

CareerSource
NORTHEAST FLORIDA



CAREERSOURCE NORTHEAST FLORIDA

WORKFORCE INNOVATION AND OPPORTUNITY ACT LOCAL WORKFORCE PLAN

TWO-YEAR MODIFICATION

JANUARY 1, 2023 – DECEMBER 31, 2024

Local Workforce Development Area 8

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INTRODUCTION

CareerSource Northeast Florida (NEFL) is the workforce development organization for the Northeast Florida region. CareerSource NEFL forges working partnerships with local communities, elected officials, business, labor, and education leaders to improve workforce education, employment and training opportunities in Baker, Clay, Duval, Nassau, Putnam, and St. Johns counties. Our mission is to connect workers to careers and businesses to the talent they need to thrive. We focus on providing innovative services that build a talent pipeline for the jobs of today and the future.

In March 2020, CareerSource NEFL published our 2020-2024 plan which was developed in collaboration with our regional partners. March of 2020 is also when COVID-19 began to have a substantial impact on our region, the nation, and the world. Practically overnight, the unemployment rate in NEFL went from less than 3% to 11%. This is not something that we had envisioned occurring when we developed the plan; yet our region was quick to recover. This can be attributed to our dedicated and flexible staff who were able to transition from brick-and-mortar services to innovative virtual solutions so that we could continue to provide services to our business and job seeker customers. This fast recovery was also the result of the strong regional partnerships CareerSource NEFL has with economic development, education, and community-based partners who, as a united front, have always focused on diversifying our economy through supporting the talent needs of high-growth industries and ensuring that individuals have the training and skills needed to enter a successful career pathway. In fact, during the last two years, our economic development partners have seen a significant increase in businesses interested in relocating or expanding within our region. CareerSource NEFL has been at the table for these meetings and worked very closely with new or expanding businesses to meet their talent needs.

Although we have seen a dramatic increase in businesses interested in our region, we are also experiencing a labor shortage. The economic data indicates that although the shortage existed prior to the pandemic, it was exacerbated by those who left the workforce during the pandemic. Businesses are stating that talent is the number one reason for relocating or expanding in an area and they are struggling to find the talent needed.

Two significant board-driven initiatives occurred that are informing the modifications to our 4-year plan. First, in 2021, the CareerSource NEFL board initiated a strategic visioning process, and, then in the Spring of 2022, CareerSource NEFL hosted a Regional Workforce Forum.

The strategic visioning process was to inform how CareerSource NEFL can most effectively serve our job seeker and industry customers, particularly after seeing dramatic changes during the first two years of the 4-year plan. This process involved significant research including focus groups and interviews with staff, partners and customers and resulted in short-term and long-term recommendations.

In April 2022, CareerSource NEFL, in partnership with JAXUSA, held a regional forum “Recruiting, Retaining & Reskilling Talent in a Changing Economy.” This forum brought together nationally recognized experts in talent development, regional partners and local businesses and organizations that are taking proven, innovative approaches to meet their talent needs particularly while faced with a national labor shortage.

COMMON THEMES THAT SURFACED FROM THESE TWO INITIATIVES INCLUDE:

- Building strong regional partnerships is essential to meet the needs of both industry and jobseekers.
- Providing robust career counseling for youth to better understand the career opportunities in Northeast Florida.
- Supporting businesses in building work-based learning opportunities such as apprenticeships and internships so that businesses can build and upskill their own talent.
- Diversifying the talent pipeline by considering those that are new or re-entering the workforce such as the justice-involved.
- Providing intensive support to those with significant barriers to employment to re-enter the workforce.
- Focusing on NEFL rural counties, and in particular, the school systems and small businesses, to create a strong talent pipeline.
- Ensuring accessibility of services so that all customers have access to our services in an increasingly virtual environment.

These themes are woven into this plan and will drive how CareerSource NEFL operates and provides services to our business and job seeker customers. CareerSource NEFL will continue to provide streamlined services for the greatest efficiency and effectiveness, empower individuals to make informed decisions to best meet their career needs and provide universal access to all customers. Implementation of this plan will further our vision of Northeast Florida being a world-class workforce development system that enables our businesses to be leaders in the global economy.

A. ORGANIZATIONAL STRUCTURE

1. CHIEF ELECTED OFFICIAL – FIRST COAST WORKFORCE CONSORTIUM

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

BAKER: The Honorable Mark Hartley

Baker County Commissioner
55 North 3rd Street
MacClenny, FL 32063
904-259-3613

mark.hartley@bakercountyfl.org

CLAY: The Honorable Jim Renninger

District 3
Clay County Commissioner
P.O. Box 1366
Green Cove Springs, FL 32043
904-269-6375

jim.renninger@claycountygov.com

DUVAL: The Honorable Aaron L. Bowman

Councilman District 3 City of Jacksonville
117 W. Duval Street, Suite 425
Jacksonville, FL 32202
904-255-5203

abowman@coj.net

NASSAU: The Honorable Thomas R. Ford

Nassau County Commission
96135 Nassau Place, Suite 1
Yulee, FL 32097
904-568-3409

tford@nassaucountyfl.com

PUTNAM: The Honorable Larry Harvey
Chair – FCWD Consortium
Putnam County Commissioner
2509 Crill Avenue
P.O. Box 758
Palatka, FL 32178-0758
386-329-0213
larry.harvey@putnam-fl.gov

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

The Consortium is established as a multi-jurisdictional consortium for the express purpose of carrying out the individual responsibilities of each county that is part of the Agreement under the Workforce Investment-2000, WIOA and Personal Responsibility and Work Opportunity Reform Act-1996.

The First Coast Workforce Development Consortium Agreement, available on our website at: <https://careersourcenortheastflorida.com/wp-content/uploads/2022/08/First-Coast-Workforce-Development-Consortium-Interlocal-Agreement-2016.pdf>, describes in detail the by-laws established by the consortium which fully conform to Section 163.01, Florida Statutes, and Public Law 113-128, WIOA.

Since its establishment in 1996, the Consortium has been instrumental in providing vision and leadership in the delivery of workforce development services to the citizens of Northeast Florida. Through their involvement and direction, staff have developed this plan which articulates their vision. Consortium members were provided the final plan draft on September 28, 2022 for review and voted to approve the document.

2. FIRST COAST WORKFORCE DEVELOPMENT, INC. DBA CAREERSOURCE NORTHEAST FLORIDA BOARD OF DIRECTORS

Board Chair: L. Wayne McClain

Vice President, Beck Automotive Group
2000 Reid Street
Palatka, FL 32177
386-937-2432
waynemcclain@checkbeck.com

Vice Chair: Kevin Doyle

Managing Partner, Wexford Strategies
76 S. Laura Street
Jacksonville, FL 32202
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In 2021, CareerSource NEFL engaged in an extensive strategic vision process in preparation for the 2-year plan update. Through this process, we engaged and held focus groups and individual interviews with education, economic development, industry, and community-based partners to help inform how CareerSource NEFL should provide services in the current environment. The outcomes of that process were shared and approved by the Board.

