Expense* form is required to be completed and signed by the traveler and the traveler's supervisor.
- C. Travel advances shall not exceed 80 percent of the estimated travel expenses that will ultimately be reimbursed to the traveler.
- D. Travel advances cannot be requested earlier than 14 days before the travel period begins without written justification of circumstances that necessitate an exception to this restriction.
- E. Travel advances should not be requested if employee has access to a Board purchasing card or corporate credit card, unless extenuating circumstances due to a declared emergency prevent the use of the card (ex. hurricane, power outages, etc.). Any other exception to this directive must be justified in writing and approved in advance by the board of directors or their designee.
- F. Travel advances requested solely to cover fuel costs are not justifiable. Use of a Board vehicle and associated gas card should be considered in these cases.
- G. When the advance travel period has ended, the traveler shall properly complete a *Voucher for Reimbursement of Travel Expenses* for the travel period for which he/she received an advance, within 30 days of the traveler's return to headquarters.
- H. A traveler may not have more than one travel advance outstanding at any time without written justification and approval by the board of directors or their designee.

XI. Reimbursement of Travel Expenditures by Individuals with Disabilities:

- A. For individuals covered under the Americans with Disabilities Act (ADA), there are special provisions for travel reimbursement that apply.
- B. When a physically handicapped traveler incurs travel expenses in excess of those ordinarily authorized pursuant to Section 112.061, F.S., and such excess travel expenses were incurred to permit the safe travel of that handicapped traveler, those excess expenses will be reimbursed by the Board to the extent that the expenses were reasonable and necessary to the safe travel of the individual. All such claims for reimbursement of excess travel expenses shall be submitted in accordance with the requirements of the Americans with Disabilities Act of 1990, 42 U.S.C. 12101 et seq.
- C. When a payment is requested pursuant to the Americans with Disabilities Act, which would not otherwise be authorized travel reimbursement, the voucher must include a signed statement from the Board chair or his designee certifying that:

- 1) An employee of the Board, an applicant for a position or other covered person has requested a “reasonable accommodation” pursuant to the ADA, to assist him in performing his duties, applying for a position, or other covered activity.
 - 2) The Board has determined that the individual is a “qualified individual with a disability” as defined in the ADA.
 - 3) The Board has determined that the payment is for a “reasonable accommodation” pursuant to the ADA, for that employee, applicant or person.
 - 4) The Board will maintain all records related to this request for seven years and make those records available for review to persons authorized to review such records.
- D. All vouchers related to providing a “reasonable accommodation” shall contain a file number or other code by which the voucher can be readily traced to the confidential records maintained by the Board pursuant to paragraph (C)(4) above.

XII. Submission and Payment of Travel Reimbursements:

The provisions below are not required by law or rule, but involve the application of recommended best practices in submission and payment of travel reimbursement requests.

- I. *A Voucher for Reimbursement of Travel Expenses* should be completed in all instances (even if the net amount due the traveler is zero).
- II. Submit originals of all documentation with the *Voucher for Reimbursement of Travel Expenses*. This includes ALL receipts and backup documentation.
- III. Small receipts should be taped to a sheet of paper, not stapled.
- IV. The *Voucher for Reimbursement of Travel Expenses* should show both reimbursable expenses to the traveler and expenses already paid by the purchasing card or corporate card and notated in the appropriate areas of the travel voucher.
- V. Copies of all receipts paid with the purchasing card or corporate card must be attached.
- VI. The *Voucher for Reimbursement of Travel Expenses* should be submitted within 90 working days of the last day traveled, except at the end of the fiscal year (i.e. June 30) when reimbursement must be requested no later than 14 days after year-end.
- VII. *A Voucher for Reimbursement of Travel Expenses* that is only requesting reimbursement for vicinity miles should be completed monthly.

Related Documents:

1. Authorization to Incur Travel Expense
2. Voucher for Reimbursement of Travel Expenses
3. Application for Advance on Travel Expenses
4. 5.02 Pay for Work Related Travel of Non-Exempt Staff

6.11 Safe Driving Standards

Driving is among the most hazardous tasks performed by employees, volunteers, and other authorized drivers. Collisions can result in death or disabling injuries to the driver or passengers. This policy includes requirements for the prevention of driving-related incidents, reporting of incidents, and requirements for employees and contracted partners to report citations. This policy applies to all staff, volunteers and contracted partners who are considered authorized drivers.

Authorized drivers will follow safe driving practices. Safe driving practices include steps to ensure the driver's total concentration and safe operation of vehicles, such as, but not limited to:

1. determining clear directions before departing
2. not manipulating radios – cd players
3. not using personal data assistants, laptops, handheld communication devices or other equipment while the vehicle is moving
4. not talking on a cell phone while the vehicle is moving
5. not eating while the vehicle is moving
6. not reaching for objects if you have to take your eyes off the road
7. not operating a vehicle when the driver's ability to react is impaired
8. obeying speed limits and traffic laws

Drivers are expected to follow defensive driving principles and laws and regulations to prevent accidents in spite of unsafe driving by others and/or adverse driving conditions.

Drivers and passengers are required to use seat belts. The driver shall ensure that any passenger(s) is legally restrained.

All employees, volunteers and contracted partners who are required to drive in order to perform their job duties must be at least 18 years of age and possess a valid driver's license from their state of residency and an up-to-date vehicle insurance card.

Authorized drivers shall report **any** incident occurring while they are driving a personal or rented vehicle during business related tasks.

Driving is a complex task that requires drivers to look, listen, anticipate roadway hazards and react safely. It requires a substantial degree of attention and concentration. Drivers who are mentally or physically distracted react more slowly to traffic conditions and significantly reduce their "margin of safety" leading them to take risks.

To be a good driver you should respect all traffic laws and be courteous to others. When bad weather affects driving conditions, you must adjust your driving time and habits. Driving on wet or slippery roads is not the same as driving on dry surfaces.

Stay a safe distance from the vehicle in front of you – one vehicle length for each 10 mph. Start stopping sooner. Apply your brakes the instant you see a hazard developing, but apply them gradually so you don't go into a spin or grind to a stop so quickly that you risk a rear-end collision.

Defensive driving is driving to prevent accidents, in spite of the incorrect actions of others or adverse weather conditions. ANTICIPATE driving hazards and know how to protect yourself from them. Be alert while driving by keeping your mind free of distractions and your attention focused on driving.

CareerSource Capital Region vehicles:

Only authorized employees and/or contracted partners may use CareerSource Capital Region's vehicles. If a CareerSource Capital Region vehicle incurs any damage while under the charge of a particular employee, that employee will be responsible for reporting the damage immediately and may be responsible for paying the deductible amount toward repair.

Any employee or contracted partner whose duties include the operation of CareerSource Capital Region vehicles who is cited for D.U.I. or D.W.I. or reckless driving involving illegal substances or for any other serious moving violation will be considered to have an unacceptable driving record and his or her continued employment will be subject to review.

If an employee or contracted partner receives a traffic citation while operating a CareerSource Capital Region vehicle, the employee or contracted partner agrees that they, the employee or contracted partner, will be exclusively responsible for paying any fine or penalty.

6.12 Visitors in the Workplace

To provide for the safety and security of employees and the facilities for CareerSource Capital Region, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

In cases of emergency, employees will be called to meet any visitor outside their work area. All visitors should enter CareerSource Capital Region at the reception area. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.

If an unauthorized individual is observed on CareerSource Capital Region premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the reception area.

6.13 Communication and Computer Systems Security and Usage

I. Policy Overview

This policy contains guidelines for the use, access, and disclosure of communications (including, among other things, telephone, text messaging, instant messaging, mail, e-mail, voice mail, desk and laptop computers, pagers, mobile phones, faxes or facsimiles, Internet, and intranet) sent or received by employees using any CareerSource Capital Region provided Communication or Computer Systems (“Systems”).

II. Confidentiality and Acceptable Systems Usage

CareerSource Capital Region’s Systems are intended for CareerSource Capital Region business only. All information transmitted or stored in CareerSource Capital Region Systems (e.g., client lists, documents relating to policies and procedures) is the sole and exclusive property of CareerSource Capital Region and should be treated as confidential. Such information may not be disclosed to any person outside of CareerSource Capital Region nor may any such information be removed from our premises without the express permission of the Human Resource Specialist. Employees are strictly prohibited from accessing, reading and copying data or information stored in the Systems and from accessing, reading and copying communications not directed to them without prior authorization.

ALL SYSTEMS MESSAGES ARE CAREERSOURCE CAPITAL REGION’S RECORDS. THE CONTENTS OF OUR SYSTEMS MAY BE DISCLOSED TO CAREERSOURCE CAPITAL REGION WITHOUT YOUR PERMISSION. THEREFORE, YOU SHOULD NOT ASSUME THAT MESSAGES AND COMMUNICATIONS ARE CONFIDENTIAL.

III. Management’s Right to Access Information

CareerSource Capital Region Computer, Telephone, and Communication hardware and software systems have been installed and are used to facilitate *business* communications. Although each employee has an individual password to access these Systems, they belong to CareerSource Capital Region and the contents of all communications are accessible by management for business purposes. CareerSource Capital Region reserves the right to monitor, and will periodically monitor, its Systems in order to ensure compliance with this policy.

EMPLOYEES SHOULD NOT CONSIDER ANY MATERIALS TRANSMITTED OR STORED IN CAREERSOURCE CAPITAL REGION’S SYSTEMS TO BE PRIVATE.

IV. Personal Use of CareerSource Capital Region Communication and Computer Systems

A. General Usage

Because personal communications can be accessed without prior notice, employees should not use CareerSource Capital Region Systems to transmit any messages, or to access any information, which you would not want a third party to see. Although incidental and occasional personal use of our Systems is permitted, any such personal use will be treated the same as all other communications under this policy. However, employees are at all times strictly prohibited from accessing or downloading information from the Internet for personal use.

B. Telephone Usage

The Telephone Systems (including voice mail) at CareerSource Capital Region are the property of CareerSource Capital Region and are provided for business purposes. CareerSource Capital Region may periodically monitor the usage of the telephone systems to ensure compliance with this policy. THEREFORE, EMPLOYEES SHOULD NOT CONSIDER THEIR CONVERSATIONS ON CAREERSOURCE CAPITAL REGION'S TELEPHONE SYSTEMS TO BE PRIVATE.

C. Personal Mail

All mail which is delivered to CareerSource Capital Region is presumed to be related to CareerSource Capital Region business. Mail sent to you at CareerSource Capital Region will be opened by the office and routed to your department. If you do not wish to have your correspondence handled in this manner, please have it delivered to your home.

V. Forbidden Use and Content of Communications

- You may not use our Systems in any way that may be seen as insulting, disruptive, offensive, or harmful to morale. Examples of *prohibited*, non-business purposes include, but are not limited to, use of CareerSource Capital Region's Systems:
- To convey insensitive, improper, derogatory, insulting, threatening, or harassing language or remarks, or sexually-explicit messages, cartoons, jokes, or other potentially offensive material
- To send propositions, love letters, or any other message that could be construed to be harassment or disparagement of others in violation of our policy against harassment
- To write personal letters, resumes, or other documents unrelated to CareerSource Capital Region business
- To run computer games or other personal software, or copy such software
- As a forum for gossip or personal communications

VI. Password Security and Integrity

All board, contractor and state staff employed within the region are prohibited from sharing all network and systems passwords with anyone. Further, employees are prohibited from the unauthorized use of passwords belonging to *other* employees in order to gain access to other employees' messages.

VII. Software, Personal Disks, and Networking

Computer software, whether purchased, developed, or modified by CareerSource Capital Region, may not be downloaded, copied, reproduced, altered or appropriated by employees without prior CareerSource Capital Region authorization. Any such computer software is the property of CareerSource Capital Region and may not be copied or appropriated by employees for *personal* use during employment with CareerSource Capital Region or upon separation. Employees should be aware that the illegal duplication of computer software may result in the filing of criminal copyright charges by the owners of the copyrights; copyright infringement is punishable by fines and/or imprisonment.

CareerSource Capital Region does not condone the use of "bootleg" or "pirate" software on its computer system. The use of such software is grounds for discipline, up to and including immediate termination. Any employee who becomes aware of the presence of any "bootleg" or "pirate" software on CareerSource Capital Region's computer system should notify management immediately.

The use of personal disks or software in CareerSource Capital Region's computer system without prior authorization is strictly prohibited. Employees are further prohibited from accessing CareerSource Capital Region's Systems from remote locations via modem and from connecting CareerSource Capital Region's Systems outside systems via modem without prior authorization.

CareerSource Capital Region prohibits the use of any external hard drive by any employee on a CareerSource Capital Region computer, laptop, server, or any other networked or standalone device. This includes an external hard drive, flash drive, USB drive and all other external drives that are not permanently attached to the device. These drives can facilitate the spread of viruses, spyware and malware. Any internal use of these drives should be replaced by our Intranet and the common drive. If you as an employee need to access an external drive, or if you have an external person (presenter, trainer, etc.) that needs to access an external drive, permission must be granted by the Network Administration staff.

VIII. Penalties for Violation of CareerSource Capital Region's Communication and Computer Systems Security and Usage Policy

VIOLATIONS OF ANY ASPECT OF CAREERSOURCE CAPITAL REGION'S COMMUNICATION AND COMPUTER SYSTEMS SECURITY AND USAGE POLICY MAY RESULT IN DISCIPLINE, UP TO AND INCLUDING IMMEDIATE DISCHARGE. CareerSource Capital Region will also seek civil damages against any employee who appropriates or copies CareerSource Capital Region property as described in the policy.

Employees should notify their immediate supervisor or any member of management upon learning of violations of this policy.

6.14 Social Media Usage Policy

CareerSource Capital Region is committed to utilizing social media to enhance the services it provides to customers, to listen and respond to customer opinions and feedback, and the organizational brand and reputation. We encourage regional staff to support the organization's activities through their personal social networking channels while adhering to the guidelines outlined in this policy.

I. Definition

For the purpose of this policy, social networking refers to the use of web-based and mobile applications for social interaction and the exchange of user-generated content. Social media channels include, but are not limited to, Facebook, Twitter, and LinkedIn.

II. Regional Staff "Followers" and "Fans"

Regional staff members are encouraged to "Like", become followers and fans of the organization's profiles on social media channels, and to share organization-generated content within their personal networks. Additionally, the organization appreciates the bubbling-up of ideas relative to the use of social media to engage our customers, community leaders, and the general public.

III. Key Contacts

The organization's social media channels are administered by designated regional board staff members only, and all official messaging must be approved and distributed by the designees. **Only those officially designated by the organization's leadership can use social media to speak on behalf of the organization.** If you have content you wish to share via social media channels, please forward it to the designated Marketing & Communications representative or to your supervisor for consideration. Items should be forwarded as soon as possible and no later than at least 24 hours prior to the event or communications need.

IV. Transparency

CareerSource Capital Region is committed to honesty, authenticity and accountability in all social media communications. Regional staff must disclose their identity when engaging in discussions or sharing content related to the organization. Further, regional staff members who have identified themselves as being employed within CareerSource Capital Region must include a disclaimer stating that the opinions expressed are their own and not those of the organization or staff, when voicing an opinion on a controversial topic or political view, such as "The postings on this site are my own and do not necessarily reflect the views of CareerSource Capital Region."

V. Confidentiality and Copyright

Regional staff members must not disclose private or confidential information about the organization, its employees, clients, projects, vendors, finances, corporate strategy, or marketing strategies on social networks. **This includes customer names, specific customer circumstances, customer photos or videos.** The designated Marketing & Communications representative is authorized to work with staff and customers to post photos or videos on behalf of the organization. Regional staff members must also comply with all state and federal laws regarding confidentiality of specific information. Further, regional staff members must respect trademarks, copyrights, intellectual property and proprietary information. No third-party content should be published without prior permission from the CEO, the designated Marketing & Communications representative, or a key organizational leader. Regional staff members should also adhere to all applicable organizational policies regarding privacy and confidentiality.

If a regional staff member believes that a customer would make a good success story, the designated Marketing and Communications representative or supervisor should be notified.

Regional staff members who disclose confidential information are subject to discipline, up to and including termination of employment.

VI. Conduct/Expectations

Rules of conduct as outlined in this policy apply to social networking activity. Regional staff members are expected to conduct themselves in a professional manner, to respect the views and opinions of others, and to demonstrate respect for the organization, its board leadership, management, clients, guests, vendors, employees and competitors.

The organization and regional staff are committed to conducting themselves in accordance with best industry practices in social networking, to being responsible citizens and community members, to listening and responding to feedback, and communicating in a courteous and professional manner. Behavior and content that may be deemed disrespectful, dishonest, offensive, harassing or damaging to the organization's interests or reputation are not permitted.

Further, playing games or using apps associated with social media channels not directly related to work is strictly prohibited during work hours.

Regional staff members are encouraged to be aware of the hazards of mixing personal and professional persona in the online, social media world. Therefore, if you or your online contacts post photos of you partying on your Facebook page, you must understand how this reflects upon you as a professional. Unprofessional images of you, even on your personal page, if connected to CareerSource Capital Region, casts a poor light on your professionalism and employment within the region. Before "liking" or connecting with CareerSource Capital Region's organizational social media channels, be sure to determine that your personal pages represent you and the organization in a positive way.

VII. Personal Use of Social Media in the Office

Refrain from using social media for personal reasons while on work time or using computer equipment provided by CareerSource Capital Region, unless it is work-related as authorized by your supervisor and consistent with the policies governing the use of company equipment. Do not use CareerSource Capital Region email addresses to register on social networks, blogs or other online tools utilized for personal use.

Limited personal use of the internet and social media channels during work breaks and lunch periods is acceptable, as long as it does not violate any other organizational or computer usage policy and does not interfere with the staff member's primary job responsibilities. Generally, regional staff members should maintain their personal social media channels on their own time using their personal computers, phones, or other forms of technology.

Computers and all other forms of technology issued to staff by CareerSource Capital Region, as well as time on the job, are reserved for performing work-related business. Primarily, it is appropriate to share or post to social media channels at work if doing so is directly related to accomplishing work goals.

VIII. Guidelines for Online Work-related or Personal Activity

Online social media channels allow people to engage in both professional and personal conversations. Whether on Facebook, LinkedIn or other social media channels, individuals employed within the region often list CareerSource Capital Region as the place of their employment. In turn, this information associates regional staff with the organization and/or their employer. Therefore, whether the activity is work-related or personal, the following guidelines should govern regional staff members' online or internet activity:

- *Think twice before posting.* In the world of social media, there is no privacy. Assume anything posted may end up published for all to see. Consider the effects if the post becomes widely distributed and readily known.
- *Be accurate.* Get the facts straight before posting on social media. Review for any grammatical, typographical or data errors. This is especially true if posting on behalf of the organization.
- *Be Respectful.* Understand that content published on a social media channel could encourage or incite comments. Regional staff members are encouraged to carefully consider any posts, responses and how a response may reflect on them and/or the organization.
- *Remember Your Audience is Unlimited.* Remember that anything you post could be available to the public at large. Consider whether anything you say would alienate, harm or offend other individuals whom you did not intend to see the post.
- *Clarify Ownership.* Regional staff who have identified themselves as being employed within CareerSource Capital Region must include a disclaimer stating that the opinions expressed are their own and not those of the organization or staff when voicing an opinion on a controversial topic.

- *Photographs.* Photographic images posted on social media channels can easily be appropriated by visitors. Consider adding a watermark and /or posting pictures at a resolution that is sufficient for viewing on Web, but not printing.

IX. Legal Liability

Remember that individuals are personally and legally liable for anything they've published online. What is published will be public for a long time, even if deleted. Always pause and think before posting.

X. Reporting Issues

Inaccuracies, discrepancies or inappropriate postings, discussions or interactions regarding CareerSource Capital Region on any online channel, or ideas or suggestions for improving utilization of social media platforms to benefit the organization, should be submitted to the designated Marketing and Communications representative or supervisor.

XI. Use of Organizational Logo

Regional staff members should follow all applicable rules and regulations for logo usage as outlined in the CareerSource Capital Region Administrative Style Policy (ADM-PL-0001).

XII. Media Contact

Regional staff members should follow all applicable rules and guidelines found within the CareerSource Capital Region Administrative Style Policy for handling inquiries by the media about CareerSource Capital Region operations, programs, projects, plans, staff or clients.

XIII. Discipline Due to Inappropriate and Illegal Actions

Regional staff members are subject to disciplinary action, up to and including termination of employment, for commentary, content, or images that are defamatory, pornographic, proprietary, harassing, libelous, or that can create a hostile work environment.

XIV. Enforcement

CareerSource Capital Region monitors computer usage and work-related staff member activity on the internet and social media channels. Regional staff members who violate policy guidelines are subject to disciplinary action, up to and including termination of employment.

XV. Retaliation is Prohibited

CareerSource Capital Region prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another employee for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

XVI.Relevant Documents:

- ADM-PL-0001: Administrative Style Manual
- ADM-PL-0046: Code of Business Conduct & Ethics

6.15 Workplace Monitoring

Workplace monitoring may be conducted by CareerSource Capital Region to ensure quality control, employee safety, security, and customer satisfaction.

Employees who regularly communicate with customers may have their telephone conversations monitored or recorded. Telephone monitoring is used to identify and correct performance problems through targeted training. Improved job performance enhances our customers' image of CareerSource Capital Region as well as their satisfaction with our service.

Computers furnished to employees are the property of CareerSource Capital Region. As such, computer usage, files and email may be monitored or accessed.

Because CareerSource Capital Region is sensitive to the legitimate privacy rights of employees, every effort will be made to guarantee that workplace monitoring is done in an ethical and respectful manner.

6.16 Workplace Violence Policy

Workplace violence can be any act of physical violence, threats of physical violence, harassment, intimidation, or other threatening, disruptive behavior that occurs at the work site. Workplace violence can affect or involve employees, visitors, vendors, or clients.

A number of different actions in the work environment can trigger or cause workplace violence. It may even be the result of non-work-related situations such as domestic violence or other personal issues. Workplace violence can be inflicted by an abusive employee, a manager, supervisor, co-worker, client, family member, or even a stranger. Whatever the cause or whoever the perpetrator, workplace violence is not accepted or tolerated at this organization.

Every employee is responsible for reporting instances of workplace violence in accordance with this policy. Every supervisor is responsible for responding promptly and thoroughly to allegations of workplace violence in accordance with the terms of this policy.

All persons at CareerSource Capital Region should report instances of workplace violence. In true emergency situations where the threat of harm is imminent, employees should call 911 and request immediate assistance from the authorities.

In non-emergency situations, workplace violence should be reported first to an immediate supervisor. If the immediate supervisor is contributing to the risk of the workplace violence, the incident should be reported to Human Resources immediately.

CareerSource Capital Region takes potential and actual threats of workplace violence very seriously and will take immediate disciplinary action, including termination, when such threats occur. As a result, employees accepting employment with the organization accept and agree that they will be subjected to such disciplinary action if they make verbal or written threats of violence to other employees.

All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited from the premises of CareerSource Capital Region without proper authorization.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by customers, vendors, solicitors, or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

6.17 Ethical Communications policy

All CareerSource Capital Region employees must abide by a code of wholly ethical communications with peers, supervisors, employees, vendors, and membership. Ethical communication enhances human worth and dignity by fostering truthfulness, fairness, responsibility, personal integrity, and respect for self and for others. As such, the following rules should be expressly followed to avoid violating such code:

- A. Communicate any and all concerns regarding another's behavior directly with the individual or immediate supervisor. Sharing such concerns with others that do not have a legitimate reason to know such concerns may quickly amount to gossip- one of the most damaging practices in any workplace.
- B. Avoid argumentative tones and comments. Employees should state their position clearly and factually in a normal tone, allowing the other individual an opportunity to share her or his position, and inviting open discussion regarding both such positions.
- C. Honesty is always the best procedure. It is critical that employees never engage in deceit, exaggeration, or express dishonesty when dealing with other individuals. While some communication may be extremely difficult to have, employees are always expected to provide them in a candid, but respectful, manner.
- D. Respect issues of confidentiality. Employees of CareerSource Capital Region will be faced with topics of great confidentiality at times and, as such, must avoid sharing any such information with anyone not intended to be part of such confidentiality. This procedure speaks only to issues of confidentiality related exclusively to CareerSource Capital Region's purpose and mission and should not be interpreted to include gossip, personal information, and other topics not related to CareerSource Capital Region itself.

Any employee found violating any portion of this procedure may be subject to disciplinary action, up to and including termination.

6.18 Guns in the Workplace Policy

It is our policy to strictly prohibit any employee, vendor, or customer from carrying any sort of weapon into our offices. Employees are permitted to bring weapons in their vehicles into our parking lots if they remain locked within such vehicle and the employee maintains a current and legal permit to carry the weapon. Such weapons may not be used for any inappropriate or illegal use. Any violation of this policy will result in immediate termination of such employee.

6.19 Domestic and Sexual Violence Policy

CareerSource Capital Region is committed to promoting the autonomy, safety and health of our employees, and to providing leadership on the impact of domestic and sexual violence on staff, and in the workplace. The purpose of this policy is to detail the support available to staff who are victims of domestic or sexual violence, and to detail the disciplinary consequences to staff members who commit, threaten, or have been held legally responsible for committing acts of domestic or sexual violence.

1. It is the policy of CareerSource Capital Region to provide available support and assistance to employees who are experiencing domestic or sexual violence. This support includes: confidential means for coming forward for help, resource and referral information, additional security at the workplace, work schedule adjustments, and leave necessary to address the impact of the domestic or sexual violence, as detailed in Paragraph 3. Written resource and referral information shall be available in languages understood by all employees. Other appropriate assistance will be provided based on individual need.
2. Confidentiality: In all responses to domestic and sexual violence, CareerSource Capital Region will respect the confidentiality and autonomy of the adult experiencing domestic violence to direct his or her own life, in accordance with CareerSource Capital Region's policy and Florida law, which mandates reporting for certain populations. All information relating to leave taken under this policy will be kept confidential.
3. Leave Options for Employees Who Are Experiencing Domestic or Sexual Violence:
 - A. Any employee may take up to 24 hours of paid leave from work in any 12-month period if the employee, or a family or household member of the employee, is the victim of domestic or sexual violence, for the purpose of:
 - i. seeking an injunction for protection against domestic violence, repeat violence, dating violence, or sexual violence;
 - ii. obtaining medical care or mental health counseling, or both for the employee or a family or household member to address physical or psychological injuries resulting from the domestic or sexual violence;
 - iii. obtaining services from any victim-services organization;
 - iv. making the employee's home secure from the perpetrator of the domestic or sexual violence, or seeking new housing;
 - v. seeking legal assistance in addressing issues arising from the act of domestic or sexual violence, or attending and preparing for court-related proceedings arising from the act of domestic or sexual violence.