In April 2022, CareerSource NEFL, in partnership with JAXUSA, held a regional forum “Recruiting, Retaining & Reskilling Talent in a Changing Economy.” This forum brought together nationally recognized experts in talent development, regional partners and local businesses and organizations that are taking proven, innovative approaches to meet their talent needs particularly while faced with a national labor shortage. This plan incorporates the outcomes from the forum including insights from our education, community-based, economic development and industry partners. Further, in 2022, CareerSource NEFL has been involved in the regional planning process with JAXUSA, the Northeast Florida regional economic development entity. This regional planning process has involved multiple focus groups of education, workforce, industry, and community-based organizations discussing the talent needs of the region. This plan incorporates the outcomes of those regional focus groups.

During each phase of updating our 4-year plan, the Board has offered guidance and a strategic vision. During the July 2022 full Board meeting, the Board was briefed on the modification process, and the Board provided feedback on key strategic items to be

incorporated into the plan. The Board was provided a final version of the modification document. During the September 2022 Executive Committee meeting, the plan was approved by a unanimous vote. Our approach simultaneously refines and forwards successful local initiatives while aligning our vision with the essential imperatives identified in the strategic and state unified plans developed by CareerSource Florida.

3. LOCAL GRANT SUBRECIPIENT

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

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

- A robust policy with internal control processes that avoid conflicts of interest.
- Independent third-party monitoring and oversight.
- A performance evaluation plan that provides step by step report and corrective action guidance.
- A hierarchical complaint policy that allows the board to fairly arbitrate issues that arise throughout the career system.
- A financial management plan that appropriately segments, assigns, and tracks funding to the board operations and separately to program operations.
- Forceful purchasing and procurement policies designed to provide transparency in CareerSource NEFL financial acquisitions and expenditures and that are conducted in a fair and open competitive manner.

The Administrative Plan has been adopted by CareerSource NEFL and First Coast Workforce Development Consortium as the framework that clarifies how these various responsibilities are carried out. In this manner, CareerSource NEFL clearly demonstrates compliance with WIOA, corresponding regulations, relevant Office of Management and Budget circulars, and guidance from the State of Florida. **Attachment F: Local Administrative Plan**

4. ONE-STOP OPERATOR AND ONE-STOP CAREER CENTERS

- a) LDW Group, LLC was selected via a competitive process to provide services as the local One-Stop Operator. Our current agreement with LDW Group, LLC became effective July 1, 2020 with annual option for renewal through June 30, 2023.
- b) To ensure a competitive process for selecting the current one-stop operator, a Request for Proposals for One-Stop Management Services was publicly noticed and completed in May 2020.
- c) The LWDB does not serve as the one-stop operator.
- d) The role and responsibility of the One-Stop Operator, LDW Group, LLC is to assist with leading the design and coordination of service delivery of the One-Stop partners and providers in the FCWD Gateway One-Stop Center. Under WIOA the roles and responsibilities of our partners are found at WIOA§121(b)(1)(A); these activities include but are not limited to:
 - Entering a Memorandum of Understanding (MOU) with FCWD relating to the operation of the One-Stop Center consistent with the requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements.
 - Providing access to its programs or activities through the One-Stop Center, in addition to any other appropriate locations.
 - Jointly funding the One-Stop system through infrastructure contributions that are based upon:
 - A reasonable cost allocation methodology by which cash or in-kind infrastructure costs are contributed by each partner in proportion to the relative benefits of their participation.
 - Federal cost principles.
 - Any local administrative cost requirements in the Federal law authorizing the partner's program.
- e) CareerSource NEFL has designated its Gateway Career Center located at 5000 Norwood Avenue, Suite 2, Jacksonville, FL 32208 as the comprehensive American Job Center for LWDA 8. One-Stop partners work together to provide access to services. Our One-Stop partners are co-located in the Gateway Career Center to administer their separately funded programs in an integrated and streamlined manner to individuals who frequent the Center. LWDA 8 partners include:
 - WIOA (Adult, Dislocated and Youth formula grants)
 - National Black Council on Aging SCSEP

- Jacksonville Job Corps
- Florida State College at Jacksonville – Adult Education and Family Literacy
- Wagner-Peyser
- Vocational Rehabilitation
- Jobs for Veterans
- Division of Blind Services
- AARP SCSEP
- Northeast Florida Community Action Agency
- Unemployment Compensation
- Jacksonville Housing Authority

AFFILIATE SITES FOR THE REGION INCLUDE:

CareerSource NEFL Career Development Center – Deerwood Campus

9911 Old Baymeadows Road, Room D2420
Jacksonville, FL 32256

CareerSource NEFL Career Development Center – Downtown Campus

101 W. State St., Room A-1120
Jacksonville, FL 32202

CareerSource NEFL Career Development Center – Kent Campus

Student Success Center
3939 Roosevelt Blvd., Annex, F124
Jacksonville, FL 32205

CareerSource NEFL Career Development Center – North Campus

4501 Capper Road, Bldg. E, Room 150
Jacksonville, FL 32218

CareerSource NEFL Career Development Center – South Campus

11901 Beach Blvd., Room U-106
Jacksonville, FL 32246

Jacksonville Housing Authority (Multiple Locations)

ADDITIONAL CAREER CENTERS

Baker County Career Center

1184 South 6th Street
Macclenny, FL 32063

Clay County Career Center

1845 Town Center Blvd., Suite 150
Fleming Island, FL 32003

Duval County – Southside Career Center

11160 Beach Blvd. Ste. 111
Jacksonville, FL 32246

Nassau County Career Center

96042 Lofton Square Court
Yulee, FL 32097

Putnam County Career Center

400 State Road 19, Ste. 53
Palatka, FL 32177

St. Johns County Career Center

525 State Road 16, Suite 109
St. Augustine, FL 32084

Welfare Transition and SNAP Service Center

215 N. Market Street, Suite 100
Jacksonville, FL 32202

- f) Hours of operation for our centers are Monday through Friday, 8:30am until 4:30pm, unless requested by partner agencies or the job seeker. All affiliate sites are open 8:30am until 4:30pm, unless closed due to partner's operational schedules and service delivery agreements.
- g) To facilitate access to required America's Job Centers partners, services are provided on-site, and through direct linkage, using paper and electronic referrals.
- h) CareerSource NEFL maintains one comprehensive One-Stop center located at 5000 Norwood Avenue, Suite 2, Jacksonville, FL 32208. We certify that this comprehensive center meets the certification requirements as defined by CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.
- i) In addition to the required partners co-located and offering direct-linkage, CareerSource NEFL works in collaboration with special community partners to offer training to staff and customer referrals, examples include Florida Department of Health and Northeast Florida Community Action Agency.

CareerSource NEFL deploys mobile career centers to provide services to regional businesses and career seekers in support of special events or in areas where access can be challenging. With major emphasis on providing on-site services at employer sites and direct service delivery to underserved communities and other locations throughout the region, the use of the mobile career center continues to serve as a cost-effective and customer-friendly service solution. The mobile career center also has played an integral role in the delivery of services and assistance during hurricanes and other disaster events.

5. PROVIDER OF WORKFORCE SERVICES

- a) CareerSource NEFL and core partners provide all services within the local one-stop delivery system.
- b) The local one-stop operator does not provide any workforce services.
- c) Basic career services are available throughout the region for all seeking services in the CareerSource NEFL one-stop delivery system, and include:
 - Eligibility determinations for receiving assistance through the adult, dislocated worker, or youth programs.
 - Outreach, including identification through the CareerSource NEFL Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's reemployment assistance claimants likely to exhaust benefits, and connection to suitable career services available through the one-stop delivery system.
 - Assess skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps), and support service needs.
 - Labor exchange services, including career coaching, career networking, and connecting with employment opportunities.
 - Deliver information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA).
 - Deliver information on nontraditional employment (as defined in sec.3(37) of WIOA).
 - Deliver referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within CareerSource NEFL's regional planning area.
 - Deliver workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas, job listings in labor market areas, and information on skills necessary to advance career.
 - Provide information relating to regional occupations in demand and the earnings, skill requirements, and opportunities for advancement.
 - Deliver performance information and program cost information on eligible providers of training services by program and type of providers.
 - Deliver information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the region's One-Stop delivery system.

- Deliver information relating to the availability of support services, and referrals to those services, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and assistance under a State program for Temporary Assistance for Needy Families (TANF).
- Provide assistance in establishing eligibility with financial aid assistance programs for training programs not provided under WIOA.
- Deliver assistance with filing claims under reemployment assistance programs.

Individualized career services that are appropriate for career seekers to obtain or retain employment are available to career seekers through CareerSource NEFL career centers or partners. These services include:

- Assessments of the skill levels and needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools, in-depth interviewing and evaluation to identify employment barriers and goals.
- Development of an individual employment plan for identifying goals, achievement objectives, and services needed for the career seeker to advance his or her career.
- Group and individual coaching and mentoring
- Career planning and modeling
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for the labor market.
- Internships and work experiences linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, training, or employment.
- Financial literacy services
- English language acquisition and integrated education and training programs.

Follow-up services are offered as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the workplace is an appropriate type of follow-up service.

- d) Direct provider of workforce services
During the June 4, 2020, CareerSource Florida Board meeting, the CareerSource Florida Board of Directors granted approval for LWBA 8, CareerSource NEFL, to provide direct services starting July 1, 2020, and ending June 30, 2023.

6. YOUTH SERVICES PROVIDER

- a) The following Youth Services Providers were selected for a term from July 1, 2019 through June 30, 2020, with an option to renew for up to four additional program years, contingent upon successful performance and funding availability.
- Eckerd Youth Alternatives, Inc.
 - Generation USA
 - St. Johns County School District designated for First Coast Technical College (FCTC)
 - The Arc of Putnam County
 - Wealth Watchers, Inc.
- b) CareerSource NEFL utilizes a procurement process that ensures the purchase of goods and services is conducted in an open manner resulting in competitive pricing, proper management, and oversight controls to ensure financial accountability, efficiency, prevent waste, fraud and abuse and avoid acquisition of unnecessary or duplicative items. A Request for Proposals (RFP) for Out of School Youth Services was published in regional newspapers and sent by email to all CareerSource NEFL interested agencies and organizations. **Attachment F: Local Administrative Plan**
- c) CareerSource NEFL has historically operated a highly successful youth program that has witnessed thousands of at-risk youth graduate high school. These same youth then moved toward economic self-sufficiency through further education and training, and ultimately found gainful employment. This past year CareerSource NEFL conducted a strategic visioning process out of which the CareerSource NEFL Board of Directors decided to expand services to in-school as well as out-of-school youth.

Based on our assessments the following services will be offered, which directly mirror those mandated through WIOA are, but not limited to:

- Tutoring
- Study skills
- Training
- Paid/ Unpaid Work Experience
- Leadership activities
- Support services
- General education development (GED)/ high school diploma concurrent with Workforce prep activities
- English to speakers of other languages (ESOL)
- Financial counseling/ coaching
- Accommodation supports

d) The following youth program elements are provided by each provider:

Element	Providing Agency/Partner	Referral Needed
Tutoring, studying skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	Baker County Adult Education Center Biscayne High School Clay County Adult & Community Education Literacy Alliance of Northeast Florida Community Action Agency First Coast Technical College FSCJ Adult Education & Family Literacy Program Job Corps Nassau County Adult Education St. Johns River Adult Education	No

Element	Providing Agency/Partner	Referral Needed
Alternative secondary school services or dropout recovery services, as appropriate	Biscayne High School Clay County Adult & Community Education First Coast Technical College FSCJ Adult Education & Family Literacy Program Gaines Alternative & Transition Schools Job Corps PACE Center for Girls	Yes
Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	FCTC Career Navigators NEFL Community Action Agency Year Up Job Corps Fresh Ministries Operation New Hope	Yes
Occupational skill training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area involved	NEFL Community Action Agency Year Up Job Corps FSCJ Adult Education & Family Literacy Program UNF CareerSource NEFL	No
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Year Up Job Corps A-Step (Goodwill)	No
Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	Family Support Services Fresh Ministries Job Corps Year Up	No

Element	Providing Agency/Partner	Referral Needed
Support Services	CareerSource NEFL Partnering Agency	Yes
Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	Fresh Ministries 100 Black Men	Yes
Follow-up services for not less than 12 months after the completion of participation, as appropriate	CareerSource NEFL Partnering Agency	No
Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	River Region Operation New Hope	Yes
Financial literacy education	Real Sense	No
Entrepreneurial skills training	Small Business Administration	No
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	CareerSource NEFL	No
Activities that help youth prepare for and transition to post-secondary education and training	CareerSource NEFL	No

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

1. EXISTING AND EMERGING IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS

In today's competitive economy characterized by the global nature of business, simply creating jobs is less important than in the past. Further, due to the labor shortage we face in Northeast Florida and nationally, the type and quality of jobs being created is more important than ever when addressing the talent needs of industry. To provide an overview of the Northeast Florida labor market sectors, we will present information on:

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

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

1A. SECTOR EMPLOYMENT

The data we use to examine the Region's sector employment covers all people employed in a particular sector regardless of whether they are covered by unemployment insurance or not. The sectors with the highest total employment in the region have remained consistent since the last data review in 2020. The relative share of employment by sector remains constant with the largest shares of total employment within Healthcare and Social Assistance (14.2%), Retail (11.3%), Accommodation and Food Services (9.3%), and Transportation and Warehousing (7.6%).

TABLE 1 CAREERSOURCE NEFL EMPLOYMENT BY INDUSTRY

Industry	2021 Employment	% of Total Employment
Accommodation and Food Services	71,175	9.3%
Administrative and Support and Waste Management and Remediation Services	55,451	7.2%
Agriculture, Forestry, Fishing and Hunting	2,988	0.4%
Arts, Entertainment, and Recreation	14,063	1.8%
Construction	54,917	7.2%
Educational Services	43,978	5.7%
Finance and Insurance	53,707	7.0%
Healthcare and Social Assistance	108,332	14.2%
Information	8,408	1.1%
Management of Companies and Enterprises	6,875	0.9%
Manufacturing	34,557	4.5%
Mining, Quarrying, and Oil and Gas Extraction	215	0.0%
Other Services (except Public Administration)	36,308	4.7%
Professional, Scientific, and Technical Services	53,316	7.0%
Public Administration	33,057	4.3%
Real Estate and Rental and Leasing	14,036	1.8%
Retail Trade	86,160	11.3%
Transportation and Warehousing	57,788	7.6%
Unclassified	204	0.0%
Utilities	4,404	0.6%
Wholesale Trade	25,314	3.3%
Total - All Industries	765,254	100%