- B. The employee seeking leave under this paragraph should follow ordinary procedures for leave requests, or, in instances where a request in advance is either impracticable or unsafe, the employee should call her supervisor as soon as possible to inform the supervisor regarding the reason for her absence. Employees are not required to exhaust accrued leave time in advance of seeking leave under this paragraph.
- C. Requests for additional hours of leave, or for other purposes than those recited above, will be considered on an individual basis on consultation with the employee, her/his supervisor, the Human Resources Manager, and the Executive Director/President/CEO. Additional hours of leave, beyond the 24 hours of paid leave authorized above, may be taken as unpaid leave or as accrued PTO leave.
- D. The employee, supervisor, Human Resources Manager, and the Executive Director/CEO/President/Owner are encouraged to explore whether any other paid options can be arranged, including schedule accommodations, which will help the employee cope with a domestic or sexual violence situation without having to take an unpaid leave.

4. Procedures for Employees with Performance Issues Related to Domestic Violence

- A. CareerSource Capital Region recognizes that people experiencing domestic or sexual violence may have performance or conduct problems such as repeated absences from work, or inability to concentrate on work tasks, as a result of abuse. When an employee subject to disciplinary action (as outlined in Policy Number 7.10 of the CareerSource Capital Region Policy Manual) discloses that the job performance or conduct problem is caused by domestic or sexual violence, a referral for appropriate assistance should be offered to the employee.
- B. The supervisor, in collaboration with the employee and Executive Director/President/CEO, should allow a reasonable time for the employee to obtain assistance regarding the domestic or sexual violence.

5. Disciplinary Procedures for Employees Who Commit Acts or Threats of Violence:

- A. CareerSource Capital Region is committed to a workplace in which the perpetration of domestic or sexual violence is neither tolerated nor excused. Any physical assault or threat made by an employee while on CareerSource Capital Regions premises, during work hours, or at a CareerSource Capital Region sponsored event is a serious violation of CareerSource Capital Region policy. This policy applies not only to acts against other employees, but to acts against all other persons, including intimate partners. Employees found to have violated this policy will be subject to disciplinary action, up to and including discharge.
- B. Employees who are convicted of a crime as a result of domestic or sexual violence, or who are subject to a Domestic Violence, Dating Violence, Sexual Violence, or Repeat Violence injunction,

may be subject to disciplinary action, up to and including discharge, depending on the circumstances.

- C. CareerSource Capital Region understands that there is the possibility of wrongful conviction of assault in the case of victims of domestic violence, who act in self-defense. CareerSource Capital Region will consider the context of the conviction before deciding on disciplinary action or discharge.

7.01 Employee Conduct and Work Rules

To ensure orderly operations and provide the best possible work environment, CareerSource Capital Region expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal or possession of CareerSource Capital Region property, including work product.
- Falsification of timekeeping records
- Working under the influence of alcohol or illegal drugs
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment
- Fighting or threatening violence in the workplace
- Boisterous or disruptive activity in the workplace
- Negligence or improper conduct leading to damage of employer-owned or customer-owned property
- Insubordination or other disrespectful conduct
- Violation of safety or health rules
- Smoking in prohibited areas
- Sexual or other unlawful or unwelcome harassment
- Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace
- Excessive absenteeism or any absence without notice
- Unauthorized absence from workstation during the workday
- Unauthorized use of telephones, mail system, or other employer-owned equipment
- Unauthorized disclosure of business "secrets" or confidential information
- Violation of personnel policies
- Unsatisfactory performance or conduct
- Any fraudulent dealings with CareerSource Capital Region, its customers, or its suppliers

Employment with CareerSource Capital Region is at the mutual consent of CareerSource Capital Region and the employee, and either party may terminate that relationship at any time, with or without cause, and with or without advance notice.

7.02 Drug and Alcohol Policy

It is well recognized that drug abuse has a harmful effect on public health and safety, on the welfare of employees, on morale, and on productivity. Furthermore, it is the policy of CareerSource Capital Region to comply with the Drug Free Workplace Act, to comply with applicable federal regulations, to establish and maintain drug-free workplaces, and to prohibit the unauthorized or unlawful manufacture, distribution, dispensation, possession and use of controlled substances on or off the job.

For these reasons, CareerSource Capital Region adopts the following policy:

I. GENERAL RULE

All employees of CareerSource Capital Region are prohibited from swallowing, inhaling, injecting, dealing in, or otherwise using illegal drugs and substances (such as marijuana, cocaine, LSD, heroin, etc.) and prescription drugs which are not prescribed for the employee's own use. This prohibition applies to use at any time both on the job and off the job.

II. APPLICANTS FOR EMPLOYMENT

CareerSource Capital Region reserves the right to conduct pre-employment drug tests for all applicants tentatively selected for employment. The CareerSource Capital Region shall not hire any applicant tentatively selected for employment who refuses to submit to a drug test or who tests positive for use of illegal or unauthorized substances. An applicant who is rejected under this policy may be considered for future vacancies if he or she can demonstrate that he or she is no longer a user of any such substances. For example, the applicant may successfully complete a drug abuse treatment program and pass a more thorough drug test conducted at the applicant's expense.

III. CURRENT EMPLOYEES

CareerSource Capital Region employees will be subject to drug testing by urinalysis where "particularized suspicion" of drug use in violation of this policy exists or under other lawful conditions.

1. Particularized suspicion is deemed to exist when:

- information that an employee has used illegal drugs or substances is provided by a reliable informant
- a serious accident occurs due to the apparent fault of the employee; "serious accident" is defined as:

1. an accident involving a fatality, or

2. an accident causing bodily injury which requires medical treatment away from the scene of the accident, or
 3. an accident causing total aggregate property damage of at least \$2,000 based on reliable estimates, or
 4. an accident in which one or more motor vehicles incurs disabling damage as a result of the accident, requiring the towing of one or more of the vehicles from the scene by a tow truck or other vehicle
- when an employee exhibits any of the following:
 1. extreme mood swings
 2. slurred speech
 3. unusual clumsiness
 4. staggering
 5. dilation of pupils
 6. sleeping on the job or lethargy
 7. excessive unexplained sweating
 8. other aberrational behavior
 - Particularized suspicion is deemed to exist when an employee has been arrested for violation of drug laws.

Particularized suspicion testing shall not be conducted without the approval of the Chief Executive Officer or his/her designee(s).

CareerSource Capital Region will require all employees to be tested for the use of controlled substances as part of any “fitness for duty” physical examination mandated by federal/state law or by the CareerSource Capital Region.

If an employee refuses to submit to a drug test when ordered to do so, the employee shall be discharged.

IV. TESTING PROCEDURE

Drug testing will be by urinalysis.

The collection of urine samples will be performed under reasonable and sanitary conditions.

Urine normally will be collected under conditions of semi-privacy -- that is, a person of the same gender will be in a position to observe obvious attempts to substitute or adulterate a urine sample. Collection of the urine sample may be directly observed by a person of the same gender, however, where the person supervising the collection believes an employee has tampered with an earlier urine

sample or the employee has previously admitted or been proved to have used drugs in violation of this rule.

Urine samples will be sealed, labeled, and documented in accordance with the procedure of the drug testing. Labeling, storage, and transportation of samples shall be performed so as reasonably to preclude the probability of erroneous identification, sample contamination, or sample adulteration.

Specimens will be checked for **at least** the following six substances:

1. marijuana and related substances
2. cocaine
3. opiates
4. amphetamines
5. phencyclidine
6. barbiturates

Applicants and employees will have an opportunity to provide any information which they consider relevant to the test, including identification of currently used prescription or nonprescription drugs.

Samples which initially result in a positive finding for drug use will be re-tested by the gas chromatography/mass spectrometry (GC/MS) method. If the GC/MS test results in a positive finding of drug use, and is verified by CareerSource Capital Region appointed doctor, the written report of the doctor shall be conclusive for all employment-related purposes.

The CareerSource Capital Region appointed doctor normally will allow an employee whose drug test results have been confirmed as positive the opportunity to justify the result before the doctor notifies CareerSource Capital Region of the test results.

V. NOTICE TO EMPLOYEES

CareerSource Capital Region shall attempt to distribute to all present employees a copy of this policy. Additional copies of this policy are available upon request. By continuing to work, the employee agrees that he will abide by the policy as a condition of employment.

VI. NOTICE TO EMPLOYER, STATE AND FEDERAL GRANTOR AND CONTRACTING AGENCIES, AND LAW ENFORCEMENT AUTHORITIES

As a condition of employment, employees agree to notify CareerSource Capital Region within five (5) calendar days after any criminal conviction for the workplace manufacture, distribution, dispensation, possession, or use of illegal drugs and prescription drugs not prescribed for the individual employee's use. CareerSource Capital Region shall notify all state and federal grantors/contracting agencies of such employee convictions as required by the state and federal Drug Free Workplace

Acts. "Conviction" means a finding of guilt, imposition of a sentence, a plea of no contest, or a plea of guilty.

CareerSource Capital Region shall notify law enforcement authorities whenever illegal drugs are found in the workplace.

VII. CONSEQUENCES OF VIOLATING THIS POLICY

Violations of this policy will result in discipline up to and including discharge.

For probationary employees, violations of this policy will result in termination.

For all other employees, CareerSource Capital Region shall impose discipline up to and including discharge for an employee who tests positive for illegal drug use or who otherwise violates this policy.

CareerSource Capital Region, in lieu of terminating an employee, may suspend the employee without pay and condition the continued or future employment of an employee found to be in violation of this policy upon the successful completion of a drug counseling/rehabilitation program.

If CareerSource Capital Region, after considering all of the relevant circumstances, allows an employee who tests positive for illegal drugs to continue as a CareerSource Capital Region's employee, CareerSource Capital Region will do the following:

1. Refer the employee for drug abuse counseling;
2. Retest the employee for controlled substances before allowing the employee to return to duty;
3. Require the employee to authorize the professionals providing treatment to report periodically to CareerSource Capital Region during the course of treatment/counseling;
4. Place the employee on probation for at least six months following the employee's return to duty; and
5. Require the employee to submit to unannounced follow-up drug testing for a period not to exceed five years.

Should an employee whose continued or future employment is conditioned upon the successful completion of a counseling or rehabilitation program refuse or fail to participate in a single counseling or treatment session, the employee will be terminated.

An employee whose return-to-duty test sample does not indicate that the employee has discontinued use of illegal drugs will be terminated.

VIII. COMING FORWARD WITH SUBSTANCE ABUSE PROBLEMS

Employees who have substance abuse problems and report them to CareerSource Capital Region before being selected for testing, and before the occurrence of an event which normally would result in testing, will normally not be disciplined upon the first violation but will be subject to Part VII of this policy.

If an employee admits to a violation of this policy or tests positive for drugs in violation of this policy, but seeks counseling and remains an employee of CareerSource Capital Region, the employee will be discharged if he or she again either admits to a violation of this policy or tests positive for drugs in violation of this policy.

IX. CONFIDENTIALITY

Any drug test results or information supplied by employees and applicants as part of CareerSource Capital Region drug testing program will be kept as confidential as possible, consistent with the purposes of this policy.

X. TESTING COSTS

CareerSource Capital Region will pay the costs of all drug tests to which CareerSource Capital Region requires an employee to submit. However, an employee subject to unannounced follow-up testing pursuant to Part VII of this policy will be responsible for the cost of all follow-up tests.

XI. NOTIFICATION OF TESTS RESULTS

Applicants will be notified of the results of a pre-employment drug test, provided the applicant requests the results within sixty (60) days of being notified of the disposition of the employment application.

Employees will be notified of the results (including the drug(s) discovered) of all drug tests, provided the results are positive.

7.03 Sexual and Other Unlawful Harassment

CareerSource Capital Region does not and will not tolerate any type of harassment of employees, applicants, or customers. The term “harassment” includes, but is not limited to, slurs, jokes, and other verbal, graphic or physical conduct relating to an individual’s race, color, gender, sexual orientation, religion, national origin, citizenship, age, disability or any other protected category. “Harassment” also includes sexual advances, requests for sexual favors, offensive touching, and other verbal, graphic, physical conduct, or electronic communications (e-mail) of a sexual nature involving either members of the opposite or the same sex.

Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to his or her supervisor. If the supervisor is unavailable or the employee believes it would be inappropriate to contact that person, the employee should immediately contact next level of management or Human Resources. Employees can raise concerns and make reports without fear of reprisal.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment should promptly advise senior management and Human Resources. All complaints of harassment will be handled in a timely manner and with as much confidentiality as possible.

Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

CareerSource Capital Region provides the following guidelines for the handling of a harassment complaint:

1. All harassment complaints must be reported to a supervisor, manager, or Human Resources within twenty-four (24) hours or as soon as possible.
2. All harassment claims will be promptly and thoroughly investigated. Confidentiality will be maintained to the extent that it is possible.
3. The results of the investigation will be presented to each person involved in the claim.
4. Any harassment complaint found to be legitimate will be treated as a serious violation and will result in disciplinary action, possibly termination.
5. CareerSource Capital Region will not tolerate any reprisals against any individual who makes a harassment claim.

VIOLATION OF THIS POLICY WILL SUBJECT AN EMPLOYEE TO DISCIPLINARY ACTION, UP TO AND INCLUDING IMMEDIATE DISCHARGE.

If an employee feels that s/he is being harassed in any way by a coworker, a customer or a vendor, you should notify your supervisor immediately. The matter will be thoroughly investigated and where appropriate disciplinary action will be taken.

Supervisors and managers are also covered by this policy and are prohibited from engaging in any form of harassing conduct. Further, no supervisor or other member of management has the authority to suggest to any employee or applicant that the individual's employment, continued employment, or future advancement will be affected in any way by the individual's entering into (or refusing to enter into) any form of personal relationship with the supervisor or member of management. Such conduct is a direct violation of this policy.

If you believe that a supervisor or member of management has acted inconsistently with this policy, if you are not comfortable bringing a complaint regarding harassment to your immediate supervisor or if you believe that your complaint concerning a coworker, a customer, or vendor has not been handled to your satisfaction, please immediately contact the Chief Executive Officer.

**YOU WILL NOT BE PENALIZED IN ANY WAY FOR REPORTING
SUCH IMPROPER CONDUCT.**

Please do not assume that CareerSource Capital Region is aware of your problem. Bring your complaints and concerns to our attention so that we can resolve them.

Harassment or discrimination based on any protected class will not be tolerated at CareerSource Capital Region. Sexual harassment includes lewd jokes, electronic mail messages, inappropriate comments, and any other behavior that makes another employee feel uncomfortable. Any person who feels that he or she is being harassed or discriminated against must immediately report the offensive conduct to his or her direct supervisor. However, if the employee's direct supervisor is in any way involved in the alleged inappropriate behavior or is unavailable, the employee should report the conduct directly to the Chief Executive Officer or Human Resources. Finally, if the employee's direct supervisor and the Chief Executive Officer are involved in the alleged inappropriate conduct or are unavailable, immediately contact the Chairperson of the Board of Directors.

7.04 Attendance and Punctuality

To maintain a safe and productive work environment, CareerSource Capital Region expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on CareerSource Capital Region. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence. Employees are also required to notify their supervisor prior to leaving their workstation for any period of time to insure that critical positions are adequately staffed.

Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, up to and including termination of employment.

7.05 Dress Code: Business Attire

It is the policy of CareerSource Capital Region that each employee's overall appearance including dress, grooming, and personal hygiene should reflect the business image of CareerSource Capital Region and the standards our stakeholders expect as well as project the standards we expect career seekers to uphold while improving their skills and searching for employment. CareerSource Capital Region operates in a business-oriented culture; therefore, the appropriate "look" that is expected of staff members is one where conservative, business attire is worn.

Guidelines for Women

Slacks/Pants:

Slacks and pants should have a length at or just below the ankle.

Dresses/Skirts:

Dresses that ensure coverage of the shoulders and skirts that fall at the knee or longer are appropriate.

Dresses with spaghetti straps, bare shoulders or backs must be worn with a jacket or sweater. Sleeveless dresses that extend to the edge of the shoulder are acceptable without additional cover.

Shoes:

Dress pump, dress sling-back, or dress sandal (with or without strap), or dress boot (no longer than knee-high).

Shoes should be of a conservative color and style.

Heel height should be no more than 3 inches.

Exposed platforms should be no more than 1 inch.

Guidelines for Men

Shirts/Tops:

Business suits; sport coats

Shirts with collars

Dress shirts with or without a tie

Polo shirts

Sweaters

CareerSource Capital Region logoed shirt, dark blue, black, gray or khaki slacks, and/or blazer

Shirts must be tucked in and belts must be worn.

Slacks/Pants:

Dress slacks or pants, khakis or chinos

Belts must be worn

Shoes:

Dress shoes or dress loafers

Guidelines for Everyone

While it is impossible to outline every single appropriate or inappropriate garment or accessory, at a minimum, the guidelines above and below should be followed:

- Employees are expected to be clean and well groomed.
- Hair should reflect current, conservative styles provided that hair is clean and is a natural color (i.e. black, brunette, blonde, auburn, silver/gray). Facial hair must be neatly trimmed.
- Tattoos should be discreet, professional in appearance and should not be distracting.
- Jewelry: Simple, businesslike, conservative metal, stone or beaded jewelry including necklaces, bracelets, rings, earrings, or cufflinks may be worn in moderation.
- Earrings should be small (no more than 2” in diameter or length) and no more than two earrings per ear are permitted.
- Body piercings (other than earrings) should not be visible.
- Clothing must be neat, clean, unstained and free of rips, tears, or holes.
- Nail polish, when worn, should be conservative and without excessive decoration.
- CareerSource Capital Region or partner agency approved nametags should be worn at all times.

Inappropriate

- Clothing that is more appropriate for the beach, gym or personal time than for the office including items such as tights, sweat pants, shorts, culottes, capri pants or leggings worn as pants. Jeans or clothing made from denim or material that is denim-like in appearance, no matter the color. Clothing with frayed cuffs or holes, advertising, slogans, cartoons or other distracting or inappropriate designs.
- Any extreme in dress, accessory, or hair style.
- Earrings larger than 2”, more than two earrings per ear, excessive nail art, sloppiness. Soiled clothing, and general untidiness.
- Skirts or dresses with thigh high slits or that rise more than 2 inches above the knee when standing.
- Slacks or skirts that are too long, as they can be a safety hazard. The hem of slacks or skirts should not touch the ground when standing. Tight fitting or see-through clothing. Low cut shirts or sweaters, tank, halter, or crop tops. Back baring shirts or dresses. Spaghetti straps worn without a jacket or sweater.
- Baseball caps.
- Heels higher than 3 inches. Flip flops of any kind including rubber, leather and cloth. Athletic shoes, tennis shoes, flip flops, casual sandals, hiking boots and Crocs.
- Fragranced lotions, perfumes or cologne are prohibited, as employees and customers in offices may have sensitivity and or allergic reactions to various fragrant products.

CareerSource Capital Region DOES NOT regularly observe casual Fridays; however, to celebrate or observe special occasions, the CEO may designate a specific day when casual attire such as jeans or denim may be worn. T-shirts and/or athletic shoes will only be allowed during designated times when directly job related, for employee recognition, or for incentives during fundraising opportunities (i.e. United Way). On these designated casual days or times, staff members are still expected to present a neat appearance and are not permitted to wear ripped or disheveled clothing.

Each partner agency or organization co-located with CareerSource Capital Region has the right to make and enforce its own dress code beyond the business attire standards established by CareerSource Capital Region.

This policy is not intended to be a comprehensive list of dress and appearance choices. Acceptable personal appearance including dress, grooming and personal hygiene is an ongoing requirement of employment. Employees who do not meet the standards set forth in this policy may be sent home to change and/or be reprimanded. Employees who have questions about appropriate dress should consult with their immediate supervisor.

7.06 Return of Property

Employees are responsible for items issued to them by CareerSource Capital Region or in their possession or control, such as the following:

- cash
- checks
- client lists
- credit cards
- equipment
- digital cameras
- keys
- manuals
- cell phones
- vehicles
- written materials, including work product

Employees must return all CareerSource Capital Region property immediately upon request or upon termination of employment. Where permitted by applicable laws, CareerSource Capital Region may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. CareerSource Capital Region may also take all action deemed appropriate to recover or protect its property.

No record (document) shall be altered, falsified, destroyed or "covered-up" if it may be relevant to an official investigation. Such acts are crimes as established by the Sarbanes-Oxley Act of 2002 (SOX, Section 1102, Section 1512 of Title 18, USC).

7.07 Security Inspections

CareerSource Capital Region wishes to maintain a work environment that is free of illegal drugs, distilled spirits, firearms, explosives, gambling devices or other improper materials. To this end, CareerSource Capital Region prohibits the possession, transfer, sale, or use of such materials on its premises. CareerSource Capital Region requires the cooperation of all employees in administering this policy.

Desks, workstations, lockers, and other storage devices may be provided for the conveniences of employees but remain the sole property of CareerSource Capital Region. Accordingly, they, as well as any articles found within them, can be inspected by any agent or representative of CareerSource Capital Region at any time, either with or without prior notice.

CareerSource Capital Region likewise wishes to discourage theft or unauthorized possession of the property of employees, CareerSource Capital Region, visitors, and customers. To facilitate enforcement of this policy, CareerSource Capital Region or its representative may inspect not only desks and lockers but also persons entering and/or leaving the premises and any packages or other belongings. Any employee who wishes to avoid inspection of any articles or materials should not bring such items onto CareerSource Capital Region premises.

No employee may engage in any unlawful activity either on or off the job as this can adversely affect CareerSource Capital Region's reputation.

7.08 Solicitation

In an effort to ensure a productive and harmonious work environment, persons not employed by CareerSource Capital Region may not solicit or distribute literature in the workplace at any time for any purpose.

CareerSource Capital Region recognizes that employees may have interests in events and organizations outside the workplace. However, employees may not solicit or distribute literature concerning these activities during the workday or while on CareerSource Capital Region's property.

Solicitation by an employee of another employee during the working time of either employee for any reason is strictly prohibited. Distribution of advertising materials, handbills or other literature is prohibited in all working areas at all time. Unapproved solicitation and distribution by non-employees is prohibited on CareerSource Capital Region premises at all times.

7.09 Progressive Discipline

The purpose of this policy is to state CareerSource Capital Region's position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

CareerSource Capital Region's own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Although employment with CareerSource Capital Region is based on mutual consent and both the employee and CareerSource Capital Region have the right to terminate employment at will, with or without cause or advance notice, CareerSource Capital Region may use progressive discipline at its discretion.

Disciplinary action may call for any of four (4) steps – 1. verbal warning; 2. written warning; 3. suspension with or without pay; 4. or termination of employment -- depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment. If more than twelve (12) months have passed since the last disciplinary action, the process will normally start over.

CareerSource Capital Region recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps. While it is impossible to list every type of behavior that may be deemed a serious offense, the Employee Conduct and Work Rules section includes examples of problems that may result in immediate suspension or termination of employment. However, the problems listed are not all necessarily serious offenses, but may be examples of unsatisfactory conduct that will trigger progressive discipline. By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and CareerSource Capital Region.

7.10 Problem Resolution

CareerSource Capital Region is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from CareerSource Capital Region supervisors and management.

CareerSource Capital Region strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism. If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure. No employee will be penalized, formally or informally, for voicing a complaint with CareerSource Capital Region in a reasonable, businesslike manner, or for using the problem resolution procedure.

If a situation occurs when employees believe that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the following steps. The employee may discontinue the procedure at any step.

1. Employee presents problem to immediate Supervisor within fifteen (15) calendar days, after incident occurs. If supervisor is unavailable or employee believes it would be inappropriate to contact that person, employee may present problem to the Chief Executive Officer.
2. Supervisor responds to problem during discussion or within fifteen (15) calendar days, after consulting with appropriate management, when necessary. Supervisor documents discussion.
3. Employee presents problem to the Chief Executive Officer within fifteen (15) calendar days if problem is unresolved.
4. Chief Executive Officer reviews and considers problem. Chief Executive Officer informs employee of decision within fifteen (15) calendar days, and forwards copy of written response to the employee's file. The Chief Executive Officer has full authority to make any adjustment deemed appropriate to resolve the problem.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment, and helps to ensure everyone's job security.

7.11 Defamation, Libel and Slander Awareness Policy

Generally speaking, defamation is the issuance of a false statement about another person, which causes that person to suffer harm. Slander involves the making of defamatory statements by a transitory (non-fixed) representation, usually a verbal representation. Libel involves the making of defamatory statements in a printed or fixed medium, such as a magazine, newspaper or website.

It is the policy of CareerSource Capital Region that employees, vendors within our facilities and board members are prohibited from the making of a false and defamatory statement concerning another person, business, or organization such as:

- Attacks on a person's or business' professional character or standing;
- Attacks that directly injures the person or business in respect to his office, profession, or trade profession, trade, or business that has a natural tendency to lessen the person or business' profits;
- Allegations that the person or business has committed a crime of moral turpitude;
- Allegations that a person is infected with an infectious, contagious, or loathsome disease;
- The use of offensive names to induce rejection or condemnation.

Further, employees, vendors within our facilities and board members must be careful to not make any derogatory statement concerning another person, business, or organization. Although the statement may contain "only the truth," the expressed "opinion" of the person making the statement, or if the statement is a "comment on a matter of public interest," if the statement does not represent the best interest of CareerSource Capital Region, it should not be made. All CareerSource Capital Region personnel are expected to maintain high ethical standards of conduct. Compliance with this policy will not only create an attractive, healthy working environment for all Employees consistent with CareerSource Capital Region's core values, but will further project a positive image of CareerSource Capital Region to employers, jobseekers and the community at large.

Any employee engaging in prohibited conduct regarding defamation will be subject to disciplinary action, up to and including termination of employment.

7.12 Code of Conduct and Business Ethics

Introduction

This Code of Business Conduct and Ethics was developed by the CEO of CareerSource Capital Region and approved by the Board of Directors to provide guidance for all Board Members and Employees of CareerSource Capital Region. All CareerSource Capital Region personnel are expected to maintain high ethical standards of conduct and to comply fully with applicable laws and governmental regulations. Each Employee and Board Member should read this document carefully with a commitment to uphold these standards. All Employees and Board Members will receive or be provided with a copy of this Code and should read, understand and comply with this Code and in all of CareerSource Capital Region's operations.

Day-to-day observance of this Code will create an attractive, healthy working environment for all Employees consistent with CareerSource Capital Region's core values, and further project a positive image of CareerSource Capital Region to employers, jobseekers and the community at large.

This Code is not an employment contract. By issuing this Code, CareerSource Capital Region has not created any contractual rights.

This Code is in addition to other detailed policies that CareerSource Capital Region may adopt from time to time. All Employees and Board Members should read, understand and comply with any applicable detailed policies.

Interpretation

Reference herein to the "Employees" means all employees of CareerSource Capital Region including without limitation the Chief Executive Officer; and "Board Member" means a member of the Board of Directors of CareerSource Capital Region.

The Board of Directors is responsible for setting the standards of business conduct contained in this Code and updating these standards as it deems appropriate to reflect changes in the legal and regulatory framework applicable to CareerSource Capital Region, the business practices within CareerSource Capital Region and the prevailing ethical standards of the communities in which CareerSource Capital Region operates. Questions concerning specific application of this Code should be referred to the Chief Executive Officer.