Source: JobsEQ 2021 data

TABLE 2 – INDUSTRY - CHANGE IN EMPLOYMENT

Industry	CareerSource NEFL Employment		% Change
	2019	2021	
Accommodation and Food Services	76,727	71,175	-7.24%
Administrative and Support and Waste Management and Remediation Services	56,338	55,451	-1.57%
Agriculture, Forestry, Fishing and Hunting	2,929	2,988	2.01%
Arts, Entertainment, and Recreation	15,146	14,063	-7.15%
Construction	51,996	54,917	5.62%
Educational Services	44,252	43,978	-0.62%
Finance and Insurance	51,335	53,707	4.62%
Healthcare and Social Assistance	106,184	108,332	2.02%
Information	8,996	8,408	-6.53%
Management of Companies and Enterprises	6,782	6,875	1.36%
Manufacturing	34,742	34,557	-0.53%
Mining, Quarrying, and Oil and Gas Extraction	316	215	-32.07%
Other Services (except Public Administration)	36,691	36,308	-1.05%
Professional, Scientific, and Technical Services	48,512	53,316	9.90%
Public Administration	33,034	33,057	0.07%
Real Estate and Rental and Leasing	13,810	14,036	1.63%
Retail Trade	87,525	86,160	-1.56%
Transportation and Warehousing	53,755	57,788	7.50%
Unclassified	322	204	-36.67%
Utilities	4,509	4,404	-2.33%
Wholesale Trade	25,460	25,314	-0.57%
Total - All Industries	759,363	765,254	0.78%

Source: JobsEQ 2021

Between 2019 and 2021, we saw minimal employment growth region-wide. However, we saw some considerable changes in defined sectors. Significant industry increases occurred in the Professional Scientific and Technical Services Industry (9.9%), Transportation and Warehousing Industry (7.5%), Construction Industry (5.6%) and Finance and Insurance Industry (4.6%). There was negative employment growth in twelve industries, most notably Mining, Quarrying and Oil and Gas Extraction Industry (-32.1%), Accommodation and Food Services Industry (-7.2%) and Arts, Entertainment and Recreation Industry (-7.2%).

Most significant impacts during this time are attributed to the pandemic. Lack of job growth in Manufacturing can also be attributed to tariffs and other trade issues although there are many other factors affecting manufacturing employment, as we discuss in Section 1.C. Growth in other sectors is likely flat due to the low unemployment rate; employers report having a hard time finding skilled applicants for open jobs.

Similar to what we reported in 2020, the (national) number of open jobs each month has been higher than the number of people looking for work. The lack of available skilled labor will have an impact on employment for the foreseeable future.

TABLE 3 - SECTOR EMPLOYMENT COMPARISON

Industry	% of Total Employment	% of Total Employment	% of Total Employment
	CareerSource NEFL - Workforce Region 8	Florida	USA
Accommodation and Food Services	9.1%	9.7%	8.2%
Administrative and Support and Waste Management and Remediation Services	7.4%	8.2%	6.5%
Agriculture, Forestry, Fishing and Hunting	0.4%	0.9%	1.3%
Arts, Entertainment, and Recreation	1.9%	2.6%	1.8%
Construction	7.1%	7.1%	5.9%
Educational Services	6.0%	6.4%	8.3%
Finance and Insurance	6.9%	4.5%	4.0%
Healthcare and Social Assistance	14.0%	13.3%	14.3%
Information	1.1%	1.5%	2.0%
Management of Companies and Enterprises	0.9%	1.2%	1.5%
Manufacturing	4.4%	4.1%	8.0%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.0%	0.3%
Other Services (except Public Administration)	4.7%	4.7%	4.3%
Professional, Scientific, and Technical Services	7.1%	7.7%	7.2%
Public Administration	4.2%	4.6%	4.6%
Real Estate and Rental and Leasing	1.8%	2.5%	1.7%
Retail Trade	11.4%	11.9%	10.5%
Transportation and Warehousing	7.7%	5.0%	5.2%
Utilities	0.6%	0.3%	0.5%
Wholesale Trade	3.3%	3.7%	3.7%

Source: JobsEQ 2021

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

1B. HEALTHCARE AND SOCIAL ASSISTANCE

The healthcare sector has evolved swiftly over the years, particularly as the world faced a pandemic and the public health challenges that followed. The medical breakthroughs and innovation taking place in the Jacksonville region increase its recognition as a medical hotspot in the country. Northeast Florida's healthcare ecosystem is one of the largest and most innovative in the nation. With one of only three Mayo Clinics, one of six Baptist MD Anderson Cancer Centers, the UF Proton Therapy Institute and cutting-edge biomedical companies across all disciplines, the Northeast Florida region is seen as an attractive destination for healthcare investment and talent.

Because the Healthcare and Social Assistance sector is the most dominant and growing part of the Region's total employment, it is necessary to examine this sector in further detail.

Most recent data from Lightcast and JobsEQ shows the CareerSource NEFL area with approximately 110,000 sector jobs, which is just above the national average for an area our size. Earnings per job in this industry is \$74,600, slightly above the national average of \$69,900. Competition from online job postings in our area is high.

The Healthcare and Social Assistance Sector makes up 14% of employment, so it is one of the most important parts of the regional economy. Using JobsEQ data from Q4 2021, the chart below shows the components of this sector. In this chart, we can clearly see the strength of Ambulatory Healthcare Services employment in our region, making up 46% of employment, compared to 46% of Florida's sector and 38% of the national sector.

Region 8 has more employment in both hospitals (30%) and social assistance services (13%) than Florida, while there is less employment in nursing and residential care facilities. than Florida and the United States.

TABLE 4 – MAJOR COMPONENTS OF THE HEALTHCARE AND SOCIAL SERVICES INDUSTRY

Industry	CareerSource NEFL Workforce Region 8		Florida		USA	
	Employment	% of Employment	Employment	% of Employment	Employment	% of Employment
Healthcare and Social Assistance	110,126		1,328,185		22,796,584	
Ambulatory Health-care Services	50,514	45.9%	609,579	45.9%	8,583,001	37.7%
Hospitals	32,885	29.9%	383,499	28.9%	6,498,558	28.5%
Nursing and Residential Care Facilities	12,662	11.5%	176,742	13.3%	3,158,333	13.9%
Social Assistance	14,066	12.8%	158,364	11.9%	4,556,692	20.0%

Source: JobsEQ 2021

During the past four years, we can see how the employment landscape changed leading up to and through the pandemic. At this point, employment for the Healthcare and Social Assistance Industry is about back to pre-pandemic numbers.

TABLE 5 – STAFFING PATTERN

Occupation Groups	Employment	Ave Ann Wages	Annual Demand
Registered Nurses	14,102	\$67,300	1,025
Personal Care Aides	6,650	\$25,700	1,254
Nursing Assistants	5,806	\$27,900	852
Medical Assistants	5,272	\$35,500	807
Receptionists and Information Clerks	3,392	\$31,100	516
Medical Secretaries and Administrative Assistants	3,311	\$35,200	438
Licensed Practical and Licensed Vocational Nurses	2,968	\$46,800	295
Physicians, All Other; and Ophthalmologists, Except Pediatric	2,710	\$250,300	115
Childcare Workers	2,476	\$25,900	391
Home Health Aides	2,286	\$25,700	362
Remaining Component Occupations	59,335	\$57,300	6,989
Total	108,306		

Source: JobsEQ 2021

1C. MANUFACTURING EMPLOYMENT

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

The Region’s location as the westernmost location along the East Coast and its logistics and transportation infrastructure allows products to be shipped anywhere in the world and offers companies same-day access to more than 98 million customers. Large-scale industrial parks, including Cecil Commerce Center, the largest aviation industrial park in the Southeastern United States, and Crawford Diamond Industrial Park, offer shovel-ready land and speculative structures available.