While this Code deals with major areas of concern, it cannot cover every situation which may arise. Employees and Board Members are expected to exercise their own best judgment and discretion within the parameters of this Code, keeping in mind the high standards to which CareerSource Capital Region is committed. Moreover, this Code of Conduct is designed to supplement the existing Employee Handbook and should be ready to be consistent with the expectations set forth in such Handbook.

Reporting Violations and Ensuring Compliance

Except as otherwise explicitly provided in this Code, if any Employee believes that this Code has been violated or CareerSource Capital Region has or is about to violate a law or regulation, or an Employee believes that he or she is being asked to violate this Code or a law or regulation in the performance of duties for CareerSource Capital Region, the matter should be promptly reported to the Employee's supervisor or the Chief Executive Officer. If for any reason the Employee is uncomfortable reporting such matter to his or her supervisor or the Chief Executive Officer, then the matters should be promptly reported to the Chairman of the Board of Directors, who will respond as promptly and discreetly as practicable with an appropriate investigation.

Except as otherwise explicitly provided in this Code, if any Board Member believes that this Code has been violated or CareerSource Capital Region has or is about to violate a law or regulation, or a Board Member believes that he or she is being asked to violate this Code or a law or regulation in the performance of duties for CareerSource Capital Region, the matter should be promptly reported to the Chairman of the Board of Directors. Violations of CareerSource Capital Region's anti-harassment policy shall be reported as provided for in the Employee Handbook and related Employee Policies.

Every Employee and Board Member shall cooperate in assuring that any violation of this Code is brought to the attention of the appropriate person. CareerSource Capital Region will take appropriate steps to maintain the confidentiality of the reporting Employee's or Board Member's identity, to the extent that it can do so consistent with applicable law and CareerSource Capital Region obligations to investigate and remedy the matter and, if appropriate, to report the matter to government officials

No retribution will be taken against an Employee or Board Member for reporting, in good faith, a violation or suspected violation, and any supervisor intimating or imposing sanctions on any Employee or Board Member for reporting a matter in good faith will be disciplined.

Based on the degree of responsibility of the Employee involved, compliance with this Code will be included in the Employee's performance review.

The Chief Executive Officer is responsible for overseeing the interpretation and enforcement of this Code. (i) the Chief Executive Officer will be responsible for monitoring the enforcement of this Code as it pertains to Employees at their location and (ii) the Board of Directors will be responsible for monitoring (a) enforcement of the Code and these procedures as they pertain to CareerSource Capital Region's Chief Executive Officer, and (b) the steps taken by the Chief Executive Officer with respect to the enforcement of this Code. If any questions regarding possible breaches or violations of this Code are not resolvable by the Chief Executive Officer, such questions shall be referred to the legal counsel for guidance in resolving the possible breach or violation.

Upon request by the Board of Directors or promptly after an issue is raised that might constitute a breach of, or require a waiver of or change in this Code, the Chief Executive Officer or legal counsel will report to the Executive Committee concerning compliance with this Code and any breaches or violations or

other ethical issues which may have occurred or been presented. The Executive Committee shall consider all issues brought before it. In instances where breaches or violations of this Code or other ethical issues may have been identified, the Chief Executive Officer or legal counsel may make such recommendation as may be appropriate to prevent a recurrence.

An Employee or Board Member found to have violated this Code will be subject to appropriate disciplinary action, ranging from warnings to possible termination or removal.

Compliance with Laws and Regulations Generally

CareerSource Capital Region insists that its business be conducted in compliance in all material respects with all applicable laws and regulations. Any illegal action will be dealt with swiftly and violations will be reported to the proper authorities. Failure to obey fully all laws and regulations violates this Code and may expose both CareerSource Capital Region and responsible Employees or Board Members to criminal or civil prosecution. If an Employee or a Board Member has any questions on specific laws, regulations or other legal issues, he or she should contact CareerSource Capital Region's General Counsel.

Employment Related Laws

CareerSource Capital Region is committed to the fair and equitable treatment of all its Employees and, as such, abides by all applicable employment laws. Employees with concerns or questions regarding applicable employment laws should contact the Chief Executive Officer.

Weapons and Firearms in the Workplace

CareerSource Capital Region is very conscious of the safety and welfare of its Employees and Board Members. As an employer, it recognizes its obligation to ensure the safest possible work place for its Employees. In order to maintain a safe environment, CareerSource Capital Region prohibits the use, storage and possession of weapons and firearms on CareerSource Capital Region property by Employees and Board Members, regardless of whether such use, storage and possession is inadvertent.

"Weapon" includes any sword; dirk; knife; metallic knuckles; slingshot; billy club; any gun operated with compressed air or gas such as a tear gas gun, BB gun, air-soft gun, or pellet gun; stun gun, taser or other electric weapon or device which uses electrical current to inflict bodily injury; chemical weapon or device; bomb, grenade, mine, rocket, missile, pipe bomb, or similar device containing an explosive, incendiary, or poison gas; or, any other device used, or intended to be used, to inflict bodily injury, except a common pocketknife, plastic knife, or blunt-bladed table knife.

"Firearm" means any weapon, including a starter gun, which is designed to or may readily be converted to expel a projectile by the action of an explosive; the frame or receiver of any such weapon; any firearm muffler or firearm silencer; ammunition for any firearm; or any destructive device.

Examples of firearms include, but are not limited to, handguns, machine guns, pistols, revolvers, rifles, shotguns, or other firearms of any nature.

If an Employee or Board Member uses, stores or possesses a weapon or firearm on CareerSource Capital Region property, your Employment or membership will be terminated or removed immediately for cause. Any Employee or Board Member who is aware that another Employee or Board Member is using, storing, or is in possession of a weapon or firearm on CareerSource Capital Region property should promptly report this matter to the Employee's supervisor, the Chief Executive Officer, or the Board Chair. Failure to promptly report this matter will result in appropriate disciplinary action, ranging from warnings to termination or removal.

This provision is not intended to prevent Employees or Board Members from possessing a legally owned firearm when such firearm is lawfully possessed and locked inside or locked to a private motor vehicle in the CareerSource Capital Region's parking lot.

Violence in the Workplace

CareerSource Capital Region has a policy of zero tolerance for violence. If an employee engages in any violence in the workplace, or threaten violence in the workplace, your employment will be terminated immediately for cause. No talk of violence or joking about violence will be tolerated.

"Violence" includes physically harming another, shoving, pushing, harassing, intimidating, coercing, brandishing weapons, and threatening or talking of engaging in those activities. It is the intent of this policy to ensure that everyone associated with this organization, including employees and customers, never feels threatened by any employee's actions or conduct.

Fair Dealings with Others

Each Employee and Board Member of CareerSource Capital Region should endeavor to deal fairly with the CareerSource Capital Region's members, suppliers, external advisers and employees. None should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other unfair practice.

Corporate Opportunities and Conflicts of Interest

Although Employees are free to participate in outside activities, it is important that Employees not engage in any activity that is (or could appear to be) a conflict between their own personal or business interests and CareerSource Capital Region's best interests. Employees will be asked to sign a Conflict of Interest Statement upon employment and periodically thereafter. Actual or potentially conflicting interests (including but not limited to any material transaction or relationship that reasonably could be expected to give rise to a conflicting interest) must be reported to the Chief Executive Officer or the Audit Committee. Dual employment must be approved by the Chief Executive Officer or as provided in any individual employment contract.

Use of CareerSource Capital Region's Property

All of CareerSource Capital Region's information systems, including communications systems, magnetic media, email, voice mail, and Intranet, Extranet and Internet access systems are CareerSource Capital Region's property and generally must be used only for business activities. Incidental personal use is permissible as long as it does not consume more than a trivial amount of resources, does not interfere with productivity, does not preempt any business activity, is otherwise appropriate and reasonable and is consistent with the CareerSource Capital Region's business values and this Code. CareerSource Capital Region reserves the right at any time to access, read, monitor, inspect and disclose the contents of, postings to and downloads from all of CareerSource Capital Region's information systems.

No one may use CareerSource Capital Region's information systems at work to access, view, post, store, transmit, download, or distribute any profane, obscene, derogatory, harassing, offensive or inappropriate materials. Additionally, no Employee may use these systems to send CareerSource Capital Region's information or copyrighted documents that are not authorized for transmittal or reproduction.

Accuracy, Retention and Disposal of Records

Each Employee is responsible for maintaining accurate and reasonably detailed documents, reports and other records. No one may falsify or improperly alter any information contained in CareerSource Capital Region's records.

Good business practice requires that certain CareerSource Capital Region records be retained for various time periods. Often, these are required by law, and it is the responsibility of each Employee to ensure that records are retained in compliance with applicable document retention policies established from time to time by CareerSource Capital Region in compliance with applicable laws. Documents that need not be kept should be disposed of in compliance with CareerSource Capital Region policies. Where litigation or a government investigation is likely or ongoing, records may not be destroyed until the Executive Director or CareerSource Capital Region's legal counsel advises that the matter has been concluded.

For questions regarding record retention, contact the Chief Executive Officer or CareerSource Capital Region's legal counsel, particularly if any litigation, investigation, or administrative action is (or may be) threatened or pending.

Accounting Practices

Employees and Board Members must comply with CareerSource Capital Region's accounting rules and controls, and must cooperate fully with CareerSource Capital Region's internal and external auditors. All funds, assets, transactions and payments must be accurately reflected and no false or misleading entries may be made on company financial records. No undisclosed or unrecorded account, fund or asset will be established or maintained.

Political Contributions

While CareerSource Capital Region encourages individual participation by employees through exercising their right to vote, no Employee should create the impression of speaking or acting on CareerSource Capital Region's behalf in the political process without specific authorization. It is up to each Employee to abide by all laws relating to political contributions, and to make such contributions as individuals, not as representatives of CareerSource Capital Region. Employees cannot contribute any CareerSource Capital Region money, property, time, or services (directly or indirectly) to any political candidate or political party.

Lobbying and Legislative Contacts

There may be instances where the Employees' collective experience may be helpful to the political and legislative processes. In those cases, CareerSource Capital Region through its senior management, may publicly offer recommendations about laws or governmental actions and take public positions on issues that affect CareerSource Capital Region's business.

Under some circumstances, a written or personal contact with a government official may subject the person making the contact or CareerSource Capital Region to registration and reporting requirements under applicable lobbying laws. An Employee intending to contact a government official regarding any attempt to propose, defeat or modify any law, regulation or rule affecting CareerSource Capital Region should clear such activity in advance with the Chief Executive Officer and CareerSource Capital Region's legal counsel for determination whether such conduct would require registration or reporting under applicable lobbying laws.

Business with Governments and Officials

Employees and Board Members must never make improper gifts or payments, such as bribes or kickbacks, in any way in connection with CareerSource Capital Region's business. Gifts or payments to or for the personal benefit of a governmental official or to or for the personal benefit of an employee of one of CareerSource Capital Region's members or suppliers are clearly improper.

Board Member Conflict of Interest in Business Dealings with CareerSource Capital Region

Background: (Ref. F.S. 445.007(11)) To increase transparency and accountability, regional workforce boards shall comply with the requirements of this section before contracting with a member of the regional workforce board. Such contracts shall not be executed before or without the approval of CareerSource Florida, Inc. Such contracts, as well as documentation demonstrating adherence to this section as specified by CareerSource Florida, Inc., must be submitted to the Department of Economic Development for review and recommendation according to criteria to be determined by CareerSource Florida, Inc. Contracts between relatives, as defined in s. [112.3143\(1\)\(b\)](#), of a board member or employee of a board must be approved by a two-thirds vote of the entire board; all conflicts must be disclosed

prior to the vote; and any member who may benefit from the contract, or whose relative may benefit from the contract, must abstain from the vote and the contract must be reviewed and approved as stated above. Contracts under \$25,000 between a regional workforce board and a member of that board or between relatives, as defined in s. [112.3143\(1\)\(b\)](#), of a board member or employees of a board are exempt from the review and recommendation process but must be approved by a two-thirds vote of the entire board and must be reported to the Department of Economic Development and CareerSource Florida, Inc., within 30 days after approval. If a contract cannot be approved by CareerSource Florida, Inc., a review of the decision to disapprove the contract may be requested by the regional workforce board or other parties to the disapproved contract.

Policy: A board member may not discuss or vote on a matter under consideration by the local board, regarding the provision of services by such member (or by an entity that such member represents); or that would provide direct financial benefit to such member or the immediate family of such member, or engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the ¹State plan.

A. A CareerSource Capital Region’s board member with a conflict of interest regarding any matter is prohibited from discussion and voting in connection with that matter.

B. Any CareerSource Capital Region’s board member (or specific entity represented by that member) who significantly participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.

1. Any CareerSource Capital Region’s board member who significantly participates in a board discussion or decision relating to specific terms of a contract, the determination of specific standards for performance or a contract, the development of Invitations for Bid (IFB) or Requests for Proposals (RFP) or other such bid processes leading to a contract, or any similar discussions or decisions is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, firm, association, or other entity shall receive the contract if it would create a conflict of interest for the CareerSource Capital Region’s board member who significantly participated in the manner described above.
2. Any CareerSource Capital Region’s board member, including a One-Stop partner, who significantly participates in the development of contract specifications, or the specifications of the contract process, is prohibited from bidding on, or competing for, those contracts or supervising staff who are paid from funding awarded under such contracts

CareerSource Florida, Inc., has modified the requirement of a 2/3 vote of the entire CareerSource Capital Region’s board for contract approvals to a 2/3 vote of those board members in attendance once a quorum has been established.

¹ CareerSource Florida, Inc., state workforce development plan as submitted to the U. S. Department of Labor.

CareerSource Florida, Inc. has determined that at CareerSource Capital Region's discretion, an exemption may be made on contracts with a board member receiving a grant for workforce services under federal, state or other governmental workforce programs.

- 3.** The prohibition regarding the conflict of interest shall also apply to contracts entered into or responses to RFPs accepted from immediate family members of any interested party or a corporation or business in which the immediate family member may occupy a management position or own shares of some portion of the company or business of subsidiary or related business.

C. Any CareerSource Capital Region's board member with a potential or actual conflict of interest must disclose that fact to the CareerSource Capital Region's board as soon as the potential conflict is discovered and, to the extent possible, before the agenda for a meeting involving the matter at issue is prepared. If it should be determined during a meeting that a conflict of interest exists, the member must verbally declare such conflict of interest, such declaration must be clearly noted in the minutes, and such member must recuse him/herself from the remainder of the discussion and the voting. *(A sample conflict of interest disclosure letter is attached).*

Each board member is responsible for determining whether any potential or actual conflict of interest exists or arises during his/her service on the board. Board members are also responsible for reporting such potential or actual conflict of interest as soon as it is discovered that such a condition exists.

When a contract or purchase is made by the board involving its own member or an entity with which the board member is associated, the board must establish and document to the reasonable satisfaction of CareerSource Florida, Inc., that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable to the CareerSource Capital Region's board.

D. The CareerSource Capital Region's board shall adopt procedures that serve to minimize the appearance of conflicts of interest.

E. CareerSource Capital Region's board members who are also One-Stop partners should not serve on any committees that deal with oversight of the One-Stop system or allocation of resources that would potentially be allocated to that member's program. This shall not apply to public sector members or representatives who do not realize a pecuniary benefit as a result of their action or vote.

F. CareerSource Florida, Inc., will provide technical assistance to coordinate compliance with the conflict of interest standards and assist in answering questions and avoiding potential problems. CareerSource Florida, Inc., staff will provide technical assistance upon request from local boards concerning the conflict of interest standards. CareerSource Florida, Inc.'s, intent would be to assist the board to avoid compliance violations or the appearance of violations.

CareerSource Capital Region’s board members will review this policy annually. Furthermore, upon joining the board and annually thereafter, board members will individually sign in acknowledgement and compliance of this policy.

7.13 Individual Non-Disclosure and Confidentiality

Due to the nature of work performed by staff within the CareerSource Capital Region system, all employees are required to adhere to the Individual Non-Disclosure and Confidentiality Certification as a condition of employment or contract award. This includes all employees, including temporary staff, of the Board, its contractors, subcontractors or agents with access to, and who have the ability to change or destroy confidential data, including data stored in the files and information systems used within the workforce system to manage and report participant information.

Frequency of Certification

The Board, its contractors, subcontractors or agents shall certify new or re-employed staff within one week of hire and shall certify existing staff members annually.

Related documents: Individual Non-Disclosure and Confidentiality Certification

MISCELLANEOUS

8.01 Life-Threatening Illnesses in the Workplace

Employees with life-threatening illnesses, such as cancer, heart disease, and AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition. CareerSource Capital Region supports these endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities, CareerSource Capital Region will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on individual employees is treated confidentially. CareerSource Capital Region will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact the Human Resources office for referral to appropriate services and resources.

8.02 Suggestion Program

As employees of CareerSource Capital Region, you have the opportunity to contribute to our future success and growth by submitting suggestions for practical work-improvement or cost-savings ideas. CareerSource Capital Region encourages a team environment and welcomes employee input.

All regular employees are eligible to participate in the suggestion program.

A suggestion is an idea that will benefit CareerSource Capital Region by solving a problem, reducing costs, improving operations or procedures, enhancing customer service, eliminating waste or spoilage, or making CareerSource Capital Region a better or safer place to work. Statements of problems without accompanying solutions, or recommendations concerning co-workers and management are not appropriate suggestions.

All suggestions must be submitted to your supervisor and should contain a description of the problem or condition to be improved, a detailed explanation of the solution or improvement, and the reasons why it should be implemented. If you have questions or need advice about your idea, contact your supervisor for help.

Submitted suggestions will be presented to the Chief Executive Officer and, after review you will be notified of the adoption or rejection of your suggestion.

8.03 Gifts From Outside Parties

Employees may receive gifts that are considered nominal from outside parties. CareerSource Capital Region considers any gift that is valued less than twenty dollars to be nominal. More significant gifts, such as fruit baskets or other easily shared items, may be accepted if such gifts are divided among all employees thus causing the per employee value to fall below the nominal value set forth above. Any gift not provided for within this policy must be politely returned to the sender immediately.

Any employee receiving any gift must notify the CEO in writing within two business days of receipt. If the CEO receives any gift, he/she must notify the Board Chair within two business days.

In addition, any employee receiving a gift from an outside party must complete a Gift Documentation form and submit it to Human Resources within two business days.

Instances where the gift notification process is not followed will result in disciplinary action being taken not to exclude possible termination.

Related Document(s)

Gift Documentation Form

8.04 Long Distance Telephone Usage

It is the policy of CareerSource Capital Region that the use of long distance services is limited to official CareerSource Capital Region's business. Long distance personal calls placed using a CareerSource Capital Region's telephone shall be considered as misuse and is prohibited. The specific conditions and contingencies of this policy are detailed below.

Long distance calls other than those on official CareerSource Capital Region business are to be charged to home telephones or personal telephone calling cards. In the event that this option is impractical, reimbursement can and must be made via a personal check made payable to CareerSource Capital Region.

It is the responsibility of CareerSource Capital Region and each of its program areas to implement procedures to effectively use communication services and equipment at the lowest possible cost.

Any and all official CareerSource Capital Region long distance calls made by staff members should document such calls in case notes, invoices, inquiries, events, reservations, etc.

CareerSource Capital Region reserves the right to investigate, retrieve and read any communication or data composed, transmitted or received through voice services, online connections and/or stored on its servers and/or property, without further notice to employees, to the maximum extent permissible by law. When CareerSource Capital Region becomes aware of possible violations, CareerSource Capital Region may initiate an investigation which may include gathering information from the employee, account holder(s) involved and examination of any and all material on CareerSource Capital Region (telephone) records.

Violation of this policy may result in disciplinary action up to and including termination.

EMPLOYEE ACKNOWLEDGMENT FORM

The CareerSource Capital Region Policy and Procedures Manual describes important information about CareerSource Capital Region, and I understand that I should consult the CEO regarding any questions not answered in the manual. I have entered into my employment relationship with CareerSource Capital Region voluntarily, and acknowledge that there is no specified length of employment. Accordingly, either CareerSource Capital Region or I can terminate the relationship at will, with or without cause, at any time, so long as there is no violation of applicable federal or state law.

Since the information, policies, procedures, and benefits described here are necessarily subject to change, I acknowledge that revisions to this manual may occur, except as to CareerSource Capital Region policy of employment-at-will. All such changes will be communicated through official notices, and I understand that revised information may supersede, modify, or eliminate existing policies. Only the Board of Directors of CareerSource Capital Region has the ability to adopt any revisions to the policies in this personnel policy manual.

By executing this Employee Acknowledgement Form, I accept and understand that it may be utilized as an enforceable promissory note. If I fail to return any equipment, money, credit cards, or other property assigned to me during my employment, the Organization may first withhold the value of such amount from any final compensation due to me including paychecks, sick and vacation accrual, or any other such earned benefit. If such compensation does not exist or is insufficient to offset the value of the property due, I understand and agree that the Organization has legal entitlement to such property and I will be responsible for such value and the cost of all attorney fees and costs expended in pursuing such property.

Furthermore, I acknowledge that this personnel policy manual is neither a contract of employment nor a legal document. I have received the personnel policy manual, and I understand that it is my responsibility to read and comply with the policies contained in this personnel policy manual and any revisions made to it.

Employee's Name (printed):

Employee's Signature:

Date:

SIGNATURE PAGE FOR ADMINISTRATIVE PROCEDURES

These Administrative Procedures have been approved by the Regional Workforce Board (RWB) and submitted by the Administrative Entity.

Signature of RWB Chair

Date

Signature of Administrative Entity
Executive Director

Date



**Memorandum of Understanding
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
AARP Senior Community Service Employment Program**

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the 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 Mandatory Partners described below (and hereafter referred to as the Partner) and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region (hereafter referred to as "CareerSource").

II. PARTNERS

Required One-Stop Partners:

Department of Labor

- WIOA title I programs:
 - Adult, Dislocated Worker, and Youth formula programs;
 - Job Corps;
 - YouthBuild;
 - Native American programs;
 - Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
- Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- Unemployment Compensation (UC) programs;
- Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

Department of Education

- Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);



MEMORANDUM OF UNDERSTANDING

- The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

Department of Housing and Urban Development

- Employment and training programs;

Department of Health and Human Services

- Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).

[WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

Additional One-Stop Partners

Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the American Job Center network if the LWDB and chief elected official(s) approve the entity's participation.

Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

[20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3]

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 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



MEMORANDUM OF UNDERSTANDING

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 the Leon, Wakulla, and Gadsden counties. 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 the Leon, Wakulla, and Gadsden counties.

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

IV. PROVISION OF SERVICES

- A. The Leon-Wakulla-Gadsden local area workforce board and the Leon, Wakulla, and Gadsden Boards of County Commissioners have designated CareerSource Capital Region to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource 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. Coordinated 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. Maintain the statewide "CareerSource" branding of each center.

6. Maintain and operate at least one comprehensive one-stop center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource 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 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 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 with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

V. 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.

VI. 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.

VII. INFRASTRUCTURE COSTS

Costs of the infrastructure of One-stop career 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 duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720:

§ 361.505 Is there a single Memorandum of Understanding for the local area, or must there be different Memoranda of Understanding between the Local Workforce Development Board and each partner?

(a) A single “umbrella” MOU may be developed that addresses the issues relating to the local one-stop delivery system for the Local WDB, chief elected official and all partners. Alternatively, the Local WDB (with agreement of chief elected official) may enter into separate agreements between each partner or groups of partners.

(b) Under either approach, the requirements described in § 361.500 apply. Since funds are generally appropriated annually, the Local WDB may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU.

§ 361.720 What funds are used to pay for infrastructure costs in the local one-stop infrastructure funding mechanism?

(a) In the local funding mechanism, one-stop partner programs may determine what funds they will use to pay for infrastructure costs. The use of these funds must be in accordance with the requirements in this subpart, and with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-Federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. In the case of partners administering programs authorized by title I of WIOA, these infrastructure costs may be considered program costs. In the case of partners administering adult education and literacy programs authorized by title II of WIOA, these funds must include Federal funds made available for the local administration of adult education and literacy programs authorized by title II of WIOA. These funds may also include non-Federal resources that are cash, in-kind or third-party contributions. In



MEMORANDUM OF UNDERSTANDING

the case of partners administering the Carl D. Perkins Career and Technical Education Act of 2006, funds used to pay for infrastructure costs may include funds available for local administrative expenses, non-Federal resources that are cash, in-kind or third-party contributions, and may include other funds made available by the State.

(b) There are no specific caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the local funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for infrastructure costs must be allowable and based on proportionate use of the one-stop centers and relative benefit received by the partner program, taking into account the total cost of the one-stop infrastructure as well as alternate financing options, and must be consistent with 2 CFR part 200, including the Federal cost principles.

(c) Cash, non-cash, and third-party in-kind contributions may be provided by one-stop partners to cover their proportionate share of infrastructure costs.

(1) Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer.

(2) Non-cash contributions are comprised of -

(i) Expenditures incurred by one-stop partners on behalf of the one-stop center; and

(ii) Non-cash contributions or goods or services contributed by a partner program and used by the one-stop center.

(3) Non-cash contributions, especially those set forth in paragraph (c)(2)(ii) of this section, must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners' proportionate share.

(4) Third-party in-kind contributions are:

(i) 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, not a specific partner; or

(ii) Contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs.



MEMORANDUM OF UNDERSTANDING

(iii) In-kind contributions described in paragraphs (c)(4)(i) and (ii) of this section must be valued consistent with 2 CFR 200.306 and reconciled on a regular basis to ensure they are fairly evaluated and meet the proportionate share of the partner.

(5) All partner contributions, regardless of the type, must be reconciled on a regular basis (i.e., monthly or quarterly), comparing actual expenses incurred to relative benefits received, to ensure each partner program is contributing its proportionate share in accordance with the terms of the MOU.

VIII. TERM

This MOU is effective upon the receipt of all signatures through June 30, 2020 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

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

IX. MERGER

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

X. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource Capital Region, the Partner, and the Leon, Wakulla, and Gadsden county Boards of County Commissioners and no third party is an intended beneficiary.

XI. GOVERNANCE

The accountability and responsibility for the One-stop system's organizational activity and accomplishments will rest with CareerSource Capital Region and the Leon, Wakulla, and Gadsden county Boards of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop system.