Most recent data from Lightcast and JobsEQ shows the CareerSource NEFL area with approximately 34,000 sector jobs, which is below the national average for an area our size (62,000). Earnings per job in this industry is \$91,400, slightly below the national average of \$95,200. Competition from online job postings in our area is comparably low.

The Manufacturing Sector makes up 4.5% of employment, so it is an important sector within the regional economy. Using JobsEQ data from Q4 2021, the chart below shows the components of this sector. In this chart, we can clearly see the strength of Transportation Equipment Manufacturing employment in our region, making up over 15% of employment, compared to just under 13% of Florida's employment and just over 13% of national employment.

Region 8 has more employment in Fabricated Metal Product Manufacturing (11.3%) and Paper Manufacturing (7.8%) than Florida, while we have fewer Computer and Electronic Product Manufacturers and Food Manufacturers than Florida and the United States.

TABLE 6 – INDUSTRY DATA - MAJOR COMPONENTS OF MANUFACTURING SECTOR

Industry	CareerSource NEFL Workforce Region 8		Florida		USA	
	Employment	% of Employment	Employment	% of Employment	Employment	% of Employment
Textile Mills	11	0.0%	1,149	0.3%	100,787	0.8%
Leather and Allied Product Manufacturing	177	0.5%	1,364	0.3%	31,591	0.2%
Apparel Manufacturing	196	0.6%	4,261	1.0%	111,961	0.9%
Textile Product Mills	253	0.7%	4,206	1.0%	108,820	0.9%
Petroleum and Coal Products Manufacturing	325	0.9%	3,352	0.8%	107,207	0.8%
Furniture and Related Product Manufacturing	922	2.6%	15,059	3.6%	396,171	3.1%
Computer and Electronic Product Manufacturing	963	2.8%	45,247	11.0%	1,065,163	8.3%
Printing and Related Support Activities	1,026	2.9%	17,093	4.1%	399,620	3.1%
Primary Metal Manufacturing	1,030	3.0%	5,305	1.3%	353,704	2.8%
Electrical Equipment, Appliance, and Component Manufacturing	1,098	3.2%	10,194	2.5%	399,812	3.1%
Wood Product Manufacturing	1,199	3.4%	15,500	3.8%	437,538	3.4%
Chemical Manufacturing	1,213	3.5%	27,309	6.6%	886,336	6.9%

Industry	CareerSource NEFL Workforce Region 8		Florida		USA	
	Employment	% of Employment	Employment	% of Employment	Employment	% of Employment
Plastics and Rubber Products Manufacturing	1,226	3.5%	14,404	3.5%	729,925	5.7%
Machinery Manufacturing	1,752	5.0%	31,096	7.5%	1,064,955	8.3%
Nonmetallic Mineral Product Manufacturing	2,112	6.1%	23,182	5.6%	409,363	3.2%
Food Manufacturing	2,135	6.1%	38,065	9.2%	1,689,407	13.2%
Beverage and Tobacco Product Manufacturing	2,557	7.3%	12,437	3.0%	312,997	2.4%
Paper Manufacturing	2,705	7.8%	8,745	2.1%	352,082	2.8%
Fabricated Metal Product Manufacturing	3,939	11.3%	44,512	10.8%	1,428,283	11.2%
Miscellaneous Manufacturing	4,662	13.4%	38,008	9.2%	672,232	5.3%
Transportation Equipment Manufacturing	5,364	15.4%	52,449	12.7%	1,724,226	13.5%

Source: JobsEQ 2021

TABLE 7 – MANUFACTURING INDUSTRY EMPLOYMENT AND WAGES

6-Digit Occupation	Employment	Ave Ann Wages	Annual Demand
Team Assemblers	2,060	\$33,400	228
First-Line Supervisors of Production and Operating Workers	1,298	\$56,600	145
Packaging and Filling Machine Operators and Tenders	1,010	\$31,900	117
Inspectors, Testers, Sorters, Samplers, and Weighers	934	\$47,100	102
Laborers and Freight, Stock, and Material Movers, Hand	930	\$32,200	140
Welders, Cutters, Solderers, and Brazers	819	\$42,300	102
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	783	\$70,500	90
Industrial Machinery Mechanics	661	\$51,300	81
Machinists	628	\$43,000	78
General and Operations Managers	609	\$117,000	60
Remaining Component Occupations	24,802	\$55,000	2,883
Total	34,534		

Source: JobsEQ 2021

1D. TRANSPORTATION AND WAREHOUSING EMPLOYMENT

The Transportation and Warehouse Industry continues to be an important industry in Northeast Florida. With a logistics and transportation infrastructure that includes rail, air, maritime and highway, products can easily be shipped anywhere in the world from our prime location in Northeast Florida. The region's two deep-water ports, three major interstates – I-95, I-10, and I-75, four railroads, including two Class I lines, and an international airport system help Jacksonville rank as one of the best cities for logistics infrastructure according to Global Trade Magazine.

Our region is an international leader in the production and export of liquefied natural gas (LNG). JAXPORT boasts the world's first LNG-powered container ships and North America's first LNG bunker barge. Our strong public/private sector partnerships foster a collaborative environment that promotes continued growth and development.

From energy storage and solar power to renewable energy, LNG, and Compressed Natural Gas, Jacksonville is a leader in the market and focuses on innovation to sustain future growth. The region is making sizable investments to become the nation's preeminent smart region, with plans for investment in next-generation transportation and communications technologies.

Most recent data from Lightcast and JobsEQ shows the CareerSource NEFL area with approximately 60,000 sector jobs, which is far above the national average for an area our size (31,000). Earnings per job in this industry is \$67,500, slightly below the national average of \$72,500.

Competition from online job postings is high in our area. The national average for an area the size of our region is 1,513 job postings per month, while there is an average of 2,600 industry postings per month in our region.

The Transportation and Warehousing Sector makes up 7.6% of employment, so it is an important part of the regional economy. Using JobsEQ data from Q4 2021, the chart below shows the components of this sector. In this chart, we can clearly see the strength of Warehousing and Storage employment, which is almost 27% of the employment in this sector, higher percentages of employment than both Florida and the nation. We should also mention Truck Transportation, making up almost 16% of employment, has a similar percentage of employment as Florida and is higher than national employment.

TABLE 8 – MAJOR COMPONENTS OF TRANSPORTATION AND WAREHOUSING

Industry	CareerSource NEFL Workforce Region 8		Florida		USA	
	Employment	% of Employment	Employment	% of Employment	Employment	% of Employment
Air Transportation	714	1.2%	50,450	10.2%	510,582	6.2%
Rail Transportation	2,438	4.0%	4,199	0.8%	146,598	1.8%
Water Transportation	2,540	4.2%	14,195	2.9%	60,407	0.7%
Truck Transportation	10,988	18.2%	83,606	16.8%	1,727,750	21.1%
Transit and Ground Passenger Transportation	3,799	6.3%	47,449	9.5%	1,020,793	12.5%
Pipeline Transportation	0	0.0%	465	0.1%	50,907	0.6%
Scenic and Sightseeing Transportation	280	0.5%	3,174	0.6%	27,638	0.3%
Support Activities for Transportation	9,460	15.7%	78,124	15.7%	876,199	10.7%
Postal Service	3,872	6.4%	37,427	7.5%	622,525	7.6%
Couriers and Messengers	10,159	16.8%	78,862	15.9%	1,313,077	16.0%
Warehousing and Storage	16,184	26.8%	99,084	19.9%	1,830,354	22.4%
Total	60,435		497,034		8,186,830	

Source: JobsEQ 2021

**TABLE 9 – TRANSPORTATION AND WAREHOUSING INDUSTRY
EMPLOYMENT AND WAGES**

Occupation Groups	Employment	Ave Ann Wages	Annual Demand
Team Assemblers	8,809	\$32,000	1,383
First-Line Supervisors of Production and Operating Workers	8,467	\$45,700	1,102
Packaging and Filling Machine Operators and Tenders	3,728	\$46,000	534
Inspectors, Testers, Sorters, Samplers, and Weighers	3,140	\$32,600	557
Laborers and Freight, Stock, and Material Movers, Hand	2,728	\$40,900	353
Welders, Cutters, Solderers, and Brazers	2,087	\$54,900	154
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,699	\$60,100	221
Industrial Machinery Mechanics	1,674	\$30,200	305
Machinists	1,166	\$38,100	120
General and Operations Managers	1,071	\$39,100	152
Remaining Component Occupations	23,196	\$54,700	2,909
Total	57,763		

Source: JobsEQ 2021

1E. FINANCE AND INSURANCE

Known as an international banking and fintech powerhouse, Jacksonville has more than twenty institutions on the Fortune Global 500 list. The lower cost of living compared to traditional financial markets is leading to substantial growth in the region as a financial services hub.

Global companies have moved executives to our area and hired locally, as more than 62,000 employees work in the financial services industry. The region's wealth of young, experienced talent offers a broad range of financial services and fintech expertise, including banking, investments, insurance, mortgage, and cybersecurity.

While our companies enjoy a corporate-friendly tax structure and low operating costs, employees enjoy a lower-than-average commute time, low cost of living, year-round sunshine, and proximity to surrounding water, among other attributes professionals look for when choosing to relocate.

Most recent data from Lightcast and JobsEQ shows the CareerSource NEFL area with approximately 54,500 jobs, which is far above the national average for an area our size (33,000). Earnings per job in this industry is \$107,000, below the national average of \$149,000.

Competition from online job postings is high in our area. The national average for an area the size of our region is 1,032 job postings per month, while there is an average of 2,000 industry postings per month in our region.

The Finance and Insurance Sector makes up 7.0% of employment, a significant part of the regional economy. Using JobsEQ data from Q4 2021, the chart below shows the components of this sector. In this chart, we can clearly see the strength of Credit Intermediations and Related Activities, which is almost 44% of the employment in this sector, above both Florida and national percentages of employment. We should also mention Insurance Carriers and Related Activities, making up just over 40% of employment, is below the percentage of Florida employment (46%) and similar to that of national employment (40%).

TABLE 10 – MAJOR COMPONENTS OF FINANCE AND INSURANCE SECTOR

Industry	CareerSource NEFL Workforce Region 8		Florida		USA	
	Employment	% of Employment	Employment	% of Employment	Employment	% of Employment
Monetary Authorities Central Bank	144	0.3%	489	0.1%	20,852	0.3%
Credit Intermediation and Related Activities	23,764	43.5%	178,677	39.9%	2,716,281	42.3%
Securities, Com- modity Contracts, and Other Financial Investments and Related Activities	8,592	15.7%	61,052	13.6%	1,064,557	16.6%
Insurance Carriers and Re- lated Activities	22,080	40.4%	205,084	45.8%	2,597,006	40.4%
Funds, Trusts, and Other Financial Vehicles	81	0.1%	2,330	0.5%	22,351	0.3%
Total	54,660		447,633		6,421,046	

Source: JobsEQ 2021

TABLE 11 – FINANCE AND INSURANCE INDUSTRY EMPLOYMENT AND WAGES

Occupation Groups	Employment	Ave Ann Wages	Annual Demand
Customer Service Representatives	6,327	\$39,200	872
Securities, Commodities, and Financial Services Sales Agents	4,108	\$66,300	423
Tellers	3,414	\$34,700	314
Insurance Sales Agents	3,152	\$63,800	354
Personal Financial Advisors	2,412	\$92,000	224
Loan Officers	2,094	\$65,800	182
First-line Supervisors of Office and Administrative Support Workers	1,950	\$61,500	198
Claims Adjusters, Examiners, and Investigators	1,900	\$67,900	169
Financial Managers	1,486	\$131,900	152
Insurance Claims and Policy Processing Clerks	1,463	\$43,400	159
Remaining Component Occupations	25,383	\$63,300	2,664
Total	53,689		

Source: JobsEQ 2021

1F. SECTOR EARNINGS AND WAGES

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

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

For the four-year plan, we aggregated data into industry groups. For this update we are breaking the data into distinct industries, which will make it easier to understand each industry's impact. In 2019, Northeast Florida showed higher wages in Construction, Manufacturing, Transportation, Communication and Utilities, and FIRE. The National sectors had higher wages across the board.

In Q4 of 2021, our highest average annual wages were in the Management of Companies and Enterprises Sector (\$138,744), followed by the Information Sector (\$104,877), Utilities Sector (\$94,017), and Finance and Insurance Sector (\$91,368). The regional wages for the Finance and Insurance Sector and Utilities Sector are lower than both Florida and national wages. The Information Sector wages were higher than the Florida average but significantly lower than national wages. The Management of Companies and Enterprises Sector wages were higher than the average Florida wages, but lower than the average national wages.

Other average annual wages of interest include the Construction Sector, the Manufacturing Sector, the Transportation and Warehousing Sector, and the Healthcare and Social Assistance Sectors. The Construction Sector average wages were at \$56,227, higher than the average Florida wages, but lower than national wages. The Manufacturing Sector average wages were at \$71,122, higher than the average Florida wages and lower than the average national wages. The Transportation and Logistics Sector average wages were at \$53,894, high than the average Florida wages and lower than the average national wages. Lastly, the Healthcare and Social Assistance Sector average wages were \$61,765, higher than both the Florida and national average wages.

Even though our actual wage may be lower than the United States average in some sectors, our lower cost of living makes us competitive for companies considering expanding or relocating from across the country.

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

TABLE 12 – AVERAGE ANNUAL WAGES BY SECTOR

Industry	CareerSource NEFL	Florida	USA
Agriculture, Forestry, Fishing and Hunting	\$31,743	\$40,174	\$42,229
Mining, Quarrying, and Oil and Gas Extraction	\$84,052	\$76,552	\$104,997
Utilities	\$94,017	\$103,899	\$107,619
Construction	\$56,227	\$53,174	\$63,512
Manufacturing	\$71,122	\$67,425	\$75,133
Wholesale Trade	\$75,756	\$87,024	\$88,404
Retail Trade	\$39,385	\$39,472	\$39,324
Transportation and Warehousing	\$53,894	\$51,636	\$56,330
Information	\$104,877	\$98,655	\$143,417
Finance and Insurance	\$91,368	\$104,575	\$127,555
Real Estate and Rental and Leasing	\$57,904	\$56,603	\$66,907
Professional, Scientific, and Technical Services	\$84,447	\$87,108	\$107,631
Management of Companies and Enterprises	\$138,744	\$129,639	\$139,660
Administrative and Support and Waste Management and Remediation Services	\$41,399	\$44,878	\$47,747
Educational Services	\$45,982	\$50,066	\$57,502
Healthcare and Social Assistance	\$61,765	\$60,916	\$58,857
Arts, Entertainment, and Recreation	\$43,201	\$44,537	\$42,815
Accommodation and Food Services	\$23,921	\$27,905	\$25,688
Other Services (except Public Administration)	\$39,181	\$36,965	\$38,174
Public Administration	\$62,142	\$64,861	\$72,367
Unclassified	\$56,825	\$59,429	\$69,962
Total - All Industries	\$56,545	\$57,390	\$65,055

Source: JobsEQ 2021

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

In 2021, all but one sector below had positive ratios, with their earnings exceeding employment. The Agriculture, Forestry Fishing and Hunting Sector's employment exceeded earnings.