MEMORANDUM OF UNDERSTANDING

SIGNATURES

Chief Elected Official:

[Handwritten Signature]

Signature

Nick Maddox

Printed Name

12/19/17

Date

Partner:

[Handwritten Signature]

Signature

EDWARD V GILSON, PROJECT DIRECTOR *PARP FOUNDATION*

Printed Name/Title *SCSRP*

12/8/2017

Date

CareerSource Capital Region:

[Handwritten Signature]

Signature

JAMES H. McSHANE III, CEO

Printed Name/Title

12-1-17

Date



Leon One Stop Infrastructure Costs & Benefits

AARP Infrastructure Benefits Provided:

Program Contribution Per Participant	2017 Rate	Hours	Weeks/Year	Sub	7.65% Benefits (FICA 6.2%, Medicare \$1.45%)	Total
Participant 1	\$8.10	20	52	\$8,424.00	\$644.47	\$9,068.47
Participant 2	\$8.10	20	52	\$8,424.00	\$644.47	\$9,068.47
Total AARP Costs						\$18,136.94

AARP Infrastructure Costs:

CSCR Monthly Rent		22,979.04
Total Square Feet		18,572.00
CSCR Cost Per Square Foot	\$	14.85
Sub Lessor Office/Cubicle Square Feet		80.00
Sub Lessor Shared Square Feet		4,390.00
Total Partner Square Feet		4,470.00
Total CSCR FTE's		73.00
Total Leon FTE's		36.00

Sub Lessor Infrastructure costs

Rental of Facility Office/Cubicle	\$	98.98
Rental of Facility Shared Space	\$	150.88
Furniture	\$	4.78
Supplies	\$	15.00
Computer	\$	15.32
Switchboard/Greeter	\$	33.33
Copier	\$	6.52
Phone	\$	28.30
Internet	\$	23.34
Utilities	\$	-
Monthly Rent	\$	376.45

Annual Grand Total = \$4,517.40

AARP Share of Infrastructure Costs: \$0



MEMORANDUM OF UNDERSTANDING

Memorandum of Understanding
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
Leon County Schools Adult & Community Education (ACE)

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the 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 Mandatory Partners described below (and hereafter referred to as the Partner) and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region (hereafter referred to as "CareerSource").

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MEMORANDUM OF UNDERSTANDING

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[WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

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Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

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MEMORANDUM OF UNDERSTANDING

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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.
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 5. Maintain the statewide "CareerSource" branding of each center.



MEMORANDUM OF UNDERSTANDING

6. Maintain and operate at least one comprehensive one-stop center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource 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 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 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 with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

V. 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.



MEMORANDUM OF UNDERSTANDING

VI. 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.

VII. INFRASTRUCTURE COSTS

Costs of the infrastructure of One-stop career 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 duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720:

§ 361.505 Is there a single Memorandum of Understanding for the local area, or must there be different Memoranda of Understanding between the Local Workforce Development Board and each partner?

(a) A single "umbrella" MOU may be developed that addresses the issues relating to the local one-stop delivery system for the Local WDB, chief elected official and all partners. Alternatively, the Local WDB (with agreement of chief elected official) may enter into separate agreements between each partner or groups of partners.

(b) Under either approach, the requirements described in § 361.500 apply. Since funds are generally appropriated annually, the Local WDB may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU.

§ 361.720 What funds are used to pay for infrastructure costs in the local one-stop infrastructure funding mechanism?

(a) In the local funding mechanism, one-stop partner programs may determine what funds they will use to pay for infrastructure costs. The use of these funds must be in accordance with the requirements in this subpart, and with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-Federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. In the case of partners administering programs authorized by title I of WIOA, these infrastructure costs may be considered program costs. In the case of partners administering adult education and literacy programs authorized by title II of WIOA, these funds must include Federal funds made available for the local administration of adult education and literacy programs authorized by title II of WIOA. These funds may also include non-Federal resources that are cash, in-kind or third-party contributions. In



MEMORANDUM OF UNDERSTANDING

the case of partners administering the Carl D. Perkins Career and Technical Education Act of 2006, funds used to pay for infrastructure costs may include funds available for local administrative expenses, non-Federal resources that are cash, in-kind or third-party contributions, and may include other funds made available by the State.

(b) There are no specific caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the local funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for infrastructure costs must be allowable and based on proportionate use of the one-stop centers and relative benefit received by the partner program, taking into account the total cost of the one-stop infrastructure as well as alternate financing options, and must be consistent with 2 CFR part 200, including the Federal cost principles.

(c) Cash, non-cash, and third-party in-kind contributions may be provided by one-stop partners to cover their proportionate share of infrastructure costs.

(1) Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer.

(2) Non-cash contributions are comprised of -

(i) Expenditures incurred by one-stop partners on behalf of the one-stop center; and

(ii) Non-cash contributions or goods or services contributed by a partner program and used by the one-stop center.

(3) Non-cash contributions, especially those set forth in paragraph (c)(2)(ii) of this section, must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners' proportionate share.

(4) Third-party in-kind contributions are:

(i) 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, not a specific partner; or

(ii) Contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs.



MEMORANDUM OF UNDERSTANDING

(iii) In-kind contributions described in paragraphs (c)(4)(i) and (ii) of this section must be valued consistent with 2 CFR 200.306 and reconciled on a regular basis to ensure they are fairly evaluated and meet the proportionate share of the partner.

(5) All partner contributions, regardless of the type, must be reconciled on a regular basis (i.e., monthly or quarterly), comparing actual expenses incurred to relative benefits received, to ensure each partner program is contributing its proportionate share in accordance with the terms of the MOU.

VIII. TERM

This MOU is effective upon the receipt of all signatures through June 30, 2020 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

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

IX. MERGER

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

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This MOU is for the benefit of CareerSource Capital Region, the Partner, and the Leon, Wakulla, and Gadsden county Boards of County Commissioners and no third party is an intended beneficiary.

XI. GOVERNANCE

The accountability and responsibility for the One-stop system's organizational activity and accomplishments will rest with CareerSource Capital Region and the Leon, Wakulla, and Gadsden county Boards of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop system.



MEMORANDUM OF UNDERSTANDING

SIGNATURES

~~Chief Elected Official:~~

Rocky Hanna
Signature

Rocky HANNA
Printed Name

12/15/17
Date

CHIEF ELECTED OFFICIAL (WIOA)
[Signature]

Nick Maddox

12/19/17

Partner:

Regina M. Browning
Signature

Regina M. Browning/Principal
Printed Name/Title

12/14/17
Date

CareerSource Capital Region:

[Signature]
Signature

James H. McShane TD, CEO
Printed Name/Title

12-1-17
Date



MEMORANDUM OF UNDERSTANDING

Leon One Stop Infrastructure Costs & Benefits

ACE Infrastructure Benefits Provided:

Teacher hourly salary and benefits: \$30.89. (\$30.89 X 27 hours per week X 40 weeks) = \$33,361.20
 Materials and Supplies (annual): \$3,250

- Consumable supplies -\$1,500.00
- 7 computers @ \$250.00 per - \$1,750.00

Annual Grand Total = \$36,611.20

ACE Infrastructure Costs:

CSCR Monthly Rent	22,979.04
Total Square Feet	18,572.00
CSCR Cost Per Square Foot	\$ 14.85
Sub Lessor Office/Cubicle Square Feet	304.00
Sub Lessor Shared Square Feet	4,390.00
Total Partner Square Feet	4,694.00
Total Leon FTE's	36.00
Total CSCR FTE's	73.00
Hours/FTE	0.63

Sub Lessor Infrastructure costs

Rental of Facility Office/Cubicle	\$ 376.14
Rental of Facility Shared Space	\$ 101.84
Furniture	\$ 10.00
Supplies	\$ 30.00
Computer	\$ 15.32
Switchboard/Greeter	\$ 33.33
Copier	\$ 6.52
Phone	\$ 28.30
Internet	\$ 23.34
Utilities	\$ -
Monthly Rent	\$ 624.79

Annual Grand Total = \$7,497.48

ACE Share of Infrastructure Costs: \$0



MEMORANDUM OF UNDERSTANDING

**Memorandum of Understanding
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
Capital Area Community Action Agency, Inc.**

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the 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 Mandatory Partners described below (and hereafter referred to as the Partner) and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region (hereafter referred to as "CareerSource").

II. PARTNERS

Required One-Stop Partners:

Department of Labor

- WIOA title I programs:
 - Adult, Dislocated Worker, and Youth formula programs;
 - Job Corps;
 - YouthBuild;
 - Native American programs;
 - Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
- Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- Unemployment Compensation (UC) programs;
- Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

Department of Education

- Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);



MEMORANDUM OF UNDERSTANDING

- The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

Department of Housing and Urban Development

- Employment and training programs;

Department of Health and Human Services

- Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).

[WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

Additional One-Stop Partners

Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the American Job Center network if the LWDB and chief elected official(s) approve the entity's participation.

Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

[20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3]

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 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



MEMORANDUM OF UNDERSTANDING

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 the Leon, Wakulla, and Gadsden counties. 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 the Leon, Wakulla, and Gadsden counties.

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

IV. PROVISION OF SERVICES

- A. The Leon-Wakulla-Gadsden local area workforce board and the Leon, Wakulla, and Gadsden Boards of County Commissioners have designated CareerSource Capital Region to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource 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. Coordinated 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. Maintain the statewide "CareerSource" branding of each center.



MEMORANDUM OF UNDERSTANDING

6. Maintain and operate at least one comprehensive one-stop center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource 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 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 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 with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

V. 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.

VI. 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.

VII. INFRASTRUCTURE COSTS

Costs of the infrastructure of One-stop career 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 duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720:

§ 361.505 Is there a single Memorandum of Understanding for the local area, or must there be different Memoranda of Understanding between the Local Workforce Development Board and each partner?

(a) A single “umbrella” MOU may be developed that addresses the issues relating to the local one-stop delivery system for the Local WDB, chief elected official and all partners. Alternatively, the Local WDB (with agreement of chief elected official) may enter into separate agreements between each partner or groups of partners.

(b) Under either approach, the requirements described in § 361.500 apply. Since funds are generally appropriated annually, the Local WDB may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU.

§ 361.720 What funds are used to pay for infrastructure costs in the local one-stop infrastructure funding mechanism?

(a) In the local funding mechanism, one-stop partner programs may determine what funds they will use to pay for infrastructure costs. The use of these funds must be in accordance with the requirements in this subpart, and with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-Federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. In the case of partners administering programs authorized by title I of WIOA, these infrastructure costs may be considered program costs. In the case of partners administering adult education and literacy programs authorized by title II of WIOA, these funds must include Federal funds made available for the local administration of adult education and literacy programs authorized by title II of WIOA. These funds may also include non-Federal resources that are cash, in-kind or third-party contributions. In



MEMORANDUM OF UNDERSTANDING

the case of partners administering the Carl D. Perkins Career and Technical Education Act of 2006, funds used to pay for infrastructure costs may include funds available for local administrative expenses, non-Federal resources that are cash, in-kind or third-party contributions, and may include other funds made available by the State.

(b) There are no specific caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the local funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for infrastructure costs must be allowable and based on proportionate use of the one-stop centers and relative benefit received by the partner program, taking into account the total cost of the one-stop infrastructure as well as alternate financing options, and must be consistent with 2 CFR part 200, including the Federal cost principles.

(c) Cash, non-cash, and third-party in-kind contributions may be provided by one-stop partners to cover their proportionate share of infrastructure costs.

(1) Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer.

(2) Non-cash contributions are comprised of -

(i) Expenditures incurred by one-stop partners on behalf of the one-stop center; and

(ii) Non-cash contributions or goods or services contributed by a partner program and used by the one-stop center.

(3) Non-cash contributions, especially those set forth in paragraph (c)(2)(ii) of this section, must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners' proportionate share.

(4) Third-party in-kind contributions are:

(i) 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, not a specific partner; or

(ii) Contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs.



MEMORANDUM OF UNDERSTANDING

(iii) In-kind contributions described in paragraphs (c)(4)(i) and (ii) of this section must be valued consistent with 2 CFR 200.306 and reconciled on a regular basis to ensure they are fairly evaluated and meet the proportionate share of the partner.

(5) All partner contributions, regardless of the type, must be reconciled on a regular basis (i.e., monthly or quarterly), comparing actual expenses incurred to relative benefits received, to ensure each partner program is contributing its proportionate share in accordance with the terms of the MOU.

VIII. TERM

This MOU is effective upon the receipt of all signatures through June 30, 2020 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

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

IX. MERGER

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

X. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource Capital Region, the Partner, and the Leon, Wakulla, and Gadsden county Boards of County Commissioners and no third party is an intended beneficiary.

XI. GOVERNANCE

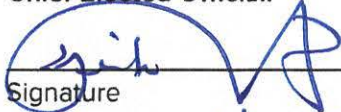
The accountability and responsibility for the One-stop system's organizational activity and accomplishments will rest with CareerSource Capital Region and the Leon, Wakulla, and Gadsden county Boards of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop system.



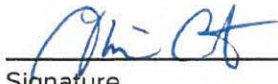
MEMORANDUM OF UNDERSTANDING

SIGNATURES

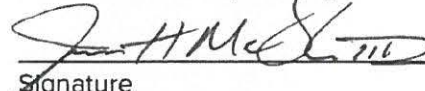
Chief Elected Official:


Signature
Nick Maddox
Printed Name
12/19/17
Date

Partner:


Signature
Tim CENTER
Printed Name/Title
12/12/2017
Date

CareerSource Capital Region:


Signature
James H. McSHANE III, CEO
Printed Name/Title
12-1-17
Date



MEMORANDUM OF UNDERSTANDING

Wakulla One Stop Infrastructure Costs

CACAA Infrastructure Costs:

CSCR Monthly Rent	3,062.50
Total Square Feet	4,200.00
CSCR Cost Per Square Foot	8.75
Sub Lessor Square Feet	80.00
Sub Lessor Shared Square Feet	660.00
Total CSCR & Partner FTE's	73.00
Total Wakulla FTE's	7.00

Sub Lessor Infrastructure costs

Rental of Facility Office	\$ 58.33
Rental of Facility Shared Space	\$ 68.75
Furniture	\$ -
Computer	\$ -
Receptionist	\$ -
Supplies	\$ -
Copier	\$ 24.87
Phone	\$ 28.30
Internet	\$ 105.23
Utilities	\$ 82.14
Monthly Rent	\$ 367.63

Gadsden One Stop Infrastructure Costs

CACAA Infrastructure Costs:

CSCR Monthly Rent	11,039.79
Total Square Feet	9,429.00
CSCR Cost Per Square Foot	\$ 14.05
Sub Lessor Office/Cubicle Square Feet	170.00
Sub Lessor Shared Square Feet	87.08
Total Partner Square Feet	257.08
Total Quincy FTE's	11.00
Total CSCR FTE's	73.00

Sub Lessor Infrastructure costs

Rental of Facility Office/Cubicle	\$ 199.04
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MEMORANDUM OF UNDERSTANDING

Rental of Facility Shared Space	\$	9.27
Furniture	\$	2.22
Supplies	\$	15.00
Computer	\$	-
Switchboard/Greeter	\$	33.33
Copier	\$	21.33
Phone	\$	28.30
Internet	\$	21.91
Utilities	\$	-
Monthly Rent	\$	330.40



**Memorandum of Understanding Between
Cornerstone Solutions, Inc. - Job Corps Services
and
CareerSource Capital Region**

The following Memorandum of Understanding (MOU) is a non-financial agreement between Cornerstone Solutions, Inc. – Job Corps Services of Outreach and Admissions and Placement Services (hence forth referred to as Cornerstone) and CareerSource Capital Region (henceforth referred to as CareerSource).

Background:

Job Corps is a federally-funded career technical training program that provides students with career readiness; career training; employability skills training; counseling; case management; academics; room and board while in training; and transportation related to fulfilling education goals. Cornerstone is a contracted-provider of specific services for the US Department of Labor, Office of Job Corps, which includes providing prospective applicants/students with intake processing into the Job Corps program and general career guidance.

CareerSource is an employment and training organization that provides employment and training services to youth and adults in the Gadsden, Leon and Wakulla counties.

Purpose:

This MOU articulates the resources and services provided by Cornerstone and CareerSource that may assist applicants/students/clients with access to the resources and services of either organization.

Cornerstone Solutions Inc. agrees to:

- Refer youth who have the potential to benefit from CareerSource services.
- Assist in contacting youth referred and enrolled in programs sponsored by CareerSource who need to be re-engaged.
- Provide CareerSource with employment or training information on youth enrolled in CareerSource's programs through this MOU.
- Include CareerSource in outreach efforts to target youth in the Capital Region.
- Attend CareerSource Capital Region's Career Center Partners Council meetings based on a pre-defined schedule.

CareerSource agrees to:

- Provide referrals of applicants who could benefit from the Job Corps training program.
- Provide Job Corps information to potential applicants visiting CareerSource Centers.
- Provide employability skills training as determined by funding availability.
- Accept referrals from Job Corps that are better aligned with CareerSource services.

Disclaimers:

This MOU does not allow staff of either Organization access to confidential applicant/student/client information. This MOU is non-financial in nature, and binds no party or partner to financial obligations to the other. Partner Organizations assure compliance with all pertinent Local, State, Federal Laws and Statutes and Regulations.

Amending/Termination:

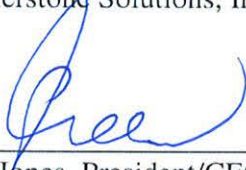
The MOU may be amended at any time in writing and by mutual consent of the Organizations. Each Organization may cancel its participation in the MOU upon 30 calendar days by written notice to the other Organization.

Approved:

The undersigned Organizations bind themselves to the faithful performance of this Nonfinancial MOU. It is mutually understood that this agreement shall not become effective until executed by all parties involved.

Cornerstone Solutions, Inc.-Job Corps Services

CareerSource Capital Region

By 

Ron Jones, President/CEO
Cornerstone Solutions Inc.

By  CEO

Jim McShane, CEO
Career Source Capital Region

Date 5/31/2017

Date 5-23-17

MEMORANDUM OF AGREEMENT

BETWEEN

THE FLORIDA DEPARTMENT OF CORRECTIONS

AND

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CAREERSOURCE CAPITAL
REGION**

This Memorandum of Agreement (“Agreement”) is between the Florida Department of Corrections (“Department”), and the Big Bend Jobs & Education Council, Inc. d/b/a Careersource Capital Region (“Participating Entity”), located in Leon County, Florida, which are the parties hereto.

WITNESSETH

WHEREAS, the Department and the Participating Entity recognize that for many years community-based organizations have provided program services to inmates in the custody of the Department. The services provided by these groups are a valuable supplement to existing programs provided by the Department. The Department encourages such public/private partnerships as a means to expand training opportunities to a greater number of inmates and to assist with their successful post-release transition.

WHEREAS, the Department and the Participating Entity agree to establish the general conditions and joint processes that will enable them to act as partners to implement a partnership that will result in trained correctional officers for employment, contingent upon certain requirements, by the Florida Department of Corrections. Careersource Capital Region, as a regional workforce board, is tasked with connecting skilled and qualified talent to employers that are in need of a qualified workforce. As such, the services provided by Careersource Capital Region, are a valuable supplement to the current recruiting and training needs of the Department.

NOW THEREFORE, subject to controlling law, rules, regulations, or to other governing policies and/or procedures, and in consideration of the mutual interests and understandings expressed herein, the parties agree as follows:

I. TERM OF AGREEMENT

This Agreement shall begin on July 1, 2016, or the date on which it is signed by both parties, whichever is later, and shall end at midnight on June 30, 2021. In the event this Agreement is signed by the parties on different dates, the latter date shall control.

This Agreement may be renewed for an additional five (5) year period, after the initial agreement term, upon the same terms and conditions contained herein, and upon agreement of both parties. Exercise of the renewal option is at the Department’s sole discretion and shall be conditioned, at a minimum, on the Participating Entity performance of this Agreement. The Department, if it desires to exercise its renewal option, will provide written notice to the Participating Entity no later than thirty (30) days prior to the Agreement expiration date. The renewal term shall be considered separate and shall require the exercise of a renewal amendment that shall be signed by both parties.

II. SCOPE OF AGREEMENT

The Department and the Participating Entity agree to carry out their respective duties and responsibilities outlined below, subject to controlling law, policy(ies) and/or procedures, and in consideration of the mutual interests and understandings expressed herein.

A. Department Responsibilities

The Department will perform the following duties in support of this Agreement:

- 1) The Department's designee agrees to identify, screen (background, hiring pre-requisites), establish a candidate file, and refer correction officer candidates to the Participating Entity for eligibility determination for subsidized training.
- 2) The Department, upon sufficient notification of a correctional officer candidate's eligibility for receipt of training services, will provide the Participating Entity with a contingent notice of intent to hire.
- 3) The Department will exercise its discretion in determining whether it is in its best interest to hire a candidate while in training or after the completion of training. In all instances, the candidate(s) must obtain the necessary certification and meet all other Department hiring requirements.
- 4) The Department will provide to the Participating Entity the hire data (i.e. salary, start date) for each candidate referred under this agreement. This information will be used to comply with all state and federal reporting requirements under the Workforce Innovation and Opportunity Act of 2014 (WIOA), governing workforce fund utilization.
- 5) Once the Department receives the preapproved list of candidates that have successfully completed training, it will coordinate and assume the cost of the final background check, drug test, and physical, which are among the conditions for employment.

B. Participating Entity Responsibilities

The Participating Entity shall perform the following duties in support of this Agreement:

- 1) The Participating Entity will establish a designee to work directly with the Department's designee under this agreement.
- 2) The Participating Entity will screen the candidates referred by the Department and make an eligibility determination for receipt of subsidized training assistance. Note, priority will be given to individuals referred who are currently unemployed or who are Veterans.
- 3) The Participating Entity will provide written notice to the Department of all eligible candidates.
- 4) The Participating Entity, upon receipt of the letter of support expressing the Department's contingent interest in hiring, will coordinate training and enrollment with the educational institution delivering the training.
- 5) The Participating Entity will provide written notification to the Department indicating the candidates who have successfully completed the training.

III. FINANCIAL OBLIGATIONS OF THE PARTIES

The parties acknowledge that this Agreement is not intended to create financial obligations as between the parties. However, in the event that costs are incurred as a result of either or both of the parties performing their duties or responsibilities under this Agreement, each party agrees to be responsible for their own costs.

IV. AGREEMENT MANAGEMENT

A. Department's Agreement Administrator

The Agreement Administrator is responsible for maintaining the official Agreement file, processing any amendments or termination of the Agreement, and maintaining records of all formal correspondence between the parties regarding administration of the Agreement.

The address and telephone number of the Department's Agreement Administrator is:

Operations Manager, Contract Administration
Bureau of Contract Management and Monitoring
501 South Calhoun Street
Tallahassee, Florida 32399-2500
Telephone: (850) 717-3681
Fax: (850) 488-7189

B. Agreement Managers

The parties have identified the following individuals as Agreement Managers. These individuals are responsible for enforcing performance of the Agreement terms and conditions and shall serve as liaison regarding issues arising out of this Agreement.

FOR THE DEPARTMENT OF CORRECTIONS

Amy Bryant
Human Resource Manager
501 South Calhoun Street
Tallahassee, Florida 32399-2500
(850) 717-3220 (telephone)
bryant.amy@mail.dc.state.fl.us (e-mail)

CAREERSOURCE CAPITAL REGION

James McShane
Chief Executive Officer
325 John Knox Road, Atrium Building, Suite 102
Tallahassee, Florida 32303
(850) 617-4601 (telephone)
(850) 410-2595 (facsimile)
jim.mcshane@careersourcecapitalregion.com (e-mail)

V. REVIEW AND MODIFICATION

- A. Upon request of either party, both parties will review this Agreement in order to determine whether its terms and conditions are still appropriate. The parties agree to renegotiate terms and conditions hereof if it is mutually determined that significant changes in this Agreement are necessary. There are no obligations to agree by either party.

- B. Modifications to the provisions of this Agreement, with the exception of Section IV., **AGREEMENT MANAGEMENT**, shall be valid only through execution of a formal written amendment to the Agreement.

VI. TERMINATION

This Agreement may be terminated at any time upon the mutual consent of both parties or unilaterally by either party upon no less than thirty (30) calendar days' notice. Notice shall be delivered by express mail or other method whereby a receipt of delivery may be obtained.

In addition, this Agreement may be terminated with 24 hours notice by the Department for any failure of the Participating Entity to comply with the terms of this Agreement or any applicable Florida law.

VII. OTHER CONDITIONS

A. Public Records Law

The Participating Entity agrees to: (a) keep and maintain public records that would ordinarily and necessarily be required by the Department to perform the services; (b) allow public access to records in accordance with the provisions of Chapter 119 and Section 945.10, Florida Statutes; (c) ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; (d) meet all requirements for retaining public records and transfer to the Department, at no cost, all public records in the Participating Entity's possession upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the Department in a format that is compatible with the Department's information technology systems. The Participating Entity's failure to comply with this provision shall constitute sufficient cause for termination of this Agreement.

B. Indemnification

The Participating Entity shall be liable, and agrees to be liable for, and shall indemnify, defend, and hold the Department, its employees, agents, officers, heirs, and assignees harmless from any and all claims, suits, judgments, or damages including court costs and attorney's fees arising out of intentional acts, negligence, or omissions by the Participating Entity, or its employees or agents, in the course of the operations of this Agreement, including any claims or actions brought under Title 42 USC §1983, the Civil Rights Act, up to the limits of liability set forth in Section 768.28, Florida Statutes.

C. Confidentiality

The Parties shall ensure all staff assigned to this Agreement maintains confidentiality with reference to individual participants receiving services in accordance with applicable local, state, and federal laws, rules, and regulations. The Department and the Participating Entity agree that all information and records obtained in the course of providing services under this Agreement shall be subject to confidentiality and disclosure provisions of applicable federal and state statutes and regulations adopted pursuant thereto.

The Participating Entity agrees to keep all Department personnel information (i.e., DC staff telephone numbers, addresses, etc.) strictly confidential and shall not disclose said information to any person, unless released in writing by said Department.

D. Disputes

Any dispute concerning performance of the terms of this Agreement shall be resolved informally by the Agreement Managers. Any dispute that cannot be resolved informally shall be reduced to writing and delivered to the Department's Director of Human Resource Management. The Director shall decide the dispute, reduce the decision to writing, and deliver a copy to the parties, the Agreement Managers, and the Agreement Administrator.

E. Data Sharing

The Department and the Participating Entity acknowledge their separate obligations to store and disseminate data in compliance with the requirements of Public Records Law, Chapter 119, Florida Statutes, and with other applicable statutes that constitute express exceptions to the requirements of Section 119.07(1), Florida Statutes, by making certain categories of records confidential, exempt from disclosure, or accessible as prescribed by statute. The Participating Entity acknowledges that the data exchanged between them has been provided for official purposes and that public access to such data is limited and prescribed by statute. The Participating Entity therefore agrees, consistent with public records law, to refer third parties requesting delivery of information to the originating party. Participating Entity further agrees to disseminate data only in compliance with confidentiality restrictions and in recognition of the exemptions from disclosure provided by law and to provide advance copies of documents involving the other party's data for review to determine if there has been an inadvertent disclosure of confidential information.

F. Prison Rape Elimination Act (PREA)

The Participating Entity will comply with the national standards to prevent, detect, and respond to prison rape under the Prison Rape Elimination Act (PREA), Federal Rule 28 C.F.R. Part 115. The Participating Entity will also comply with all Department policies and procedures that relate to PREA.

G. Cooperation with Inspector General


In accordance with Section 20.055(5), Florida Statutes, the Participating Entity understands and will comply with its duty to cooperate with the Inspector General in any investigation, audit, inspection, review, or hearing.

REMAINDER OF SPACE INTENTIONALLY LEFT BLANK

AUTHORIZATION FOR SIGNATURE

IN WITNESS THEREOF, the parties hereto have caused this Agreement to be executed by their undersigned officials as duly authorized.


CAREERSOURCE CAPITAL REGION

SIGNED BY: 
 NAME: James H. McShane III
 TITLE: CEO
 DATE: 6-1-16

DEPARTMENT OF CORRECTIONS

Approved as to form and legality, subject to execution:

SIGNED BY: 
 NAME: **Kelley J. Scott**
 TITLE: **Director, Office of Administration**
 DATE: 6/8/16

SIGNED BY: 
 NAME: **Kenneth S. Steely**
 TITLE: **General Counsel**
 DATE: 6/16/16

MEMORANDUM OF UNDERSTANDING (MOU)

CAREER TRAINING CONCEPTS / FORWARD MARCH PROGRAM

Purpose/Parties: The collaboration between **CareerSource Capital Region (CSCR)** whose principal address is 325 John Knox Road, Atrium Building, Suite 102, Tallahassee, FL 32303-4113, and **Career Training Concepts, Inc. (CTC)** whose principal address is 3640 Hewatt Court, Snellville, GA 30039, is to develop and provide an array of functional literacy, workplace readiness, life skills training, and job placement activities designed for older youth and adults to become members of the workforce through the **Forward March Program (Forward March)**. The primary group to be served is the Welfare Transition (WT) customer population served by **CSCR**.

Term of Agreement: The agreement is effective for the period of July 1, 2016 to June 30, 2019.

Roles and Responsibilities: Under this collaborative arrangement, the following roles and responsibilities will be followed.

At no cost, CareerSource Capital Region agrees to:

1. Ensure that an array of employment services are made available to **Forward March** participants referred to the program through **CSCR**.
2. Use the **Forward March Program Referral Form (Attachment A)** to refer eligible customers to the program seeking job readiness training and job placement.
3. Refer customers who are 17 to 39 year's old, unemployed, and receive some form of government/public assistance (food stamps, public housing, etc.).
4. Refer customers to the following **Forward March** program locations: **CareerSource Capital Region (Leon Career Center)**, 2601 Blairstone Road, Building C, Suite 200, Tallahassee, FL 32301, and **CareerSource Capital Region (Gadsden Career Center)**, 1140 West Clark Street, Quincy, FL 32327. The contact person is: *Kiara Herring, Tallahassee Site Manager; telephone (850) 296-5711.*
5. Inform the community and potential program customers about **Forward March** services through the distribution of program flyers and brochures provided by **CTC** and approved by **CSCR**.
6. Share customer documentation with **CTC** and **Forward March** program staff for eligibility, placement, and retention purposes, after the customer has consented in writing to release such information. A copy of the written consent shall be included with each customer's eligibility documentation.

7. Provide space for classroom instruction to eligible customers enrolled in the **Forward March** program at the locations mentioned above, as long as space is available. The dedicated space will be a computer lab inclusive of computers and printers for WT and other **CSCR** customers. **CSCR** will also provide space for one (1) site manager and one (1) instructor to conduct administrative duties associated with the **Forward March** program. The space will contain a desk, bookshelf for storing class books and materials, file cabinet for storing participant files, telephone, whiteboard, and corkboard. Depending upon space availability, the office space may be located within the classroom, and shared between the manager and instructor. **CSCR** will provide **Forward March** staff with badges and keys to access staff designated areas and the classroom. The classroom and office space will include utilities and internet access. **CTC** staff may have use of the office copier for the purpose of making copies for **CSCR** customers participating in the **Forward March** program, but will provide toner and paper for such use.

At no cost, **Career Training Concepts** agrees to:

1. Distribute agreed upon procedures to **Forward March** staff.
2. Ensure that all **Forward March** customers are provided with **Forward March Program Referral Form (Attachment A)**.
3. Provide functional literacy, work readiness, and life skills training, and placement in high demand occupations to **CSCR** customers (older youth and young adults aged 17-39). Special request may be made for customers that are outside this age range to register, but must be approved by the Department of Military Affairs contract representative on a case-by-case basis.
4. Provide and maintain a current schedule of all **Forward March** courses being offered at the specific **Forward March** locations.
5. Provide weekly timesheets signed by **Forward March** staff to **CSCR** staff.
6. Provide quarterly reports to Sedrah Brooks via email to sedrah.brooks@careersourcecapitalregion.com, inclusive of placement information when available.
7. Maintain responsibility for the management of its respective staff and maintenance of any equipment or supplies used solely by **CTC**. Note: the agreement to co-locate does not suggest nor imply a joint-employment relationship between **CSCR** and **CTC**.
8. Ensure that CTC staff adhere to the following CSCR policies:
 - a. Workplace Etiquette Policy (ADM-PL-0023)

b. Workplace Dress Code Policy (ADM-PL-0025)

Hours of Operation: CTC staff will adhere to the hours of operation of the Leon Career Center. If program activities need to occur outside of normal business hours, approval must be obtained from the appropriate CSCR designee in advance.

Assurances: CTC shall not exclude from participation, discriminate against, or deny services to any person in the administration of or in connection with any program administered by CSCR on the grounds of race, religion, color, gender, mental or physical disability, age, political affiliation or beliefs, national origin, marital status, sexual orientation, or any other characteristic protected by law. CTC will follow its Drug Free Workplace certification.

Amending/Modifying/Termination: Either party may amend/modify/terminate this agreement with a written 30-day notice.

Liability: CTC will assume liability for the actions of its employees, volunteers or agents under this Agreement. CTC will hold CSCR harmless, defend and indemnify CSCR against any and all claims for damages including, costs and attorney fees resulting in whole or in part from CTC or its agent's activities under this Agreement.

Insurance: CTC shall deliver to CSCR satisfactory evidence of Workers' Compensation insurance, in the form of a certificate of insurance, no later than 30 days after execution of this MOU by both parties. CTC must provide Workers' Compensation coverage for all employees, volunteers or agents operating under this Agreement.

Certification: By signing this Agreement, both parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and/or guidelines relating to non-discrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records (sign-in sheets) and other confidential information relating to CSCR customers.

This MOU constitutes the entire understanding of the parties with respect to the subject matter hereof. All other prior MOU, understandings, and representations regarding the subject matter hereof are hereby superseded and terminated.

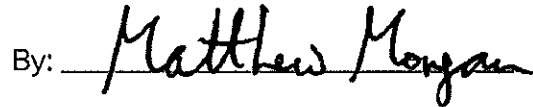
By signatures affixed below, the parties specify their agreement:

Approved by CareerSource Capital Region:

Approved by Career Training Concepts:

By: 

Jim McShane, Chief Executive Officer

By: 

Matthew Morgan, Vice President

Date: 10-17-16

Date: October 18, 2016

ATTACHMENT A

**FORWARD MARCH
PROGRAM REFERRAL FORM.**

Participant Name:			
Phone: ()		Email:	

I acknowledge and verify that the above mentioned individual is currently 17 to 39 years old, unemployed, and receives some form of government/ public assistance (food stamps, public housing, etc.). Any exception to the age range will require special permission from the Dept. of Military Affairs.

Career Counselor Signature Date

Career Counselor (Print)		Phone: ()	
--------------------------	--	---------------	--

As a referred potential participant of the Forward March program, I acknowledge and understand a referral DOES NOT guarantee my enrollment into Forward March. By signing below, I am stating that Career Source Capital Region may disclose any information that can be used to determine eligibility to participate in Forward March.

Further, I understand that as a participant receiving job placement services through the Forward March program, I will submit to a drug test and/or criminal background check, if the employer requires it, at the time of placement.

Participant Signature Date

FOR IMMEDIATE RELEASE

About Face program hosts United Way's 'Reality Store'

Tallahassee, FL (January 26, 2016) – About Face, a dropout prevention program sponsored by the Florida Department of Military Affairs and delivered across Florida by Career Training Concepts, recently hosted an event that helps teens better understand and exercise personal financial management. Created by the United Way, the 'Reality Store' is a series of financial simulations where participants are assigned careers and asked to make budgeting and lifestyle decisions. Held in early December at Godby High School in Tallahassee, the event was a fun and effective way for disadvantaged teens to learn about personal accounting, financial responsibility, life choices, and gave them an opportunity to interact with the local business community.

Participants of the 'Reality Store' received "paychecks" and were given roles to play regarding marital status and parenthood. They were also supplied with individual checkbooks and instructions for making purchases. Simulated financial transactions included real estate, apartment rentals, apparel, automobiles, day care, charities, entertainment, groceries, insurance, household products, phone, television cable and utilities. Students visited each of the financial stations, wrote checks, and balanced their checkbooks. When the simulation was over, students assessed their financial decisions and resulting financial status. Asked to evaluate their 'Reality Store' experience, one About Face participant said, "I learned that you should be careful how you use your money and spend it wisely. I also learned that you have to pay for your needs before your wants." Another student observed that, "I went broke before I knew it!" while another commented, "I love how they teach you about real life situations. It gives you a picture of what your parent goes through with spending money."

Attending the 'Reality Store' event were United Way of Big Bend representatives R. Jai Gillum, Kyndra Freeman, Charlotte Rice, and Stephanie McFadden. Also in attendance were Wallisa Cobb of Cobb Realty & Investment Company, Rudy Arceo of Envision Credit Union, Kynder Crossner from the City of Tallahassee, as well as Dan McGrew and Karbonell Leggett from Tallahassee's local workforce board, CareerSource Capital Region. The corporate sponsor for the event was Saint Marks Powder Incorporated.

About the Department of Military Affairs (DMA)

The DMA is composed of the Florida Army National Guard and Florida Air National Guard. Both branches are administered by the state Adjutant General, Major General Michael A. Calhoun, an appointee of the Governor of Florida, and fall under the command of the Governor. About Face is a dropout prevention program for economically disadvantaged youth and is provided as part of the DMA's community outreach and support mission.

About the United Way of Big Bend (UWBB)

The United Way of Big Bend is dedicated to supporting the greatest variety of human service agencies in the local area, helping people from all walks of life and income groups, and creating collaborative strategies that result in long-lasting, positive change. The UWBB brings together people and organizations from across the community who share in its vision.

For more information/pictures of the About Face program or the 'Reality Store' event held December 3, 2015 at Godby High School in Tallahassee, FL, contact: Jimmy Shafe, Career Training Concepts: 404-424-2537 –jshafe@careertrain.com

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Memorandum of Understanding, Support, and Commitment

Between

Career Source – Capital Region

And

Goodwill Industries – Big Bend, Inc.

Goodwill Industries – Big Bend, Inc. agrees to partner with Capital Source-Capital Region in providing support to families in Tallahassee and surrounding communities.

Goodwill will provide voucher credit equal to .20 per pound upon weight-in of donated clothing at our Mabry location. Vouchers will then be credited based on the weight. Vouchers will be issued in \$5.00 increments. Career Source-Capital Region agrees to collect donated items and transport them to Mabry location for weigh-in and, upon request, Goodwill will provide pick up for donated items as needed.

This agreement is for the 2017 calendar year. This agreement may be revised or amended as agreed to by both parties. Revisions and/or amendments will be signed by both parties and attached to the original agreement. The agreement may be terminated by either party with a 15 day notice.

A handwritten signature in blue ink, appearing to read "Fred G. Shelfer, Jr.", written over a horizontal line.

Fred G. Shelfer, Jr.
President/CEO
Goodwill Industries – Big Bend, Inc.

A handwritten date "6/29/17" in blue ink, written over a horizontal line.

Date

A handwritten signature in blue ink, appearing to read "Jim McShane, MPA", written over a horizontal line.

Jim McShane, MPA
Chief Executive Officer
Career Source Capital Region

A handwritten date "6/27/17" in blue ink, written over a horizontal line.

Date



Leon County

Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5302 www.leoncountyfl.gov

RECEIVED
MAY 25 2016

County Attorney's Office
Suite 202, 301 S. Monroe Street
Tallahassee, FL 32301
(850) 606-2500 (Telephone)
(850) 606-2501 (Telefax)

Commissioners

BILL PROCTOR
District 1
Chairman

JOHN DAILEY
District 3
Vice Chairman

JANE G. SAULS
District 2

BRYAN DESLOGE
District 4

KRISTIN DOZIER
District 5

MARY ANN LINDLEY
At-Large

NICK MADDOX
At-Large

VINCENT S. LONG
County Administrator

HERBERT W.A. THIELE
County Attorney

May 24, 2016

Jim McShane, MPA, Chief Executive Officer
CareerSource Capital Region
325 John Knox Road
Atrium Building, Suite 102
Tallahassee, FL 32303

RE: Memorandum of Understanding for Affiliate Status Partnership

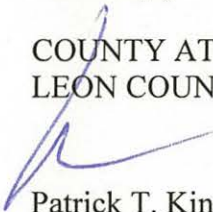
Dear Mr. McShane:

Enclosed herewith please find a duly executed original Memorandum of Understanding for Affiliate Status Partnership by and between Leon County, Florida, and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region.

Should you have any questions, do not hesitate to contact our office at your earliest convenience.

Sincerely yours,

COUNTY ATTORNEY'S OFFICE
LEON COUNTY, FLORIDA


Patrick T. Kinni, Esq.
Deputy County Attorney

PTK/et

Enclosure

cc: Cristina Paredes, Director, Office of Economic Vitality
Heather Peeples, Management Analyst

Memorandum of Understanding for Affiliate Status Partnership

THIS Memorandum of Understanding for Affiliate Status Partnership dated this 10th day of May, 2016, is by and between and Leon County, Florida, a political subdivision of the State of Florida (hereinafter the "County") and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region (hereinafter the "CSCR"), collectively, the "Parties".

RECITALS

WHEREAS, CSCR is expanding services outside of the Career Centers in order to reach more Leon County residents seeking to obtain or maintain career-advancing opportunities; and

WHEREAS, this Memorandum of Understanding for Affiliate Status Partnership (Agreement) serves to define the relationship between CSCR and the County and the associated roles and responsibilities of the Parties; and

WHEREAS, this Agreement is designed to coordinate resources to ensure the efficient and effective delivery of workforce services in Gadsden, Leon and/or Wakulla Counties. This Agreement will establish joint processes and procedures that will enhance the visibility and accessibility of services to the residents of Gadsden, Leon and/or Wakulla Counties; and

WHEREAS, the mission of CSCR is to connect employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity in Gadsden, Leon and Wakulla Counties, to be accomplished by collaborating, innovating and leading in a globally competitive world; and

WHEREAS, the Parties by this Agreement desire to give greater access to job seekers specifically in Leon County by providing:

- Universal Access – All customers, including those with special needs and barriers to employment, will have access to a core set of services designed to provide information to make career and labor market decisions. Basic and Individualized Career Services as well as training and support services will be made available to eligible and suitable customers by referral to the appropriate CSCR Career Center; and
- Individual Choice – Through referral to the appropriate Career Center, customers will have access to a multitude of career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities based on their individual needs.

NOW, THEREFORE, for and in consideration of the forging recitals, the sum of ten dollars (\$10.00) each to the other paid, the mutual covenants and promises contained herein and other good and valuable consideration, the receipt and sufficiency of which being acknowledged, the Parties do hereby covenant and agree as follows:

1. EFFECTIVE DATE; TERM; RENEWAL

- a. This Agreement shall be effective commencing May 16, 2016 and shall continue until June 30, 2019, hereinafter "Initial Term".
- b. After the Initial Term, this Agreement may be extended for additional three (3) year Terms upon the same terms and conditions as herein set forth, provided same is agreed to by the Parties in writing.

2. COUNTY REQUIREMENTS

The County agrees to provide at the LeRoy Collins Leon County Public Library System:

- a. Space and available computers that will be accessible to the general public.
- b. Staff to assist job seekers using the Employ Florida Marketplace (EFM) system (or other system determined by the state of Florida).
- c. Access to maintained and secure computers with high-speed internet connection and sufficient virus and privacy protection software.
- d. Space to offer one (1) employment-related workshop conducted by CSCR per quarter that will be accessible to the general public.
- e. Information on the CSCR programs and services offered at the LeRoy Collins Leon County Public Library System.
- f. Electronic sign-in for all customers accessing workforce services accessible via a desktop computer icon

3. CSCR REQUIREMENTS

CSCR agrees to provide:

- a. Staff/Volunteer training on the usage of EFM and other services available through CSCR.
- b. An affiliate decal for display at the entrance.
- c. Marketing collateral to include brochures, posters, fact sheets, workshop schedules and other materials designed to serve job seekers.
- d. Information on training opportunities, internships, and paid/unpaid work experience programs.
- e. One (1) employment-related workshop per quarter.
- f. The CareerSource Mobile Unit at the Branch Libraries at the rate of one branch visit per quarter.

- g. A primary and alternate point of contact to provide technical assistance.
- h. An annual report summarizing all activities and data collected at the Branch Libraries by November 1st.

4. HOURS OF OPERATION

The hours of operation at the LeRoy Collins Leon County Public Library System will be posted as determined by the County. CSCR will post these hours on the County website.

MAIN	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Open	10:00 AM	10:00 AM	10:00 AM	10:00 AM	10:00 AM	10:00 AM	1:00 PM
Close	9:00 PM	9:00 PM	9:00 PM	9:00 PM	6:00 PM	5:00 PM	6:00 PM
BRANCHES	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Open	CLOSED	11:00 AM	10:00 AM	11:00 AM	10:00 AM	10:00 AM	CLOSED
Close		8:00 PM	6:00 PM	8:00 PM	6:00 PM	4:00 PM	

5. TERMINATION

The County may terminate this Agreement without cause, by giving CSCR not less than thirty (30) days prior written notice of its intent to terminate. Either Party may terminate this Agreement for cause by giving the other Party hereto not less than thirty (30) days prior written notice of its intent to terminate. The County shall not be required to give CSCR such thirty (30) days written notice if, in the opinion of the County, CSCR is unable to perform its obligations hereunder, or if in the opinion of the County, the services being provided are not satisfactory. In such case, the County may immediately terminate the Agreement by providing a notice of termination to CSCR.

Termination of this Agreement for any reason under this Section will not affect (i) any liabilities or obligations of either Party arising before such termination or as a result of the events causing such termination, or (ii) any damages or other remedies to which a Party may be entitled to under this Agreement, at law or in equity, arising out of a breach of this Agreement.

6. INDEMNIFICATION

Each Party (the "Indemnifying Party") agrees to indemnify, reimburse, defend and hold harmless the other Party (the "Indemnified Party") from and against all claims, demands, losses, liabilities, penalties, and expenses (including reasonable attorney's fees) for personal injury or death to natural persons and physical damage to tangible property of any person to the extent arising out of, resulting from, or caused by the negligent or tortious acts, errors or omissions of the Indemnifying Party, its affiliates, its directors, officers, employees, or agents. Nothing in this Section shall enlarge or relieve either party of any liability to the other for any breach, default or non-performance of this Agreement or for any event or occurrence for which any other remedy is specified hereunder. The Indemnifying Party's liability to pay damages to the Indemnified Party shall be reduced in proportion to the percentage by which the Indemnified Party's neglect or intentional acts, errors or omissions caused the damages. Neither Party shall be indemnified for its damages resulting from its sole negligence, intentional acts or willful misconduct. These indemnity provisions shall not be construed or deemed to relieve any insurer of its obligation to pay claims consistent with the provisions of a valid insurance policy. Nothing herein shall be

construed as a waiver of sovereign immunity limitations of damages enjoyed by the County for third party claims, demands and actions relating to personal injury, death or property damages, as provided in section 768.28, Florida Statutes, as amended from time to time, or any other law providing limitations of liability or damages.

7. PUBLIC RECORDS

CSCR agrees to:

- a. Comply with public records access requirements set forth in section 119.0701(2), Florida Statutes, including the obligation to:
 1. Keep and maintain public records that ordinarily and necessarily would be required by the County in order to perform the services encompassed hereby.
 2. Provide the public with access to public records on the same terms and conditions that the County would provide the records and at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.
 3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.
 4. Meet all requirements for retaining public records and transfer, at no cost, to the County all public records in possession of CSCR upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County.

8. MISCELLANEOUS PROVISIONS

- a. Status

CSCR at all times relevant to this Agreement shall be an independent contractor and in no event shall CSCR nor any employees or subcontractors under it be considered to be employees of the County.

- b. Conflicting Employment

For the duration of this Agreement, CSCR shall not enter into any other agreements that would ethically conflict with its obligations under this Agreement.

c. Assignments

This Agreement shall not be assigned as a whole or in part without the prior written consent of the County nor shall CSCR assign any monies due or to become due to him hereunder without the prior written consent of the County.

d. Public Entity Crimes Statement

In accordance with section 287.133, Florida Statutes, CSCR hereby certifies that to the best of his knowledge and belief neither CSCR nor its affiliates have been convicted of a public entity crime. CSCR and his affiliates shall provide the County with a completed public entity crime statement form no later than January 15 of each year this Agreement is in effect. Violation of this section by CSCR shall be cause for termination of this Agreement by the County.

e. Unauthorized Alien(s) And E-Verify

CSCR agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this Agreement. The County shall consider the employment or utilization of unauthorized aliens a violation of Section 274A(e) of the Immigration and Naturalization Act (8 U.S.C. 1324a). Such violation shall be cause for termination of this Agreement by the County.

1. CSCR agrees that it will enroll and participate in the federal E-Verify Program for Employment Verification. CSCR further agrees to provide to the County, within thirty days of the effective date of this contract/amendment/extension, documentation of such enrollment in the form of a copy of the E-Verify “‘Edit Company Profile’ screen”, which contains proof of enrollment in the E-Verify Program (this page can be accessed from the “Edit Company Profile” link on the left navigation menu of the E-Verify employer’s homepage).
2. CSCR further agrees that it will require each subcontractor that performs work under this contract to enroll and participate in the E-Verify Program within sixty days of the effective date of this contract/amendment/extension or within sixty days of the effective date of the contract between CSCR and the subcontractor, whichever is later. CSCR shall obtain from the subcontractor(s) a copy of the “Edit Company Profile” screen indicating enrollment in the E-Verify Program and make such record(s) available to the County upon request.
3. CSCR will utilize the U.S. Department of Homeland Security’s E-Verify system to verify the employment eligibility of: (a) all

persons employed during the term of the Agreement by CSCR to perform employment duties within Florida; and (b) all persons (including subcontractors) assigned by CSCR to perform work pursuant to the Agreement.

- a. CSCR must use E-Verify to initiate verification of employment eligibility for all persons employed during the term of the Agreement by CSCR to perform employment duties within Florida within 3 business days after the date of hire.
 - b. CSCR must initiate verification of each person (including subcontractors) assigned by CSCR to perform work pursuant to the Agreement within 60 calendar days after the date of execution of this contract or within 30 days after assignment to perform work pursuant to the Agreement, whichever is later.
4. CSCR further agrees to maintain records of its participation and compliance with the provisions of the E-Verify program, including participation by its subcontractors as provided above, and to make such records available to the County or any other authorized state agency consistent herewith.
 5. Compliance with the terms of this Employment Eligibility Verification provision is made an express condition of this Agreement and the County may treat a failure to comply as a material breach of this Agreement.

f. Non-Waiver

Failure by the County to enforce or insist upon compliance with any of the terms or conditions of this Agreement or failure to give notice or declare this Agreement terminated shall not constitute a general waiver or relinquishment of the same, or of any other terms, conditions or acts but the same shall be and remain at all times, in full force and effect.

g. Modifications

This Agreement constitutes the entire understanding of the Parties. Any modifications to this Agreement must be in writing.

h. Venue

Venue for all actions arising out of this Agreement shall lie in Leon County, Florida.

i. Construction

The validity, construction, and effect of this Agreement shall be governed by the laws of the State of Florida.

j. Compliance With Anti-Discrimination Legislation

In providing, or contracting to provide services, programs or activities, maintaining facilities, and otherwise performing obligations under this Agreement, CSCR shall comply with the Americans with Disabilities Act, the Civil Rights Act of 1964, as amended, the Florida Civil Rights Act of 1992, and any other federal or state law or County ordinance that prohibits discrimination on the basis of race, color, national origin, religion, sex, age, marital status, disability, sexual orientation or gender identity.

k. Headings In This Agreement

The headings in this Agreement are for convenience only, confirm no rights or obligations in either Party, and do not alter any terms of this Agreement.

l. Severability

If any term of this Agreement is held by a court of competent jurisdiction to be invalid or unenforceable, then this Agreement, including all of the remaining terms, shall remain in full force and effect as if such invalid or unenforceable term had never been included.

m. Force Majeure

If either Party is prevented from or delayed from performing any obligations under this Agreement (except payment or financial obligations) by circumstances beyond its control, including but not limited to fires, hurricanes, severe weather, floods, pandemics, quarantines, war, civil disturbances, acts of terrorism, acts of God, or significant threats of such circumstances, or any future laws, rules, regulations, orders, or acts of any local, state, or federal government ("Force Majeure"), then the affected party shall be excused from performance hereunder during the period of disability. The party claiming Force Majeure shall promptly notify the other party in writing when upon learning of the existence of a Force Majeure condition, and when the Force Majeure condition has terminated. Notwithstanding anything in this Agreement to the contrary, the term "Force Majeure" does not include or excuse performance under this Agreement for events relating to increased costs associated with fuel, labor, labor disputes, insurance, or other expenses of performing the obligations hereunder.

n. Survival of Obligations

Cancellation, expiration, or earlier termination of this Agreement shall not relieve the Parties of obligations that by their nature should survive such cancellation, expiration, or termination.

o. Counterparts

This Agreement may be executed in any number of counterparts, and each executed counterpart shall have the same force and effect as an original instrument.

p. Sovereign Immunity

Nothing herein shall be construed as a waiver of any rights and privileges afforded the County, as a political subdivision of the State of Florida, under section 768.28, Florida Statutes, as amended.

q. Dispute Resolution

1. All disputes arising under or relating to this Agreement shall be resolved in accordance with this Section.

2. The Parties shall attempt to resolve all disputes that arise under this Agreement in good faith and in accordance with the following procedure:

a. The aggrieved Party shall give written notice to the other Party setting forth the nature of the dispute, date of occurrence (if known), and proposed equitable resolution.

b. Representatives of both Parties shall meet at the earliest opportunity to discuss and resolve the dispute. If the dispute is resolved to the mutual satisfaction of both, they shall report their decision to the Parties in writing.

c. If those representatives are unable to reconcile the dispute, they shall report their impasse to the appropriate County Director and CSCR's designee, who, at their earliest opportunity, shall meet and attempt to reconcile the dispute.

d. Should the Director and CSCR's designee fail to resolve the dispute, they shall report their impasse to the County Administrator, or authorized representative, and CSCR's designee, who, at their earliest opportunity, shall review and attempt to resolve the dispute.

e. If the County Administrator and CSCR's designee are not able to amicably resolve the dispute within fifteen (15)

business days after the impasse is reported to them, then either Party can pursue whatever forms of relief that may be available to it under this Agreement, at law, or in equity.

r. Attorneys' Fees and Costs.