TABLE 13 – EARNINGS VS. EMPLOYMENT

	% of Total Earning	% of Total Employment
Agriculture, Forestry, Fishing and Hunting	3.6%	4.4%
Utilities	5.1%	3.4%
Construction	0.2%	0.2%
Manufacturing	1.3%	0.8%
Wholesale Trade	6.8%	3.4%
Retail Trade	1.2%	0.9%
Transportation and Warehousing	11.2%	3.6%
Information	13.9%	6.2%
Finance and Insurance	14.6%	6.6%
Real Estate and Rental and Leasing	1.9%	0.5%
Professional, Scientific, and Technical Services	2.0%	0.4%
Management of Companies and Enterprises	5.7%	2.1%
Administrative and Support and Waste Management and Remediation Services	3.2%	2.8%
Educational Services	9.2%	3.2%
Healthcare and Social Assistance	1.8%	0.9%
Arts, Entertainment, and Recreation	7.3%	5.3%
Accommodation and Food Services	6.6%	3.4%
Other Services (except Public Administration)	0.3%	0.1%
Government	4.1%	1.6%
Unclassified Industry	0.02%	0.01%

Source: JobsEQ 2021

1G. LOCATION QUOTIENTS

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

TABLE 14 – LOCATION QUOTIENTS - FIRST COAST, FLORIDA & UNITED STATES

Industry	CareerSource NEFL Workforce Region 8	Florida	USA
Accommodation and Food Services	1.12	1.19	1.00
Administrative and Support and Waste Management and Remediation Services	1.12	1.24	1.00
Agriculture, Forestry, Fishing and Hunting	0.28	0.71	1.00
Arts, Entertainment, and Recreation	1.06	1.44	1.00
Construction	1.22	1.21	1.00
Educational Services	0.73	0.77	1.00
Finance and Insurance	1.72	1.11	1.00
Healthcare and Social Assistance	0.97	0.92	1.00
Information	0.56	0.77	1.00
Management of Companies and Enterprises	0.61	0.79	1.00
Manufacturing	0.55	0.51	1.00
Mining, Quarrying, and Oil and Gas Extraction	0.08	0.11	1.00
Other Services (except Public Administration)	1.10	1.09	1.00
Professional, Scientific, and Technical Services	0.98	1.07	1.00
Public Administration	0.90	1.00	1.00
Real Estate and Rental and Leasing	1.06	1.43	1.00
Retail Trade	1.09	1.14	1.00
Transportation and Warehousing	1.49	0.96	1.00
Unclassified	0.22	0.41	1.00
Utilities	1.11	0.57	1.00
Wholesale Trade	0.89	1.01	1.00
Total - All Industries	1.00	1.00	1.00

Source: JobsEQ 2021

The graph above demonstrates the location quotients for major business sectors in the region and Florida, compared to the United States. Industries with the lowest location quotient are Mining, Quarrying, and Oil and Gas Extraction, Agriculture, Forestry and Hunting, Manufacturing, and Information. The Accommodation and Food Service, Administrative and

Support and Waste Management and Remediation Services, Construction, Transportation and Warehousing, and Finance and Insurance industries all show a competitive advantage for Northeast Florida as compared to the nation. Florida also makes a strong showing in most industry sectors.

One of the most interesting data points is the location quotient for Accommodation and Food Services. Northeast Florida is almost even with the state (1.12 versus 1.19), even though the region's economy is generally less dependent on tourism than the rest of the state. These numbers are consistent with the same data from 2019.

From 2019 to 2021 data, we see consistent location quotients numbers in all our targeted industries, with the most significant changes coming in the Transportation and Warehousing Industry, which increased from 1.35 to 1.49.

1H. NON-FARM PROPRIETORSHIPS

Non-farm Proprietorships allow us to gauge the level of entrepreneurial activity occurring in a region because this is essentially a measure of small and locally owned establishments. Employment at non-farm proprietorships can be a significant portion of the labor market. Non-farm proprietorships account for 21.9% of total employment in Northeast Florida, up from 21.2% in 2018. As shown in the chart below, this percentage is below Florida's (26.4%), which is a slight decrease from the percentage of non-farm proprietorships in 2018.

Duval County, despite having the largest percentage of establishments, has the lowest percentage of proprietorships compared to the other counties in the region. This is unchanged since our 2016 research. The percentage of non-farm proprietorships saw the largest increase in Nassau County.

TABLE 15 – NONFARM PROPRIETORSHIPS AS PERCENTAGE OF TOTAL EMPLOYMENT

	2018	2020
Baker	23.4%	20.4%
Clay	29.1%	28.0%
Duval	17.5%	17.0%
Nassau	31.4%	29.9%
Putnam	25.4%	24.3%
St. Johns	31.8%	32.5%
First Coast	21.2%	19.4%
JAX MSA	20.9%	20.6%
Florida	26.6%	26.4%
United States	22.2%	21.9%

Source: Bureau of Economic Analysis

Putnam County has seen an increase in its percentage of employment for non-farm proprietorships, from 10.57% in 2014 to 25.4% in 2018, more than doubling its percentage. The 2020 report shows a slight decrease for the first time in many years. St. Johns (32.5%), Putnam (24.3%), Nassau (29.9%) and Clay (38.0%) counties are all above the national average. St. Johns, Clay, and Nassau also have higher levels than the state average of 26.4%. St. Johns still has the highest level of entrepreneurial activity in the region.

While the number of non-farm proprietorships is important in assessing the level of entrepreneurial activity, studying the earnings of these individuals helps measure the success of local entrepreneurs. The chart below shows the average income of non-farm proprietors within each of the comparison areas. The regional average has been consistently higher than the state average, with a slimmer margin back in 2018 than we see now where the average is over \$4000 more in the region than statewide.

The national average in 2016 was \$31,028, down from its 2014 average of \$32,471. But in 2018, the national average rebounded to \$35,027, a 12.9% increase from 2016, and grew yet again in 2020. The region’s business owners are showing healthy income growth, higher than the state and national growth since 2018 at about 37%. The most significant change from our 2020 report was Duval County which increased the average income of non-farm proprietors by 54%.

For owners of regional proprietorships, average incomes range from \$14,568 in Baker County to 31,707 in Duval County, which went from second to first among Northeast Florida counties. While Duval County led the region in growth, Nassau (16%), Clay (10%) and Baker (13%) counties also showed double-digit growth. As we mention in the section on Entrepreneurial training, the JAX Chamber’s Bridges program expanded into St. Johns County, and we anticipate this program will help boost income for those proprietors.