In the event of a dispute arising under this Agreement, whether or not a lawsuit or other proceeding is filed, the prevailing Party shall be entitled to recover its reasonable attorneys' fees and costs, including attorneys' fees and costs incurred in litigating entitlement to attorneys' fees and costs, as well as in determining or quantifying the amount of recoverable attorneys' fees and costs. The reasonable costs to which the prevailing Party is entitled shall include costs that are taxable under any applicable statute, rule or guideline, as well as non-taxable costs, including, but not limited to, costs of investigation, copying costs, electronic discovery costs, telephone charges, mailing and delivery charges, information technology support charges, consultant and expert witness fees, travel expenses, court reporter fees, and mediator fees, regardless of whether such costs are otherwise taxable.

WHERETO, the Parties have set their hands and seals and executed this Agreement the date set forth below.

LEON COUNTY, FLORIDA

CSCR

BY: Bill Proctor
Bill Proctor, Chairman
County Administrator

BY: Jim McShane
Jim McShane, MPA
Chief Executive Officer

Date: 5-7-16

Date: 5-12-2016

ATTEST:

Bob Inzer, Clerk of the Court & Comptroller,
Leon County, Florida



BY: John Stott, Deputy Clerk

Approved as to Form:
Leon County Attorney's Office

BY: Herbert W. A. Thiele
Herbert W. A. Thiele, Esq.
County Attorney



Memorandum of Understanding

Between

Tallahassee Community College: Division of Workforce
Development, Adult Education Department
&
CareerSource - Capital Region

Purpose of Relationship Agreement

This Memorandum of Understanding (MOU) establishes a relationship between Tallahassee Community College's (TCC) Division of Workforce Development: Adult Education (AE) Program and CareerSource - Capital Region (CSCR) to provide quality Adult Basic Education (ABE), GED® test preparation, and English to Speakers of Other Languages (ESOL) services to students in Gadsden, Leon and Wakulla Counties.

Contact Representatives

The contact representative shall be the CEO of CareerSource Capital Region, currently Jim McShane, 850-617-4601, email: Jim.mcshane@careersourcecapitalregion.com and the TCC Adult Education Program Coordinator, currently Dawn Adolfson, 850-201-6655; email: adolfsod@tcc.fl.edu.

Responsibilities of MOU Parties

CareerSource – Capital Region (CSCR) will:

- Provide referrals to the TCC AE program to any CSCR customer based on “customer choice.”
- Screen TCC AE students for CSCR services.
- Provide updated information on a continuous basis of CSCR programs (i.e., brochures and information sheets) that are open to current or potential TCC AE students regarding employment, training, education or supportive services.

- Work collaboratively with the TCC AE Department to ensure that collaborative efforts are taking place in providing Career Planning information and Occupational Supply and Demand data to TCC AE students.
- As appropriate, provide speakers or targeted workshops to present information to TCC AE students.
- Provide payment to TCC for any student for which an executed Purchase Order (PO) was submitted and approved for AE classes (i.e., ABE, GED®, ESOL) and/or testing fees (i.e., TABE, GEDReady, GED).
- Provide supportive or leveraged services such as transportation, childcare, etc. to eligible shared customers/students.

The TCC Adult Education (AE) Program will:

- Refer TCC AE students to CSCR programs.
- Screen CSCR referrals for TCC AE services.
- Make available to all TCC AE students CSCR information (i.e., brochures and information sheets).
- Assist TCC AE students with registering in Employ Florida.
- Work collaboratively with CSCR to ensure that collaborative efforts are taking place in providing Career Planning information and Occupational Supply and Demand data to TCC Adult Education students.
- Invite CSCR speakers to present CSCR program information and/or targeted workshops to the TCC AE students.

Both Parties will:

- Provide a single point of contact (name, e-mail, phone number) to the other party and notify the other party of any changes regarding the “contact representative” in writing.
- Acknowledge that both parties to this agreement are independent organizations and each organization is responsible, including liability, for their own agents/employees. Nothing contained in this MOU shall constitute a waiver by either party of its sovereign immunity, or the provisions of 768.28, Florida Statutes, or the limits of liability.
- Adhere to the Family Educational Rights and Privacy Act (FERPA) and all applicable Federal Civil Rights compliance (ensure no person is discriminated against on the basis of race, color, ethnicity, genetic information, national origin, religion, gender, sexual orientation, marital status, disability, or age in programs or activities).
- Assume responsibility for their own costs, fees and/or other expenses associated with this MOU.
- Direct concerns or issues to the assigned single point of contact or the assigned entity “representative.”
- Provide customer/student information (i.e., TABE scores) to the other entity only if a signed release of information is in place. Information is limited to the parties of this MOU. Customer/student information is confidential and should be treated as such. However, the parties acknowledge that each party is subject to Chapter 119 (Public Records) and Chapter 286 (Public Meetings) of the Florida Statutes and Section 24, Article 1 (access to public records and public meetings) of the Florida constitution.

- Jointly investigate possible integrated curriculum partnerships whereby occupational training (Integrated Education and Training [IET]) can take place concurrently with adult education training.
- Provide at least once annually an opportunity for representative(s) of each entity to attend and present to the appropriate staff (i.e., AE staff and CSCR Talent Development Specialists) of the other entity regarding their program(s).
- Meet at least annually with a representative from the other party to this agreement to review the alignment between the Florida Department of Education Adult General Education grant proposed activities, services and regional needs identified in the Local Workforce Development Board (LWDB) proposed WIOA local plan and the TCC AE program.
- As appropriate and applicable, satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720.

All parties acknowledge that this agreement renews automatically annually (from original date of last signature date of the MOU). This MOU may not be modified unilaterally. All modification to the MOU must be agreed to by all parties and executed in the same manner as the original MOU. This agreement may be terminated by either party providing a thirty-day (30) day written notification delivered Certified-US Mail (return receipt requested).



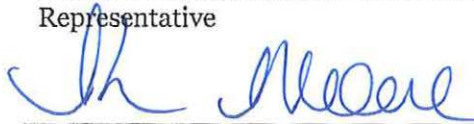
Signature of Authorized CareerSource Capital Region
Representative

8-17-17

Date

Jim McShane, CEO

Printed Name and Title of CareerSource Capital Region
Representative



Signature of Authorized TCC Representative

8.21.17

Date

Kimberly Moore, Vice President Workforce Development

Printed Name and Title TCC Representative



**Memorandum of Agreement
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
Tallahassee-Leon Federal Credit Union**

Parties: This memorandum of agreement is entered between CareerSource Capital Region (CSCR) and Tallahassee-Leon Federal Credit Union (TLFCU).

Term of Agreement: The agreement is effective for the period of February 1, 2017 to June 30, 2019 and is renewable for subsequent one-year terms if required.

Roles and Responsibilities: Under this collaborative arrangement, the following roles and responsibilities will be followed:

CareerSource Capital Region will:

- Establish guidelines to refer employed/work ready career seekers to TLFCU for financial education. The purpose of the referral is to assist with overcoming transportation barriers in order to obtain or maintain employment.
- Receive referrals from TLFCU for individuals that are interested in finding a job, accessing training support if qualified, and gaining certifications or degrees to improve their employment opportunities.
- Screen and refer 3-5 youth career seekers between the ages of 16-24 for work experience opportunities.
- Invite TLFCU to present information and build staff and community knowledge on the financial industry.

Tallahassee-Leon Federal Credit Union will:

- Provide financial education classes and individual coaching to CSCR career seekers who are Leon, Wakulla, Jefferson, and Gadsden county residents.
- Provide 3-5 youth career seekers a meaningful work experience opportunity. The career seeker must meet all TLFCU screening requirements/standards.
- Be familiar with the array of services provided by CSCR.
- Provide staff to participate in roundtables, focus groups, committees, and functions to educate the community on the financial industry.

This MOA does not create any right or benefit, nor does it create any employment relationship between the parties. Both parties are responsible for their own expenses related to this MOA. No liability will arise or be assumed between the parties as a result of this MOA.

This MOA is not a legally binding contract nor does the agreement preclude either entity from

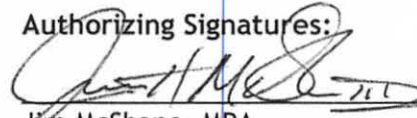


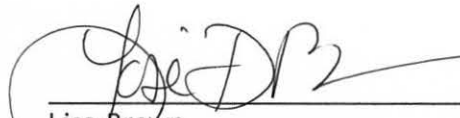
MEMORANDUM OF AGREEMENT

entering into similar agreements with other institutions. It is an agreement on the potential framework for both organizations to collaborate, support one another to better achieving their individual missions and serving the needs of the community.

This agreement shall take effect upon the receipt of the signatures and may be terminated or revised at the request of either party.

Authorizing Signatures:

 5-2-17
Date
Jim McShane, MPA
Chief Executive Officer
CareerSource Capital Region

 5-2-17
Date
Lisa Brown
President/CEO
Tallahassee-Leon FCU



Memorandum of Agreement
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
Wakulla Adult Education

Parties: This memorandum of agreement is entered into between CareerSource Capital Region (CSCR) and Wakulla Adult Education

Term of Agreement: The agreement is effective for the period of July 1, 2016 to June 30, 2017 and is renewable for subsequent one-year terms if required.

Roles and Responsibilities: Under this collaborative arrangement, the following roles and responsibilities will be followed.

Wakulla Adult Education agrees to:

- 1. Refer all eligible students to the Wakulla Career Center for services
2. Make all CareerSource materials and brochures available to Wakulla Adult Education students
3. Invite CareerSource Capital Region speakers to present career information, labor market information and other workshops to build the knowledge for careers with students.

CareerSource Capital Region agrees to:

- 1. Provide local career data to the Wakulla Adult Education Director as it becomes available
2. Share the DEO site: http://www.floridajobs.org/labor-market-information/products-and-services/help-wanted-online for Region 5 that is updated monthly on jobs posted in the three county region.
3. Provide speakers each semester to teach students related job seeker expectations, Labor Market Information (LMI), using social media, and other workshops that assist students in being more effective in their job search.

Authorizing Signatures:

Signature of Jim McShane, MPA, Date 7-26-16
Jim McShane, MPA Date
Chief Executive Officer
CareerSource Capital Region

Signature of Dod Walker, Date 8/3/16
Dod Walker Date

Director of Adult Education
Wakulla County School Board

Signature of Robert Pearce, Date
Robert Pearce Date
Superintendent of Schools
Wakulla County School Board

Cc: Dee Robinson, Dan McGrew, Heather O'Connor

Signature of Greg Thomas, Date
Greg Thomas Date
Chairman
Wakulla County School Board

**Memorandum of Agreement
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
Tallahassee Community College – Wakulla Environmental Institute**

Parties: This memorandum of agreement is entered into between CareerSource Capital Region (CSCR) and Tallahassee Community College – Wakulla Environmental Institute (WEI) Oyster Training Program.

Term of Agreement: The agreement is effective for the period of August 1, 2016 to **October 1, 2018** and is not renewable.

Roles and Responsibilities: Under this collaborative arrangement, the following roles and responsibilities will be followed.

WEI agrees to:

1. Use the funding provided by CSCR to enroll and train ten (10) students/participants in the Oyster Aquaculture program.
2. Train students/participants how to cultivate, harvest, sell and market oysters and provide instruction on how to obtain land leases, how/where to buy oyster spat, how to build cages, how/when to harvest mature oysters and how to market/sell oyster crops.
3. Assist in the development of an individualized plan for each student that details the steps needed to obtain a land lease as well as periodically review the success of accomplishing the steps detailed in the plan.
4. Invoice CSCR upon enrollment of students with an approved Individual Training Accounts (ITA).
5. Provide a quarterly activity report using the template provided by CSCR no later than 30 days after each of the four reporting quarters.
6. Conduct follow-up on students for a period of a year after completion of training in order to report the progress of the student's oyster aquaculture business.
7. Provide a quarterly outcome report using the template provided by CSCR during the one year follow-up period no later than 30 days after each of the four reporting quarters.
8. Maintain all records, documents, reports, notes, or other written material prepared/maintained for the administration and management of this contract for a minimum of five years from the date all funds have been spent.
9. Allow CSCR, Department of Economic Opportunity and the United States Department of Commerce access to the records, documents, reports, notes, or other written material prepared/maintained for the administration and management of this contract
10. Support and partner with CareerSource Capital Region on subsequent additional positions created by the Co-op and the farmers through referrals.

CareerSource Capital Region agrees to:

1. Use various grant resources available to CSCR to assist qualified students with a scholarship in the amount of \$15,400 per student for training.
2. Determine eligibility for individuals interested in the WEI Oyster Aquaculture program, work experience opportunities and/or job placement.
3. Assist in marketing the Oyster Aquaculture program through media, webpage or other collaborative marketing material and events.



MEMORANDUM OF AGREEMENT

4. Refer individuals interested in the Oyster Aquaculture program to WEI.

This agreement shall take effect upon the receipt of the signatures and may be terminated or revised at the request of either party.

Authorizing Signatures:


8/01/2016
Jim McShane, MPA
Chief Executive Officer
CareerSource Capital Region


8/01/2016
Bob Ballard
Director
Wakulla Environmental Institute
Tallahassee Community College



**Memorandum of Understanding
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
Florida Department of Children and Families**

I. PARTIES

This Memorandum of Understanding (“MOU”), is made pursuant to the 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 Mandatory Partners described below (and hereafter referred to as the Partner) and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region (hereafter referred to as “CareerSource”).

II. PARTNERS

Required One-Stop Partners:

Department of Labor

- WIOA title I programs:
 - Adult, Dislocated Worker, and Youth formula programs;
 - Job Corps;
 - YouthBuild;
 - Native American programs;
 - Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
- Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- Unemployment Compensation (UC) programs;
- Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

Department of Education

- Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);



MEMORANDUM OF UNDERSTANDING

- The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

Department of Housing and Urban Development

- Employment and training programs;

Department of Health and Human Services

- Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).

[WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

Additional One-Stop Partners

Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the American Job Center network if the LWDB and chief elected official(s) approve the entity's participation.

Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

[20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3]

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 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



MEMORANDUM OF UNDERSTANDING

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 the Leon, Wakulla, and Gadsden counties. 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 the Leon, Wakulla, and Gadsden counties.

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

IV. PROVISION OF SERVICES

- A. The Leon-Wakulla-Gadsden local area workforce board and the Leon, Wakulla, and Gadsden Boards of County Commissioners have designated CareerSource Capital Region to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource 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. Coordinated 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. Maintain the statewide "CareerSource" branding of each center.



MEMORANDUM OF UNDERSTANDING

6. Maintain and operate at least one comprehensive one-stop center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource 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 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 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 with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

V. 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.



VI. 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.

VII. INFRASTRUCTURE COSTS

Costs of the infrastructure of One-stop career 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 duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720:

§ 361.505 Is there a single Memorandum of Understanding for the local area, or must there be different Memoranda of Understanding between the Local Workforce Development Board and each partner?

(a) A single “umbrella” MOU may be developed that addresses the issues relating to the local one-stop delivery system for the Local WDB, chief elected official and all partners. Alternatively, the Local WDB (with agreement of chief elected official) may enter into separate agreements between each partner or groups of partners.

(b) Under either approach, the requirements described in § 361.500 apply. Since funds are generally appropriated annually, the Local WDB may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU.

§ 361.720 What funds are used to pay for infrastructure costs in the local one-stop infrastructure funding mechanism?

(a) In the local funding mechanism, one-stop partner programs may determine what funds they will use to pay for infrastructure costs. The use of these funds must be in accordance with the requirements in this subpart, and with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-Federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. In the case of partners administering programs authorized by title I of WIOA, these infrastructure costs may be considered program costs. In the case of partners administering adult education and literacy programs authorized by title II of WIOA, these funds must include Federal funds made available for the local administration of adult education and literacy programs authorized by title II of WIOA. These funds may also include non-Federal resources that are cash, in-kind or third-party contributions. In



MEMORANDUM OF UNDERSTANDING

the case of partners administering the Carl D. Perkins Career and Technical Education Act of 2006, funds used to pay for infrastructure costs may include funds available for local administrative expenses, non-Federal resources that are cash, in-kind or third-party contributions, and may include other funds made available by the State.

(b) There are no specific caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the local funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for infrastructure costs must be allowable and based on proportionate use of the one-stop centers and relative benefit received by the partner program, taking into account the total cost of the one-stop infrastructure as well as alternate financing options, and must be consistent with 2 CFR part 200, including the Federal cost principles.

(c) Cash, non-cash, and third-party in-kind contributions may be provided by one-stop partners to cover their proportionate share of infrastructure costs.

(1) Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer.

(2) Non-cash contributions are comprised of -

(i) Expenditures incurred by one-stop partners on behalf of the one-stop center; and

(ii) Non-cash contributions or goods or services contributed by a partner program and used by the one-stop center.

(3) Non-cash contributions, especially those set forth in paragraph (c)(2)(ii) of this section, must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners' proportionate share.

(4) Third-party in-kind contributions are:

(i) 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, not a specific partner; or

(ii) Contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs.



MEMORANDUM OF UNDERSTANDING

(iii) In-kind contributions described in paragraphs (c)(4)(i) and (ii) of this section must be valued consistent with 2 CFR 200.306 and reconciled on a regular basis to ensure they are fairly evaluated and meet the proportionate share of the partner.

(5) All partner contributions, regardless of the type, must be reconciled on a regular basis (i.e., monthly or quarterly), comparing actual expenses incurred to relative benefits received, to ensure each partner program is contributing its proportionate share in accordance with the terms of the MOU.

VIII. TERM

This MOU is effective upon the receipt of all signatures through June 30, 2020 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

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

IX. MERGER

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

X. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource Capital Region, the Partner, and the Leon, Wakulla, and Gadsden county Boards of County Commissioners and no third party is an intended beneficiary.

XI. GOVERNANCE

The accountability and responsibility for the One-stop system's organizational activity and accomplishments will rest with CareerSource Capital Region and the Leon, Wakulla, and Gadsden county Boards of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop system.



MEMORANDUM OF UNDERSTANDING

SIGNATURES

Chief Elected Official


Signature

Nick Meddley
Printed Name

12/19/17
Date

Partner:

Signature

Printed Name/Title

Date

CareerSource Capital Region:


Signature

JAMES H. McSHANE III, CEO
Printed Name/Title

12-11-17
Date



MEMORANDUM OF UNDERSTANDING

Infrastructure Costs:

DCF Share of Infrastructure Costs: \$0



**Memorandum of Understanding
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
Early Learning Coalition of the Big Bend Region, Inc.**

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the 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 Mandatory Partners described below (and hereafter referred to as the Partner) and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region (hereafter referred to as "CareerSource").

II. PARTNERS

Required One-Stop Partners:

Department of Labor

- WIOA title I programs:
 - Adult, Dislocated Worker, and Youth formula programs;
 - Job Corps;
 - YouthBuild;
 - Native American programs;
 - Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
- Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- Unemployment Compensation (UC) programs;
- Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

Department of Education

- Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);



MEMORANDUM OF UNDERSTANDING

- The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

Department of Housing and Urban Development

- Employment and training programs;

Department of Health and Human Services

- Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).

[WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

Additional One-Stop Partners

Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the American Job Center network if the LWDB and chief elected official(s) approve the entity's participation.

Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

[20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3]

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 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



MEMORANDUM OF UNDERSTANDING

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 the Leon, Wakulla, and Gadsden counties. 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 the Leon, Wakulla, and Gadsden counties.

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

IV. PROVISION OF SERVICES

- A. The Leon-Wakulla-Gadsden local area workforce board and the Leon, Wakulla, and Gadsden Boards of County Commissioners have designated CareerSource Capital Region to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource 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. Coordinated 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. Maintain the statewide "CareerSource" branding of each center.



MEMORANDUM OF UNDERSTANDING

6. Maintain and operate at least one comprehensive one-stop center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource 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 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 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 with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

V. 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.



VI. 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.

VII. INFRASTRUCTURE COSTS

Costs of the infrastructure of One-stop career 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 duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720:

§ 361.505 Is there a single Memorandum of Understanding for the local area, or must there be different Memoranda of Understanding between the Local Workforce Development Board and each partner?

(a) A single “umbrella” MOU may be developed that addresses the issues relating to the local one-stop delivery system for the Local WDB, chief elected official and all partners. Alternatively, the Local WDB (with agreement of chief elected official) may enter into separate agreements between each partner or groups of partners.

(b) Under either approach, the requirements described in § 361.500 apply. Since funds are generally appropriated annually, the Local WDB may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU.

§ 361.720 What funds are used to pay for infrastructure costs in the local one-stop infrastructure funding mechanism?

(a) In the local funding mechanism, one-stop partner programs may determine what funds they will use to pay for infrastructure costs. The use of these funds must be in accordance with the requirements in this subpart, and with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-Federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. In the case of partners administering programs authorized by title I of WIOA, these infrastructure costs may be considered program costs. In the case of partners administering adult education and literacy programs authorized by title II of WIOA, these funds must include Federal funds made available for the local administration of adult education and literacy programs authorized by title II of WIOA. These funds may also include non-Federal resources that are cash, in-kind or third-party contributions. In



MEMORANDUM OF UNDERSTANDING

the case of partners administering the Carl D. Perkins Career and Technical Education Act of 2006, funds used to pay for infrastructure costs may include funds available for local administrative expenses, non-Federal resources that are cash, in-kind or third-party contributions, and may include other funds made available by the State.

(b) There are no specific caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the local funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for infrastructure costs must be allowable and based on proportionate use of the one-stop centers and relative benefit received by the partner program, taking into account the total cost of the one-stop infrastructure as well as alternate financing options, and must be consistent with 2 CFR part 200, including the Federal cost principles.

(c) Cash, non-cash, and third-party in-kind contributions may be provided by one-stop partners to cover their proportionate share of infrastructure costs.

(1) Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer.

(2) Non-cash contributions are comprised of -

(i) Expenditures incurred by one-stop partners on behalf of the one-stop center; and

(ii) Non-cash contributions or goods or services contributed by a partner program and used by the one-stop center.

(3) Non-cash contributions, especially those set forth in paragraph (c)(2)(ii) of this section, must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners' proportionate share.

(4) Third-party in-kind contributions are:

(i) 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, not a specific partner; or

(ii) Contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs.



MEMORANDUM OF UNDERSTANDING

(iii) In-kind contributions described in paragraphs (c)(4)(i) and (ii) of this section must be valued consistent with 2 CFR 200.306 and reconciled on a regular basis to ensure they are fairly evaluated and meet the proportionate share of the partner.

(5) All partner contributions, regardless of the type, must be reconciled on a regular basis (i.e., monthly or quarterly), comparing actual expenses incurred to relative benefits received, to ensure each partner program is contributing its proportionate share in accordance with the terms of the MOU.

VIII. TERM

This MOU is effective upon the receipt of all signatures through June 30, 2020 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

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

IX. MERGER

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

X. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource Capital Region, the Partner, and the Leon, Wakulla, and Gadsden county Boards of County Commissioners and no third party is an intended beneficiary.

XI. GOVERNANCE

The accountability and responsibility for the One-stop system's organizational activity and accomplishments will rest with CareerSource Capital Region and the Leon, Wakulla, and Gadsden county Boards of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop system.



MEMORANDUM OF UNDERSTANDING

SIGNATURES

Chief Elected Official:



Signature

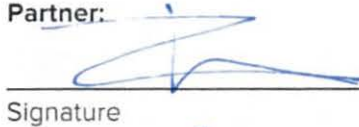
Nick Maddox

Printed Name

12/19/17

Date

Partner:



Signature

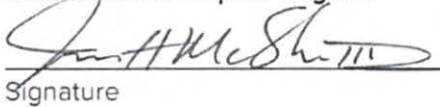
Matt Guse, CEO

Printed Name/Title

12-13-17

Date

CareerSource Capital Region:



Signature

JAMES H. McSHANE III, CEO

Printed Name/Title

12-1-17

Date



Wakulla One Stop Infrastructure Costs

ELC Infrastructure Costs:

CSCR Monthly Rent	3,062.50
Total Square Feet	4,200.00
CSCR Cost Per Square Foot	8.75
Sub Lessor Square Feet	110.00
Sub Lessor Shared Square Feet	660.00
Total CSCR & Partner FTE's	73.00
Total Wakulla FTE's	7.00
Rental of Facility Office	80.21
Rental of Facility Shared Space	68.75
Furniture	-
Computer	-
Receptionist	-
Supplies	-
Copier	24.87
Phone	-
Internet	105.23
Utilities	82.14
<u>Monthly Rent</u>	\$ 361.21

MEMORANDUM OF UNDERSTANDING
NO.: IA-588
BETWEEN
CAREERSOURCE CAPITAL REGION
AND
FLORIDA DEPARTMENT OF EDUCATION
DIVISION OF VOCATIONAL REHABILITATION
AMENDMENT NO. 1

Memorandum of Understanding (MOU) number IA-588, entered into by and between CareerSource Capital Region ("the WorkforceBoard") and the Florida Department of Education, Division of Vocational Rehabilitation ("DOE/DVR") on June 14, 2016, 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 CAPITAL REGION

BY: 

DATE: 3-22-18

DEPARTMENT OF EDUCATION
DIVISION OF VOCATIONAL REHABILITATION

BY: 
Pam Stewart, Commissioner of Education
Allison Flanagan, Director Division
of Vocational Rehabilitation
DATE: 5/4/18

2018 MAY -2 AM 9:12
DIVISION OF VOCATIONAL REHABILITATION

**INFRASTRUCTURE FUNDING AGREEMENT
FOR ONE-STOP CAREER CENTER SYSTEM
BETWEEN THE DEPARTMENT OF EDUCATION AND
Big Bend Jobs & Education Council, Inc. D/B/A CareerSource Capital Region**

I. PARTIES

This Infrastructure Funding Agreement (“IFA”), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (“WIOA”), and is entered into by the Florida Department of Education, Division of Vocational Rehabilitation (hereafter referred to as the Partner) and Big Bend Jobs & Education Council, Inc. D/B/A CareerSource Capital Region (hereafter referred to as “CareerSource”).

II. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its 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 IFA is to describe the infrastructure cost responsibilities of the Parties to provide for the maintenance of 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 Leon and Wakulla counties.

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

III. INFRASTRUCTURE COST BUDGET

CSCR Infrastructure Costs - Leon

Facility Office	\$22,979.04
Furniture	\$0
Supplies	\$135
Switchboard/Greeter	\$2433.33
Copier	\$234.59
Phone	\$1,018.73
Internet	\$840.31
Utilities	\$0
Monthly Cost	\$27,641

CSCR Infrastructure Costs - Wakulla

Facility Office	\$3,062.50
Furniture	\$0
Supplies	\$26.25
Switchboard/Greeter	\$0
Copier	\$174.10
Phone	\$198.09
Internet	\$736.64

ATTACHMENT I

Utilities	\$575.00
Monthly Cost	\$4,772.58

IV. COST ALLOCATION METHODOLOGY

CareerSource selected a combination of FTE's present at CareerSource Center, Square Footage utilized by entity and equipment utilized by entity as the 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 one-stop center(s) and relative benefit received.

V. ALLOCATION BASIS PER COST ITEM

Rental of Facility Office/Cubicle	Square Footage
Rental of Facility Shared Space	FTE
Furniture	Equipment
Supplies	Equipment
Switchboard/Greeter	FTE
Copier	FTE
Phone	FTE
Internet	FTE

VI. PARTNER CONTRIBUTION AMOUNTS

Partner Infrastructure Costs - Leon

Rental of Facility Office/Cubicle	\$98.98
Rental of Facility Shared Space	\$150.88
Furniture	\$4.78
Supplies	\$3.75
Switchboard/Greeter	\$33.33
Copier	\$6.52
Phone	\$28.30
Internet	\$23.34
Utilities	\$0
Monthly Rent	\$349.88

Partner Infrastructure Costs - Wakulla

Rental of Facility Office/Cubicle	\$32.08
Rental of Facility Shared Space	\$27.5
Furniture	\$4.78

ATTACHMENT I

Supplies	\$1.50
Switchboard/Greeter	\$0
Copier	\$9.95
Phone	\$28.30
Internet	\$42.09
Utilities	\$32.86
Monthly Rent	\$179.06

VII. COST RECONCILIATION AND ALLOCATION BASE UPDATE

All Parties agree that a quarterly reconciliation of budgeted and actual costs and update of the allocation bases will be completed in accordance with the following process:

1. Partners will provide CareerSource with the following information no later than fifteen (15) days after the end of each quarter, as applicable:
 - o Quarterly cost information and documentation of the actual costs,
 - o Updated staffing information (per the 1st day of the 1st month of each quarter), and
 - o Actual customer participation numbers (per the last day of the last month of each quarter).
2. Upon receipt of the above information, CareerSource will:
 - o Compare budgeted costs to actual costs,
 - o Update the allocation bases, and
 - o Apply the updated allocation bases, as described in the Cost Allocation Methodology section above, to determine the actual costs allocable to each partner.
3. CareerSource will prepare an updated budget document showing cost adjustments and will prepare an invoice for each Partner with the actual costs allocable to each Partner for the quarter.
4. CareerSource will submit the invoices to the Partners and send a copy of the updated budget to all Parties no later than forty-five (45) days after the end of each quarter. The Partners understand that the timeliness of CareerSource's preparation and submission of invoices and adjusted budgets is contingent upon the timeliness of each Partner in providing the necessary cost information. For Partners that advance funds to the local area, CareerSource will only send a copy of the updated budget.
5. Upon receipt of the invoice and adjusted budget, each Partner will review both documents and will submit payment to CareerSource no later than fifteen (15) days following receipt. Payment of the invoice signifies agreement with the costs in the adjusted budget. For Partners that advance funds to the local area, CareerSource may draw down funds for quarterly payments upon approval via email of the reconciled budget.
6. Partners will communicate any disputes with costs in the invoice or the adjusted budget CareerSource in writing. CareerSource will review the disputed cost items and respond accordingly to the Partner within ten (10) days of receipt of notice of the disputed costs. When necessary, CareerSource will revise the invoice and the adjusted budget upon resolution of the dispute.

VIII. STEPS UTILIZED TO REACH CONSENSUS

The Partners and CareerSource conferred regarding the involvement of each partner at the CareerSource Centers. The appropriate allocation bases were discussed and those bases included in this IFA were agreed upon as the most appropriate. CareerSource proposed the initial Partner Contribution Amounts as described above and the Partners concurred with their proposal. Finally, the parties discussed the best mechanisms by which to review and reconcile actual expenses in the future and agreed to the term included in the Cost Reconciliation and Allocation Base Update section above.

IX. DISPUTE AND IMPASSE RESOLUTION

All Parties will actively participate in local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, then the following Dispute Resolution process must be followed.

1. 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.
2. 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.
3. 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.

X. MODIFICATION PROCESS

This IFA may be amended or modified with review and consent of all parties. Amendments and modifications must be issued in writing to all parties and sent certified U. S. Mail. All parties must be given a minimum of 30 days to comment prior to the inclusion of any amendment or modification. Oral amendments or modifications shall have no effect.

XI. EFFECTIVE PERIOD

This IFA is entered into on January 1, 2018. This MOU will become effective as of the date of signing by the final signatory below and must terminate on June 30, 2020.

XII. PAYMENT METHODOLOGY

Career Source shall submit to the Partners quarterly invoices such that the Partners will have covered all costs agreed to in this IFA by the end of the program year, June 30 annually. The Parties to this IFA intend to be bound by this agreement and agree to make payment of all such funds as indicated in Section VI. Upon receipt of the above described invoices, the Partners shall process payment within 30 days.

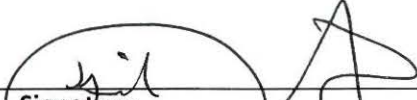
ATTACHMENT I

SIGNATURES

Department of Education (Partner):

CareerSource Capital Region:


Signature


Signature

James H. McShane III
Printed Name

Nick Mallis
Printed Name


Pam Stewart, Commissioner of Education

Chief Elected Official
Name and Title

Allison Flanagan, Director
Division of Vocational Rehabilitation
5/4/18
Date

3/23/18
Date

FLORIDA VOCATIONAL REHABILITATION & EMPLOYMENT LOCAL MEMORANDUM OF UNDERSTANDING

August 2017

Section I

Purpose

The Department of Veterans Affairs (VA), Vocational Rehabilitation and Employment (VR&E) Service, the Department of Labor, Veterans' Employment and Training Service (VETS), and the federally funded State Agency (SA) partners agree that the successful readjustment of disabled Veterans into the civilian workforce is a mutual responsibility and concern. In order to advance, improve, and expand the employment opportunities for Veterans with disabilities, all parties of this memorandum of understanding (MOU) commit themselves to active cooperation and coordination in meeting the goals set forth in this agreement.

References

This agreement is authorized in accordance with 38 U.S.C., chapter 31 (including 38 U.S.C. §§ 3116, 3117(a)(2)), 38 U.S.C., chapter 41 (including 38 U.S.C. §§ 4102A(b)(3), 4105(a), and 4108(a)), 5 U.S.C. § 4103, and 38 C.F.R. § 21.1, et seq. Additionally, this agreement memorializes the referral process outlined in the Technical Assistance Guide (TAG), Revised for Release: July 2016 published on September 15, 2016 as attachment A to VPL 01-16, Change 1.

Scope

VR&E, VETS, and SA agree to provide a seamless employment transition that will eliminate duplication, fragmentation or delay in delivery of employment services leading to the ultimate goal of successful career selection, placement, and rehabilitation for Veterans enrolled in the Chapter 31 program.

Section II

Cooperating Agencies

The undersigned parties to this agreement represent the VR&E Division of the St. Petersburg, FL and Montgomery, AL VA Regional Offices, Florida VETS office, and Florida Department of Economic Opportunity.

Section III

Referral Process

An effective and efficient referral process has been cited by all partners as one of the keys to the success of this interagency effort. It is essential that the agency making the referral and the agency receiving the referral develop and implement specific standards for coordinated service delivery to Veterans.

Referral Criteria for Labor Market Information and Employment Services

VR&E staff will refer 100 percent of all Veterans who have been found entitled to services

for labor market information (LMI) to the SA, as described in Section III of the TAG, with the following exceptions:

1. Veterans for whom achievement of a vocational goal has been determined infeasible; and
2. Veterans already working in a suitable career or job when entering the program but who require a job accommodation, are seeking additional training to retain their current employment, or require new suitable employment in the same career.

VR&E staff will refer 100 percent of all Veterans in the Chapter 31 program in Job Ready (JR) Status to the SA, as described in Section III of the TAG, with the following exceptions:

1. Veterans who are already suitably employed in an occupation that does not exacerbate their existing service-connected disability at the time the job ready decision is made.
2. Veterans who are job ready and decide to pursue additional education outside the Chapter 31 program, rather than pursuing employment.

Relationships and Responsibilities

The Director for Veterans' Employment and Training (DVET) is the link between the VR&E Division and the SA that provides employment services. He/she coordinates efforts by all involved parties to ensure this agreement is implemented with effective coordination and liaison.

The DVET will:

- Communicate and coordinate activities with VR&E, ISCs, SA, and American Job Center (AJC) staff
- Provide technical assistance to improve the program and activities to resolve procedural issues
- Identify activities to resolve complaints from Chapter 31 Veterans
- Work with the SVPC in the coordination of professional training for AJC staff from the National Veterans' Training Institute (NVTI) and other sources, as appropriate
- Reconcile and distribute the VETS 201 Report
- Report and share Chapter 31 Veterans' success stories
- Conduct and facilitate quarterly meetings with SVPC, ISCs and VR&E to ensure that program objectives are being met
- Monitor SA efforts toward filling the Intensive Services Coordinator (ISC) position, ensuring that all staff openings that impact this agreement are filled in an expedient manner
- Share information with VR&E as described in Section II of the TAG
- Provide local labor market information through coordination with SA staff to VR&E that can be used to develop training objectives that have the best probability of resulting in positive employment outcomes

The Vocational Rehabilitation and Employment Officer (VR&EO) is VA's link between the DVET and the VR&E office. He/she ensures effective coordination and liaison between the DVET, SA, and VR&E staff to implement this agreement.

The VR&EO or his/her representative will (as described in Section II of the TAG):

- Communicate and coordinate activities with the DVET and SA/Workforce Investment Board/AJC
- Provide technical assistance to improve the program and activities to resolve procedural issues
- Attend the quarterly meetings facilitated by the DVET
- Work with the DVET to obtain labor market information and specific employment opportunities from AJC staff that can be matched with participating Veterans
- Report and share Chapter 31 Veterans' success stories
- ***Provide work space and supplies to AJC staff assigned to the VR&E office (which may include office or work space, telephone, fax and data lines, normal office supplies, Internet access, and appropriate access to the VA electronic system)***
- Facilitate professional training for AJC staff from VA sources
- Ensure the referral of Chapter 31 Veterans for labor market information and employment services, as established in the referral criteria
- Provide notification to the AJC staff no later than 60 days prior to a Veteran completing Chapter 31 training, or immediately, in the case of the eligible Veteran being assigned to employment-related service for direct placement
- Designate and assign VR&E staff to coordinate activities with AJC staff and implement procedures established in the Technical Assistance Guide (TAG)
- Reconcile and validate the information included on the VETS 201 Report

The VR&E Vocational Rehabilitation Counselor (VRC), Counseling Psychologist (CP), or Employment Coordinator (EC) is the primary point of contact for referrals within VR&E.

The VR&E VRC/CP/EC will:

- Facilitate timely provision of all information relative to employment issues for Chapter 31 Veteran to the AJC staff on a continual basis until the Veteran becomes employed, including information regarding job placement when reported by the Veteran
- Refer Chapter 31 Veterans to the appropriate AJC staff for labor market information and employment services, as established in the referral criteria
- Participate in VR&E Employment Readiness Workshops and the VR&E Job Lab
- Report VR&E procedural problems to the VR&EO
- Identify activities that help the Veteran determine an appropriate employment or training plan, to include apprenticeship, On-the-Job training (OJT), and non-paid work experience
- Assist and refer Veterans who desire employment while completing their rehabilitation plan
- Secure suitable employment for referred Veterans consistent with their rehabilitation plan
- Provide notification to the AJC staff no later than 60 days prior to a Veteran completing Chapter 31 training, or immediately, in the case of the Veteran being assigned to employment service for direct placement services
- Include in the rehabilitation plan an employment objective requiring Veterans who need employment services to be referred to the SA; payment of Employment Adjustment Allowance (EAA) is contingent upon compliance as outlined in the Individual Written Rehabilitation Plan (IWRP)

- Leverage other agencies and resources to enhance employment opportunities for Chapter 31 Veterans

The SA, through its Veterans Program Coordinator (VPC) or similarly designated position helps to ensure effective coordination and liaison between the DVET, VR&E staff, and AJC staff to include the Disabled Veterans' Outreach Program (DVOP) specialist and other AJC staff who implement this agreement.

The SA will:

- Provide programmatic supervision of the SA ISC
- Coordinate with the DVET on staffing levels at VR&E locations and work to ensure that all open positions that impact this agreement are filled on a priority basis
- Communicate and coordinate activities described in this agreement and Sections I, II and III of the TAG with the DVET and VR&E staff
- Provide necessary training and/or technical assistance to the ISC, DVOP specialist, and AJC staff supporting this agreement
- Attend the quarterly meetings facilitated by the DVET
- Provide technical assistance to improve the program and activities to resolve procedural issues
- Facilitate job search and placement activities for Chapter 31 Veterans statewide

The ISC, who may be out-stationed at the VA Regional Office, is the primary point of contact for Chapter 31 referrals to the SA.

The ISC will:

- Participate in VR&E Employment Readiness Workshops and the VR&E Job Lab
- Refer Chapter 31 Veterans entering the job-search phase of rehabilitation to appropriate AJC staff
- Monitor and assess services provided to Chapter 31 Veterans by AJC staff
- Coordinate and support outreach activities with employers, apprenticeship programs, and other training sites in an effort to increase employment opportunities for Veterans participating in the Chapter 31 program
- Collect and tabulate monthly case-management reports from AJC staff who provide employment services to Chapter 31 Veterans on a monthly basis
- Act as a liaison between SA and VR&E staff
- Report VR&E procedural problems to the appropriate VR&E, SA, and VETS staff, including the VPC
- Coordinate, reconcile, and distribute the Chapter 31 VETS 201 Report on a quarterly basis

The SA, through its DVOP specialists and AJC staff, provides intensive services to Veterans participating in the Chapter 31 program. Additionally, the SA through its Local Veterans' Employment Representative (LVER) staff and other AJC staff provides outreach and assistance to employers on behalf of veterans with service-connected disabilities.

The DVOP specialists and other AJC staff will:

- Assist VR&E and the Veteran in determining an employment or training plan, to include apprenticeship and on-the-job training
- Provide VR&E case managers with current LMI as it pertains to specific cases
- Coordinate Chapter 31 Veteran participation in outreach activities with employers, apprenticeship programs, and other training sites that are coordinated by other AJC staff to increase employment opportunities for Veterans participating in the Chapter 31 program
- Provide job development
- Maintain bi-weekly contact with Chapter 31 Veterans who have completed their training and are referred from VR&E for employment services
- Provide the ISC a monthly progress report no later than the end of the first week of the month, to include number of contacts, job referrals, job developments, and other issues encountered in providing employment services to Chapter 31 participants
- Leverage other agencies and resources to enhance employment opportunities for Chapter 31 Veterans
- Assist Veterans seeking employment while completing their rehabilitation plan
- Create and maintain case files for referred job-ready Chapter 31 Veterans
- Assist the Chapter 31 Veteran to secure suitable employment as identified by VR&E for referred Veterans
- Provide quarterly updates to the VETS 201 Report to the ISC
- Notify VR&E and the ISC when a Chapter 31 Veteran may be seeking employment that the VR&E cannot consider as suitable employment

Orientation, Staff Training, and Development

The VR&E, DVET, and SA agree to train newly assigned staff on the procedures established in the TAG to ensure effective implementation of this agreement.

Exchange of Information

VR&E, DVET, and SA will share information relevant to finding or developing employment opportunities for Chapter 31 Veterans. Enhancing these relationships will make it more likely that Veterans with disabilities are directed into short-term occupational training programs that can get them into high-demand jobs faster. All information from interviews, counseling, testing, and assessment will be used by each agency under documented consent from the Veteran participant in accordance with applicable privacy and confidentiality statutes including 5 U.S.C. § 552a (the Privacy Act), 38 U.S.C. §§ 5701 (Confidential Nature of Claims), and 7332 (Confidentiality of Certain Medical Records). The Veteran's written consent must accompany the exchange of information in the form of a VA Form 10-5345, Request for and Authorization to Release Medical Records or Health information. If information subject to 38 U.S.C. § 7332 is released, the notice required by 38 C.F.R. § 1.476 must accompany the exchange of information. This information has been disclosed to you from records protected by Federal confidentiality rules (38 CFR Part 1). The Federal rules prohibit you from making any further disclosure of this information unless further disclosure is expressly permitted by the written consent of the person to whom it pertains or as otherwise permitted by 38 C.F.R. Part 1. A general authorization for the release of medical or other information is NOT sufficient for this purpose. The Federal rules restrict any use of the information to criminally investigate or prosecute any alcohol or drug abuse patient or patient with sickle cell anemia or HIV infection. The SA must recognize and safeguard personally identifiable information (PII) except where disclosure is allowed by prior written approval of the Grant Officer or by court order. The SA

must meet the requirements in Training and Employment Guidance letter (TEGL 39-11, Guidance on the Handling and Protection of Personally Identifiable Information (PII)), (located at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7872).

Cooperation on Emphasis under Federal Contracts

VR&E supports the SA's role to assist federal contractors who are required to list jobs with AJCs under the provisions of 38 U.S.C. § 4212, the Veterans' Benefits Improvement Act of 1994 (PL 103-446) and the Jobs for Veterans Act (PL 107-288). The SA and VETS will employ all resources available to identify and contact federal contractors for the purpose of offering assistance to contractors to employ service-connected disabled Veterans.

Relationships on Veterans' Reemployment Rights

Under the provisions of the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994 (38 USC 4301-4335), the U.S. Department of Labor, through VETS offices located in each state, will assist Veterans making claims under USERRA. The law specifically provides protection for Veterans with disabilities, including the requirement that employers make reasonable efforts to accommodate for a disability in the reemployment of Veterans with disabilities incurred or aggravated by their military service. VR&E and the SA will refer Veterans making a claim under USERRA to VETS. If necessary, VETS will investigate claims under USERRA, as provided by law.

Coordination of Counseling, Training, and Job Placement

In recognition that coordination is a key element to success, VR&E, VETS, and AJC staffs agree to work as a team to ensure the fullest integration throughout all phases of the rehabilitation process.

Effect of Agreement

This MOU does not constitute nor require an obligation of federal funds, nor does it give rise to a legally-cognizable partnership or joint venture. It does not authorize the expenditure or reimbursement of any funds, nor does it obligate the parties to expend appropriations or enter into any contract or other obligation. All obligations of the parties under this MOU shall be subject to the availability of funds and resources for such purposes. Each party to this agreement agrees to bear its own costs in carrying out its responsibilities. Any reimbursement of funds between the parties to the MOU shall be done by separate agreement in accordance with applicable federal law and regulation.

Effective Date and Duration

This MOU shall become effective upon the date of the final signature of the undersigned parties. Unless extended by amendment or approved for extension without amendment, and subject to the availability of appropriated funds, this MOU will remain in force and effect for a period of three (3) years after the effective date, at which point it shall terminate without any further action required by any party.

Should disagreements arise on the interpretation of provisions of this agreement or amendments and/or revisions thereto, the parties will follow the Redress Procedures outlined in Section VI of the TAG.

This agreement is an internal Government agreement and is not intended to confer any right

upon any private person.

Nothing in this agreement shall be interpreted as limiting, superseding or otherwise affecting any agency's normal operations or decisions in carrying out its statutory or regulatory duties. This agreement does not limit or restrict the parties from participating in similar activities or arrangements with other entities.

Memorandum of Understanding

Between

**The U.S. Department of Veterans Affairs
Vocational Rehabilitation and Employment Service**

**The U.S. Department of Labor
Veterans' Employment and Training Service**


and

**The State of Florida
Department of Economic Opportunity**

Cory A. Hawthorne
Director, Montgomery Regional Office
U.S. Department of Veterans Affairs
345 Perry Hill Road
Montgomery, AL 36109
(334) 213-3400
cory.hawthorne@va.gov

Signature:

Date:




Aug. 10, 2017

Julianna M Boor
Director, St. Petersburg Regional Office
U.S. Department of Veterans Affairs
9500 Bay Pines Blvd
Bay Pines, FL 33708
(727) 319-5900
julianna.boor@va.gov

Signature:

Date:




9/25/17

Kim C. Lloyd
VR&E Officer
U.S. Department of Veterans Affairs
9500 Bay Pines Blvd
Bay Pines, FL 33708
(727) 319-7935
kim.lloyd@va.gov

Signature:

Date:



September 8, 2017

Bernadette Walsh
Director for Veterans' Employment and Training Service
U.S. Department of Labor
The Holland Building
600 South Calhoun Street, Suite 154
Tallahassee, FL 32399
(850) 717-0765
Walsh.bernadette@dol.gov

Signature:



Date:

27 Jul 2017

Theresa "Cissy" Proctor
Executive Director
Department of Economic Opportunity
107 East Madison Street
Tallahassee, FL 32399
(850) 245-7298
Theresa.proctor@deo.myflorida.com
Cissy.proctor@deo.myflorida.com

Signature:



Date:

11/2/17



Memorandum of Agreement
Between
CareerSource Capital Region
And
The Gadsden County Development Council

This document is designed to identify and support the vital relationship between the Gadsden County Development Council (GCDC) and CareerSource Capital Region.

The Big Bend Jobs and Education Council, Inc. dba CareerSource Capital Region (CSCR) is the designated Local Workforce Development Board (LWDB 05) serving Leon, Gadsden and Wakulla Counties. As a partner with the Gadsden County Development Council (GCDC), CSCR will continue to supply pertinent labor market information, trends, and is the preferred talent supplier for the region. Talent availability is a key component for business decisions to locate, relocate and expand.

The Gadsden County Development Council (GCDC) is the designated entity that promotes economic development, is empowered to foster major initiatives, promote business attraction, work to retain local business to grow and create new jobs. The GCDCs vision is to create a vibrant and sustainable regional economy.

Confidentiality: This relationship recognizes that in the business attraction process, a high level of confidentiality is required. Both parties agree to honor the request for confidentiality of prospects considering the region for expansion.

Data: Both parties understand the need for good quality of data required in the site selection process. As new tools for mapping become available the data will be shared with the GCDC to better target the business community and become more strategic in our coordination efforts. Business intelligence data will be shared between both parties whenever possible.

EEOC: Both parties agree to provide equal opportunity for employment and advancement opportunities. Employment decisions will be based on merit, qualifications, and abilities. The GCDC and CSCR will not discriminate in providing employment opportunities or practices based on race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, or political affiliation or belief, or any other characteristic protected by law.

The GCDC agrees to the following:

- Include CSCR CEO as a voting member investor of the GCDC Board of Directors.
- Include CSCR as a partner in marketing and outreach efforts including media, webpage, collaborative marketing materials and events.
- Actively engage CSCR staff in workforce related activities related to business attraction, expansion and retention.
- Actively engage communications between CSCR and GCDC staff on business expansion and/or downsizing notices.
- Actively market the solutions that CSCR offers to businesses.
- Recommend Employ Florida Marketplace (EFM) to all business members and non-members as the first choice for Talent needs.
- Refer employers expressing a challenge to finding capable employees to the Business & Employer Solutions Team for support and assistance.
- Work with the Business Solutions staff to develop and expand Employed Worker Training (EWT) and On-the-Job (OJT) Training, Quick Response Training (QRT) and Incumbent Worker Training (IWT) grants to upgrade the skills of their employees as a business retention and expansion opportunities.
- Establish quarterly meetings between the GCDC/CSCR staff, alternating between locations, to ensure open and consistent communication. The goal of this meeting is to share strategies and pertinent information on the local business and employment environment and expectations of the partnership as conditions in the employment world change.
- Submit the quarterly activity report using the template provided by CSCR no later than thirty (30) days after each of the four reporting quarters.
- Schedule the CSCR CEO to speak before the GCDC/ membership at least once a year.
- Participate in activities related to CSCR's Council and Committees addressing the needs of employers.
- Provide recommendation letters for CSCR Board of Directors appointees to the Gadsden County Board of Commissioners as required by the Workforce Innovation and Opportunity Act of 2014.
- Partner in providing a seat on the mutual investment in JOBS EQ™ software for tracking labor market analysis.

CSCR agrees to the following:

- Include GCDC marketing materials when marketing regional business solutions to new or existing businesses, as appropriate
- Provide labor market trends and data as requested
- Provide staff to support to GCDC on visits related to business recruitment, expansion and retention prospects, as appropriate.

- Communicate layoffs and other shifts in the employment market that are important to the GCDC from a business intelligence point of view.
- Provide an explicit reporting form for the quarterly reports to the GCDC.
- Work in supporting the GCDC strategic plan

Investment: The CSCR Board will make an investment of Eleven Thousand Five Hundred dollars and no cents (\$11,500) to cover the GCDC dues for membership and related event attendance costs. Includes additional Chimura software extension for Georgia data.

Effective this the First day of July 2017 and in force from July 1, 2017 to June 30, 2018.



Antonio Jefferson

Chairperson

Gadsden County Development Council



Jim McShane

CEO

CareerSource Capital Region

Marva Johnson, *Chair*
Andy Tuck, *Vice Chair*
Members
Gary Chartrand
Ben Gibson
Tom Grady
Rebecca Fishman Lipsey
Michael Olenick

May 9, 2018

CareerSource Capital Region
Attn: Mr. Matthew Salera
325 John Knox Road
Tallahassee, Florida 32303

Re: IA-922 – Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA)

Dear Mr. Salera:

Enclosed are the MOU and IFA executed agreements between the Florida Department of Education/Division of Blind Services and CareerSource Capital Region, here after called CareerSource. The agreement term is May 2, 2018 through June 30, 2020.

We appreciate the opportunity to work in partnership with you. If you have any questions regarding the MOU and/or IFA, please contact our office.

Sincerely,



Monica L Moye
Senior Management Analyst II
Operations and Compliance
850.245.0320

ROBERT L. DOYLE, III
DIRECTOR
Division of Blind Services

**INFRASTRUCTURE FUNDING AGREEMENT
FOR ONE-STOP CAREER CENTER SYSTEM
BETWEEN THE DEPARTMENT OF
EDUCATION, DIVISION OF BLIND SERVICES
AND**

Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region

I. PARTIES

This Infrastructure Funding Agreement ("IFA"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 ("WIOA"), and is entered into by the Florida Department of Education, Division of Vocational Rehabilitation and Division of Blind Services (hereafter referred to as the Partners) and Big Bend Jobs & Education Council, Inc. D/B/A CareerSource Capital Region (hereafter referred to as "CareerSource").

II. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its 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 IFA is to describe the infrastructure cost responsibilities of the Parties to provide for the maintenance of 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 1(one) county.

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

III. INFRASTRUCTURE COST BUDGET

CSCR Infrastructure Costs - Leon

Facility Office	\$22,979.04
Furniture	\$0
Supplies	\$135
Switchboard/Greeter	\$2433.33
Copier	\$234.59
Phone	\$1,018.73
Internet	\$840.31
Utilities	\$0
Monthly Cost	\$27,641

DOE staff assists career seekers at the one accessible computer in our resource room and helps walk them through the process from start to sector badge.

DOE Share of Infrastructure Costs: \$0

IV. COST ALLOCATION METHODOLOGY

CareerSource selected a combination of FTE's present at CareerSource Center, Square Footage and equipment utilized by entity as the 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 one-stop center(s) and relative benefit received.

V. ALLOCATION BASIS PER COST ITEM

Rental of Facility Office/Cubicle	Square Footage
Rental of Facility Shared Space	FTE
Furniture	Equipment
Supplies	Equipment
Switchboard/Greeter	FTE
Copier	FTE
Phone	FTE
Internet	FTE

VI. PARTNER CONTRIBUTION AMOUNTS

DOE staff assists career seekers at the one accessible computer in our resource room and helps walk them through the process from start to sector badge.

DOE Share of Infrastructure Costs: \$0

VII. COST RECONCILIATION AND ALLOCATION BASE UPDATE

All Parties agree that a quarterly reconciliation of budgeted and actual costs and update of the allocation bases will be completed in accordance with the following process:

- I. Partners will provide CareerSource with the following information no later than fifteen (15) days after the end of each quarter, as applicable:
 - o Quarterly cost information and documentation of the actual costs,
 - o Updated staffing information (per the 1st day of the 1st month of each quarter), and
 - o Actual customer participation numbers (per the last day of the last month of each quarter).

2. Upon receipt of the above information, CareerSource will:
 - o Compare budgeted costs to actual costs,
 - o Update the allocation bases, and
 - o Apply the updated allocation bases, as described in the Cost Allocation Methodology section above, to determine the actual costs allocable to each partner.
3. CareerSource will prepare an updated budget document showing cost adjustments and will prepare an invoice for each Partner with the actual costs allocable to each Partner for the quarter.
4. CareerSource will submit the invoices to the Partners and send a copy of the updated budget to all Parties no later than forty-five (45) days after the end of each quarter. The Partners understand that the timeliness of CareerSource's preparation and submission of invoices and adjusted budgets is contingent upon the timeliness of each Partner in providing the necessary cost information. For Partners that advance funds to the local area, CareerSource will only send a copy of the updated budget.
5. Upon receipt of the invoice and adjusted budget, each Partner will review both documents and will submit payment to CareerSource no later than fifteen (15) days following receipt. Payment of the invoice signifies agreement with the costs in the adjusted budget. For Partners that advance funds to the local area, CareerSource may draw down funds for quarterly payments upon approval via email of the reconciled budget.
6. Partners will communicate any disputes with costs in the invoice or the adjusted budget CareerSource in writing. CareerSource will review the disputed cost items and respond accordingly to the Partner within ten (10) days of receipt of notice of the disputed costs. When necessary, CareerSource will revise the invoice and the adjusted budget upon resolution of the dispute.

VIII. STEPS UTILIZED TO REACH CONSENSUS

The Partners and CareerSource conferred regarding the involvement of each partner at the CareerSource Centers. The appropriate allocation bases were discussed and those bases included in this IFA were agreed upon as the most appropriate. CareerSource proposed the initial Partner Contribution Amounts as described above and the Partners concurred with their proposal. Finally, the parties discussed the best mechanisms by which to review and reconcile actual expenses in the future and agreed to the term included in the Cost Reconciliation and Allocation Base Update section above.

IX. DISPUTE AND IMPASSE RESOLUTION

All Parties will actively participate in local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail then the following Dispute Resolution process must be followed.

1. 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.

2. 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.
3. 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.

X. MODIFICATION PROCESS

This IFA may be amended or modified with review and consent of all parties. Amendments and modifications must be issued in writing to all parties. All parties must be given a minimum of 30 days to comment prior to the inclusion of any amendment or modification. Oral amendments or modifications shall have no effect.

XI. EFFECTIVE PERIOD

This IFA is entered into on the date executed by all parties. This IFA will become effective as of the date of signing by the final signatory below and must terminate on June 30, 2020.

XII. PAYMENT METHODOLOGY

Career Source shall submit to the Partners quarterly invoices totaling such that the Partners will have covered all costs agreed to in this IFA by the end of the program year, June 30 annually. The Parties to this IFA intend to be bound by this agreement and agree to make payment of all such funds as indicated in Section VI. Upon receipt of the above described invoices, the Partners shall process payment within 30 days.

XIII. SIGNATURES

Chief Elected Official:


Signature

Nick Maddox
Printed Name

3/23/18
Date

Partner: Department of Education


Signature

Robert L. Doyle, III, Director/DBS
~~Pam Stewart, Commissioner~~
Printed Name/Title

5/2/18
Date

CareerSource Capital Region:


Signature

James H M Shane III
Printed Name/Title

3-22-18
Date

Memorandum of Agreement
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
REfire Culinary
And
Big Bend Homeless Coalition

Parties: This memorandum of agreement is entered between CareerSource Capital Region (CSCR), REfire Culinary, and Big Bend Homeless Coalition.

Term of Agreement: The agreement is effective upon the receipt of the signatures of all parties, through June 30, 2019 and is renewable for subsequent one-year terms if required.

Roles and Responsibilities: Under this collaborative arrangement, the following roles and responsibilities will be followed:

REfire will:

- Provide up to 20 openings in the REfire program for WIOA eligible participants
- Promote the REfire program as a joint partnership with CareerSource Capital Region through co-branding efforts
- Send out notice of applications and collect applications to the REfire program
- Provide completed applications to CSCR/Dynamic Workforce Solutions for eligibility reviews
- Select final program participants
- Provide eight (8) weeks of culinary training that:
 - Prepares participants to earn the ServSafe credential
 - Prepares the participant to enter employment as a trained prep cook or line cook or higher level position
- Provide participants with all necessary training, materials, and equipment for their assigned positions
- Cultivate a network of employers that will:
 - Employ REfire participants upon completion of the program
 - Utilize Employ Florida to post open positions and capture employments from the program
 - Enter into worksite agreements with Dynamic Workforce Solutions/CSCR for kitchen positions to continue participant training
- Provide progress records to CareerSource Capital Region for each participant to include: attendance, progress, certifications earned and placement information (if appropriate)

Big Bend Homeless Coalition will:

- Provide a worksite that allows REfire participants to apply skills learned in the program
- Provide the onsite supervisor for worksite participants at the worksite
- Enter into worksite agreements with CSCR/Dynamic Workforce Solutions for culinary training positions

CareerSource Capital Region/Dynamic Workforce Solutions will:

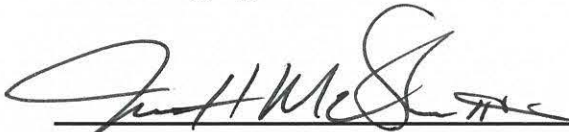
- Enroll up to 20 WIOA eligible participants into the REfire program
- Screen applications for pre-eligibility determination prior to REfire selecting candidates
- Determine final WIOA eligibility for selected REfire participants
- Complete supervisor orientations for all worksite supervisors
- Serve as the employer of record for WIOA eligible REfire participants up to 120 hours (Dynamic Workforce Solutions) Assess eligibility for supportive services for REfire participants to include: work uniforms, tools, books, etc.
- Support the promotional efforts coordinated by REfire through social media and other marketing outlets
- Enter into worksite agreements with eligible employers to provide continued work-based training upon completion of the REfire program (Dynamic Workforce Solutions)

This MOA does not create any right or benefit, nor does it create any employment relationship between the parties. Both parties are responsible for their own expenses related to this MOA. No liability will arise or be assumed between the parties as a result of this MOA.

This MOA is not a legally binding contract nor does the agreement preclude either entity from entering into similar agreements with other institutions. It is an agreement on the potential framework for both organizations to collaborate and support one another to better achieving their individual missions and serving the needs of the community.


This agreement shall take effect upon the receipt of the signatures and may be terminated or revised at the request of either party.

Authorizing Signatures:




Jim McShane, MPA
Chief Executive Officer
CareerSource Capital Region

11/3/17
Date



Rebecca Kelly-Manders
Founder, Director
REfire Culinary

10/30/17
Date



Sylvia W. Smith
Executive Director
Big Bend Homeless Coalition

10/30/17
Date

Memorandum of Understanding TRIO Educational Opportunity Center Partnership Agreement

Key Stakeholders

Key stakeholders are entities that will benefit from the TRIO EOC grant and the services it renders. They have an investment in positive outcomes as well. The key stakeholder for the purposes of this agreement with TRIO EOC at Florida A&M University is:

CareerSource Capital Region (CSCR)

Purpose and Background

[North Florida TRIO Educational Opportunity Center (EOC) at Florida A&M University] and [Career Source Capital Region] seek to increase college access for adult learners by supporting high school graduation and college enrollment and as well as aspects related to the successful transition into a post-secondary institution and employment.

The purpose of this **TRIO Educational Opportunity Center Partnership Agreement** is to assist individuals at various levels of education to achieve their educational goals in an efficient and timely manner by coordinating the completion of college applications, submission of scholarship and financial aid applications, enhancing advising, and acceptance of equivalent courses at the institution of enrollment. Additionally the North Florida TRIO Educational Opportunity Center will partner with local agencies to provide education in the form of financial literacy and professional development.

Partners and Responsibilities

Partnership Roles and Responsibilities are as follows:

- (CSCR) will provide the following accommodations in support of the TRIO EOC Program (if applicable):
 - Work with the EOC to develop a mutually beneficial schedule of outreach based on need to work with students (one-on-one or collectively) towards achievement of program goals and objectives
 - Promote the resources and services of the EOC Program at appropriate venues (sharing materials/brochures)
 - Host a professional development workshop onsite for participants at least once per semester; workshop schedule to be discussed and determined upon the execution of the agreement
 - Refer individuals to EOC that are interested in the resources and services being provided
- TRIO EOC will provide the following accommodations in support of CSCR (if applicable):
 - Promote the resources and services of CSCR at appropriate venues (sharing materials/brochures)

- Provide onsite space for CSCR staff to work with students participating with the EOC based on the agreed upon schedule of outreach
- Invite CSCR to participate in mutually beneficial community outreach events and/or meetings to target those who:
 - Reside in Leon, Gadsden and Wakulla counties
 - Are at least 16 years or older
 - Are low-income
 - Are veterans, spouses or eligible dependents of a veteran
- Refer individuals to CSCR that are interested in the resources and services being provided

Administrative and Compliance Provisions

Terms, Amendments, and Renewals

- All Parties agree to address challenges or disputes expeditiously.
- In the event this Agreement is revised or terminated, it may impact services being provided to students who do not have access to the main EOC office at FAMU.
- The Agreement is effective upon the date it is signed by an authorized representative from the partnering agency through June 30, 2019.
- This MOU supersedes any previous Agreements.

Principal Contacts

The partner organizations designate the following individuals as principal contacts regarding this Agreement. These contacts may be changed at any time through written notice to each partner contact and partner agency:

Name of agency/education institution #1:

North Florida TRIO Educational Opportunity Center at Florida A&M University

Designated contact person's name, title, affiliation, e-mail, phone, and address:

Louis Dilbert, Director- TRIO EOC
louis.dilbert@fam.u.edu
(850)728-1806
640 Gamble Street, Ste. 2
Tallahassee, FL. 32307

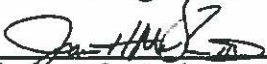
Name of agency/education institution #2:

CareerSource Capital Region

Designated contact person's name, title, and affiliation:

Jim McShane, Chief Executive Officer
CareerSource Capital Region
325 John Knox Road
Atrium Building, Suite #102
Tallahassee, FL 32303
Phone: (850) 617-4608
Email: jim.mcshane@careersourcecapitalregion.com

Partner Signatures



Signature of partnering agency representative (or designee) 4/2/18
[Jim McShane, Chief Executive Officer] Date



Signature of EOC Program Director (or designee) 4/2/18
[Louis Dilbert, Director] Date



Signature of University President (or designee) 4/9/18
[William E. Hudson, Jr.- Vice President for Student Affairs] Date



Signature of Partner Agency 04/05/18
Date

MEMORANDUM OF UNDERSTANDING

This document is a Memorandum of Understanding ("MOU") between CESC Inc. ("CESC") and *Career Source Capital Region* (the "Agency"). This MOU covers the scope of collaboration between CESC Inc. and the Agency regarding the provision of services provided by the Agency at the Kearney Center. This MOU is the framework covering support provided by CESC Inc. to the Agency staff offering services at The Kearney Center, direct CESC Inc. programmatic support by Agency, protocol for interagency information sharing and the requirements for service completion at the Kearney Center. This MOU shall initially cover the period of 8/2/2016 through 8/2/2017, and is renewable for a period of one year with the mutual agreement of both parties. This MOU is subject to periodic review and amendment by mutual consent.

CESC Inc. agrees to provide the Agency the following:

1. A lockable workspace which includes a key, desk, chair, two seats for clients, a desktop computer and monitor with internet access, a telephone with unique extension number, and a personal panic button that can be used by providers in the event of an emergency;
2. All utilities, equipment, building maintenance, janitorial services, security personnel, Kearney Center provider ID and a lanyard;
3. Access to resident and non-resident clients and to other agencies delivering coordinated services;
4. Coordinate the flow of the delivery of client services to Agency and other providers;
5. Waiting room for clients;
6. Data management system including one Service Point license, periodic training and onsite technical support related to the Service Point system;
7. Access to a worker break room and restrooms;
8. Access to cafeteria for daily lunch while working onsite and providing services;
9. Access to the Kearney Center conference rooms and cafeteria for large meetings (available upon reservation for all participating organizations);
10. Coordination of various in-service trainings for all organizations delivering services as appropriate;

11. CESC Inc. will guarantee one office for 1 shifts per week to be utilized by the Agency at the Kearney Center.

The Agency agrees to the following:

1. Provide a data management system (Service Point) license to all employees of the Agency offering shift coverage services at the Kearney Center to ensure that information is properly entered into the system (one license provided by CESC Inc. to the Agency). The Agency is responsible for the cost of any additional licenses, renewal fees as well as the cost of any background checks which are required to access the data management system;

2. Provide services at the Kearney Center during the shifts specified below:

	Morning Shift 8:30-12:30	Afternoon Shift 12:30-4:30	Evening Shift 4:30-8:30
Monday			
Tuesday			
Wednesday			
Thursday			
Friday		X	
Saturday			
Sunday			

3. Provide Kearney Center management team with a schedule of services to be provided by the Agency at the Kearney Center. The Agency is responsible for arranging alternative delivery of services and appropriate personnel in the event that the scheduled service worker is unavailable to provide these services. The Agency agrees to contact the CESC Inc. management team via phone or email in advance to inform them of any changes to the agreed schedule;

4. Arrive at the Kearney Center on time and provide services throughout the full scheduled hours;

5. Coordinate with the Kearney Center staff member or volunteer who is working at the front services desk to ensure that clients are seen in the order that they appear on the waiting list;

6. Participate in weekly meetings and trainings with proper notice related to operations of the Kearney Center;
7. Uphold the Kearney Center Guiding Principles for provision of services;
8. Maintain liability insurance with a minimum \$1,000,000 limit and provide proof of such insurance to the Monique Ellsworth, the Director of Operations for CESC Inc. upon execution of this MOU;
9. Assure that Agency employees who are providing services at the CESC are properly credentialed as required;
10. All members of the Agency who are using the HMIS system at the CESC must sign an affidavit that affirms that the individual has "never been arrested with disposition pending or found guilty of, regardless of adjudication, or entered a plea of nolo contendere or have been adjudicated delinquent and the record has not been sealed or expunged, for any felony offense, and/or ANY offense (misdemeanor or felony) related to identity fraud or domestic violence." If the individual is unable to sign the affidavit due to the aforementioned offenses in his/her past and the individual can prove that s/he has not committed any other crimes since his/her last offense and his/her last offense is at least 7 years old, then s/he may appeal to the HMIS Oversight Committee for an exemption from the restriction above;
11. The Agency agrees to indemnify and to hold CESC Inc., its employees and management staff harmless from any and all claims, injuries, damages, losses or suits, including attorney fees, arising out of or resulting from the actions, inactions, errors or omissions of the Agency or any of the Agency's employees while at the Kearney Center;
12. The Agency agrees to contribute to the cost of operating the Kearney Center by paying for the use of the space that the Agency occupies. The Agency's monthly rental cost will be \$108.25 (\$25.00 per shift). The first payment is due upon the execution of this MOU. Thereafter, CESC Inc. will issue an invoice to the Agency on the first day of each month. Payment is due to CESC Inc. by the 15th of each month. The Agency agrees and understands that if payment is not received by the 15th of the month, that its rights to utilize the Kearney Center may be suspended until payment is received. All payments shall be sent to: CESC Inc., Attn: Monique Ellsworth, 2650 Municipal Way, Tallahassee, FL 32304;
13. The Agency agrees that it wishes to participate in the open part of the HMIS. The Agency understands that this means its client-level data will be viewable by other agencies' HMIS Users and that its HMIS Users will be able to view other agencies' client-level data; and
14. The Agency agrees and understands that the terms of this MOU are confidential and shall not be disclosed.

Agreed to this 2nd day of August, 2016.


Signed:

CESC Inc.

By: 

Date: August 2, 2016

Agency

By: 

Date: 8-8-16



**Memorandum of Understanding
Between
Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region
And
FSBDC At Florida A&M University School of Business**

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the 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 Mandatory Partners described below (and hereafter referred to as the Partner) and Big Bend Jobs and Education Council, Inc. d/b/a CareerSource Capital Region (hereafter referred to as "CareerSource").

II. PARTNERS

Required One-Stop Partners:

Department of Labor

- WIOA title I programs:
 - Adult, Dislocated Worker, and Youth formula programs;
 - Job Corps;
 - YouthBuild;
 - Native American programs;
 - Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
- Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- Unemployment Compensation (UC) programs;
- Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

Department of Education

- Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);



MEMORANDUM OF UNDERSTANDING

- The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

Department of Housing and Urban Development

- Employment and training programs;

Department of Health and Human Services

- Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).

[WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

Additional One-Stop Partners

Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the American Job Center network if the LWDB and chief elected official(s) approve the entity's participation.

Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

[20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3]

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 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



MEMORANDUM OF UNDERSTANDING

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 the Leon, Wakulla, and Gadsden counties. 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 the Leon, Wakulla, and Gadsden counties.

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

IV. PROVISION OF SERVICES

- A. The Leon-Wakulla-Gadsden local area workforce board and the Leon, Wakulla, and Gadsden Boards of County Commissioners have designated CareerSource Capital Region to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource 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. Coordinated 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. Maintain the statewide "CareerSource" branding of each center.



MEMORANDUM OF UNDERSTANDING

6. Maintain and operate at least one comprehensive one-stop center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource 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 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 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 with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

V. 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.

VI. 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.

VII. INFRASTRUCTURE COSTS

Costs of the infrastructure of One-stop career 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 duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720:

§ 361.505 Is there a single Memorandum of Understanding for the local area, or must there be different Memoranda of Understanding between the Local Workforce Development Board and each partner?

(a) A single “umbrella” MOU may be developed that addresses the issues relating to the local one-stop delivery system for the Local WDB, chief elected official and all partners. Alternatively, the Local WDB (with agreement of chief elected official) may enter into separate agreements between each partner or groups of partners.

(b) Under either approach, the requirements described in § 361.500 apply. Since funds are generally appropriated annually, the Local WDB may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU.

§ 361.720 What funds are used to pay for infrastructure costs in the local one-stop infrastructure funding mechanism?

(a) In the local funding mechanism, one-stop partner programs may determine what funds they will use to pay for infrastructure costs. The use of these funds must be in accordance with the requirements in this subpart, and with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-Federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. In the case of partners administering programs authorized by title I of WIOA, these infrastructure costs may be considered program costs. In the case of partners administering adult education and literacy programs authorized by title II of WIOA, these funds must include Federal funds made available for the local administration of adult education and literacy programs authorized by title II of WIOA. These funds may also include non-Federal resources that are cash, in-kind or third-party contributions. In



MEMORANDUM OF UNDERSTANDING

the case of partners administering the Carl D. Perkins Career and Technical Education Act of 2006, funds used to pay for infrastructure costs may include funds available for local administrative expenses, non-Federal resources that are cash, in-kind or third-party contributions, and may include other funds made available by the State.

(b) There are no specific caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the local funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. However, amounts contributed for infrastructure costs must be allowable and based on proportionate use of the one-stop centers and relative benefit received by the partner program, taking into account the total cost of the one-stop infrastructure as well as alternate financing options, and must be consistent with 2 CFR part 200, including the Federal cost principles.

(c) Cash, non-cash, and third-party in-kind contributions may be provided by one-stop partners to cover their proportionate share of infrastructure costs.

(1) Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer.

(2) Non-cash contributions are comprised of -

(i) Expenditures incurred by one-stop partners on behalf of the one-stop center; and

(ii) Non-cash contributions or goods or services contributed by a partner program and used by the one-stop center.

(3) Non-cash contributions, especially those set forth in paragraph (c)(2)(ii) of this section, must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners' proportionate share.

(4) Third-party in-kind contributions are:

(i) 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, not a specific partner; or

(ii) Contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs.



MEMORANDUM OF UNDERSTANDING

(iii) In-kind contributions described in paragraphs (c)(4)(i) and (ii) of this section must be valued consistent with 2 CFR 200.306 and reconciled on a regular basis to ensure they are fairly evaluated and meet the proportionate share of the partner.

(5) All partner contributions, regardless of the type, must be reconciled on a regular basis (i.e., monthly or quarterly), comparing actual expenses incurred to relative benefits received, to ensure each partner program is contributing its proportionate share in accordance with the terms of the MOU.

VIII. TERM

This MOU is effective upon the receipt of all signatures through June 30, 2020 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

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

IX. MERGER

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

X. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource Capital Region, the Partner, and the Leon, Wakulla, and Gadsden county Boards of County Commissioners and no third party is an intended beneficiary.

XI. GOVERNANCE

The accountability and responsibility for the One-stop system's organizational activity and accomplishments will rest with CareerSource Capital Region and the Leon, Wakulla, and Gadsden county Boards of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop system.



MEMORANDUM OF UNDERSTANDING

SIGNATURES

Chief Elected Official:

Nick Maddox
Signature

Nick Maddox
Printed Name

12/19/17
Date

Partner:

Keith Bowers
Signature

Keith Bowers Regional Director
Printed Name/Title

12/20/17
Date

CareerSource Capital Region:

James H. McShane III
Signature

James H. McShane III, CEO
Printed Name/Title

12-1-17
Date



MEMORANDUM OF UNDERSTANDING

Gadsden One Stop Infrastructure Costs

FSBDC Infrastructure Costs:

CSCR Monthly Rent		11,039.79
Total Square Feet		9,429.00
CSCR Cost Per Square Foot	\$	14.05
Sub Lessor Office/Cubicle Square Feet		115.00
Sub Lessor Shared Square Feet		87.08
Total Partner Square Feet		202.08
Total Quincy FTE's		11.00
Total CSCR FTE's		73.00
Partner Total FTE's		0.20
<u>Sub Lessor Infrastructure costs</u>		
Rental of Facility Office/Cubicle	\$	26.93
Rental of Facility Shared Space	\$	20.39
Furniture	\$	2.22
Supplies	\$	15.00
Computer	\$	-
Switchboard/Greeter	\$	33.33
Copier	\$	4.27
Phone	\$	28.30
Internet	\$	4.38
Utilities	\$	-
Monthly Rent	\$	134.82



Memorandum of Agreement
Between
CareerSource Capital Region
And
The Wakulla County Economic Development Council

This document is designed to identify and support the vital relationship between the Economic Development Council of Wakulla County and CareerSource Capital Region.

The Big Bend Jobs and Education Council, Inc. dba CareerSource Capital Region (CSCR) is the designated Local Workforce Investment Area (LWIA 05) serving Leon, Gadsden and Wakulla Counties. As a partner with the EDC Wakulla County (EDC) CSCR will continue to supply pertinent labor market information, trends, and is the preferred talent supplier for the region. Talent availability is a key component for business decisions to locate, relocate and expand.

The EDC of Wakulla County is the designated entity that promotes economic development, is empowered to foster major initiatives, promote business attraction, work to retain local business to grow and create new jobs. The EDCs vision is to create a vibrant and sustainable regional economy.

Confidentiality: This relationship recognizes that in the business attraction process, a high level of confidentiality is required. Both parties agree to honor the request for confidentiality of prospects considering the region for expansion.

Data: Both parties understand the need for good quality of data required in the site selection process. As new tools for mapping become available to better target the business community we can become more strategic in our coordination efforts. As well as sharing business intelligence data whenever possible.

EEOC: Both parties agree to provide equal opportunity for employment and advancement opportunities. Employment decisions will be based on merit, qualifications, and abilities. The EDC and CSCR will not discrimination employment opportunities or practices based on race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, or political affiliation or belief, or any other characteristic protected by law.

The EDC agrees to the following:

- Include CSCR CEO as a voting member investor of the EDC Board of Directors.
- Include CSCR as a partner in marketing and outreach efforts including media, webpage, collaborative marketing materials and events.
- Actively engage CSCR staff in workforce related activities related to business attraction, expansion and retention.
- Actively engage communications between CSCR and EDC staff on business expansion and/or downsizing notices.

- Actively market the services that CSCR offers to businesses. Include marketing brochures with outreach folders.
- Recommend Employ Florida (EF) to all business members and non-members as the first choice for Talent needs. www.employflorida.com/
- Refer employers expressing a challenge to finding capable employees the Business Services Team for support and assistance.
- Encourage all CareerSource Florida and CSCR training programs to upgrade skills of their employees related to new equipment, software, customized training etc. as a business retention opportunity.
- Establish quarterly meetings for an update on the relationship.
- Submit the quarterly activity report using the template provided no later than thirty (30) days after each of the reporting quarters.
- Provide the recommendation letters for CSCR board to Wakulla County as required by the Workforce Innovation and Opportunity Act of 2014.

CSCR Agrees to the following:

- Provide chamber marketing materials in the business services folder left on each business call.
- Provide labor market trends and data as requested.
- Include the Wakulla County EDC Executive Director as a member of the CSCR Board of Directors and member of the Strategic Policy and Planning Committee.
- When requested provide experienced Account Executives or CSCR designated staff to accompany the EDC on calls related to business recruitment, expansion and retention prospects.
- Support the business roundtables and hiring fairs in the targeted sectors by sending staff to participate.
- Communicate layoffs and other shifts in the employment market that are important to the EDC from a business intelligence point of view.
- Provide an explicit reporting form for the quarterly reports to the WEDC.

Investment: The CSCR Board will make an investment of Seven Thousand Dollars (\$7,000) to cover the EDC dues for membership and related event attendance.

Effective July 1, 2017 and in force to June 30, 2018.



John Shuff - Executive Director
Wakulla County EDC



Jim McShane MPA, CEO
CareerSource Capital Region