TABLE 16 – AVERAGE INCOME OF NONFARM PROPRIETORSHIPS 2020

	2016	2018	2020	% growth from 2018 to 2020
Baker	\$8,219	\$12,919	\$14,568	13%
Clay	\$14,575	\$15,731	\$17,237	10%
Duval	\$18,710	\$20,635	\$31,707	54%
Nassau	\$18,867	\$20,982	\$24,393	16%
Putnam	\$12,978	\$15,023	\$16,038	7%
St. Johns	\$16,795	\$17,445	\$18,972	9%
JAX MSA	\$17,739	\$19,318	\$26,454	37%
Florida	\$16,935	\$19,158	\$22,194	16%
United States	\$31,028	\$35,027	\$37,833	8%

Source: Bureau of Economic Analysis

1I. NUMBER OF BUSINESS ESTABLISHMENTS

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

We have seen steady growth in business establishments in the region since 2015. This data adds to the narrative of how competitive the local job market has become and why companies are having to pay higher salaries to attract and retain talent.

It is no surprise that Duval County dominates the number of business establishments in the region at 64%. Duval is the economic engine of the region and the overwhelming majority of business establishments are located there. St. Johns has 17.9% (up from 16.8% in 2019). Virtually unchanged since our 2020 report, Clay County is at 9.8%, Nassau County is at 5.0%, Putnam County is at 2.9%, and Baker County is at just under 1% of the region's business establishments.

TABLE 17 – CAREERSOURCE NEFL BUSINESS ESTABLISHMENTS

	2017	2018	2019	2020	2021	
Region	Establishments					% change from 2019
Baker County, Florida	426	431	458	474	492	7.4%
Clay County, Florida	4,428	4,551	4,723	4,863	5,042	6.8%
Duval County, Florida	29,323	29,893	31,334	31,960	33,365	6.5%
Nassau County, Florida	2,166	2,219	2,337	2,456	2,614	11.9%
Putnam County, Florida	1,443	1,432	1,463	1,470	1,507	3.0%
St. Johns County, Florida	7,274	7,647	8,133	8,691	9,471	16.5%
CareerSource NEFL - Workforce Region 8	45,060	46,173	48,448	49,914	52,491	8.3%

Source: JobsEQ

Using the JobsEQ data from previous years in the table above, we note that the number of business establishments in our region have increased from 48,448 in 2019 to 52,491 in 2021, an 8.4% increase. In the industry specific data below, which only includes data through 2020, there were decreases since 2018 in Agriculture, Forestry, Fishing and Hunting (-3.2), Wholesale Trade (-0.3), and Public Administration (-5.1). There were double digit increases in Information (11.4), Management of Companies and Enterprises (10.4%), Administrative and Support and Waste Management and Remediation Services (19.3%), and Healthcare and Social Assistance (14.1%) establishments.

TABLE 18 – NUMBER OF BUSINESS ESTABLISHMENTS BY INDUSTRY

Industry	2017	2018	2019	2020	Percent Change from 2018 to 2020
	Establishments				
Agriculture, Forestry, Fishing and Hunting	224	220	212	213	-3.2%
Accommodation and Food Services	3,474	3,575	3,723	3,754	5.0%
Administrative and Support and Waste Management and Remediation Services	3,631	3,701	4,394	4,417	19.3%
Arts, Entertainment, and Recreation	657	702	733	739	5.3%
Construction	5,206	5,414	5,691	5,801	7.1%
Educational Services	574	590	610	635	7.6%
Finance and Insurance	2,251	2,270	2,366	2,459	8.3%
Healthcare and Social Assistance	4,491	4,545	4,699	5,184	14.1%
Information	604	616	629	686	11.4%
Management of Companies and Enterprises	245	240	249	265	10.4%
Manufacturing	1,189	1,181	1,182	1,195	1.2%
Mining, Quarrying, and Oil and Gas Extraction	20	20	20	21	5.0%
Other Services (except Public Administration)	3,872	3,913	3,948	3,806	-2.7%
Professional, Scientific, and Technical Services	5,982	6,110	6,245	6,555	7.3%
Public Administration	320	312	314	296	-5.1%
Real Estate and Rental and Leasing	2,385	2,460	2,592	2,688	9.3%
Retail Trade	5,703	5,668	5,719	5,712	0.8%
Transportation and Warehousing	1,504	1,555	1,623	1,676	7.8%
Unclassified	376	464	538	778	67.7%
Utilities	111	111	114	112	0.9%
Wholesale Trade	1,940	1,952	1,962	1,947	-0.3%
Total - All Industries	44,758	45,614	47,561	48,936	7.3%

Source: JobsEQ

The numbers above support what we are seeing throughout our region. Nursing facilities, hospitals, and other healthcare establishments provide strong career paths in one of our key industry sectors. Professional services from IT support and consulting to landscaping and waste management are established and growing in response to business demand, providing opportunities for employment and entrepreneurship. Overall, the region has shown strong business growth from 2018 to 2020. This data does not show the full effect of the pandemic, however.

Looking at businesses by employment size illustrates that the vast majority of business establishments have few employees. As shown above, more than half (62.3%) of all establishments have only nine or fewer employees and 96.1% of establishments have fewer than 50 employees. Only 1.5% of establishments in the region have 100 employees or more.

TABLE 19 – BUSINESS ESTABLISHMENTS BY SIZE

	Percentage	Business Count
1 to 4 employees	32.2%	19,486
5 to 9 employees	30.1%	18,200
10 to 19 employees	21.8%	13,167
20 to 49 employees	12.0%	7,248
50 to 99 employees	2.4%	1,459
100 to 249 employees	1.1%	684
250 to 499 employees	0.2%	146
500+ employees	0.1%	79

Source: Infogroup, Omaha NE

1J. MAJOR EMPLOYERS

While small firms offer a large share of employment opportunities in an area, the largest firms often indicate the most identifiable type of business in a region. As the table below indicates, Government, Finance and Health Care sectors provide most of the major employers in the area. These industries are such a large part of the region’s economy in that it provides jobs in many large and small establishments. This is among the many reasons we invest so much time in these “targeted” industries.

In the past two years we have seen some changes to our region's top employers. In 2019, Amazon reported approximately 4,300 employees in the Northeast Florida region. The most recent JAXUSA data now reports Amazon with 16,000 employees and moved from number thirteen on the list of largest employers to number two.

TABLE 20 – MAJOR EMPLOYERS

Company Name	Northeast Florida Employees	Primary Target Industry
Naval Air Station Jacksonville	20,000	Government
Amazon	16,000	IT & Innovation
Duval County Public Schools	13,110	Government
Baptist Health	12,603	Healthcare & Biomedical
Naval Station Mayport	10,030	Government
Mayo Clinic	8,848	Healthcare & Biomedical
Bank of America	8,000	Financial Services
City of Jacksonville	7,260	Government
UF Health Jacksonville	6,600	Healthcare & Biomedical
Florida Blue	5,700	Healthcare & Biomedical
Southeastern Grocers	5,700	Retail
Fleet Readiness Center Southeast	5,550	Advanced Manufacturing
Ascension St. Vincent's	5,052	Healthcare & Biomedical
Clay County School System	4,963	Government
St. Johns County School District	4,046	Government
Citi	4,000	Financial Services
JPMorgan Chase	3,900	Financial Services
U.S. Postal Service	3,800	Government
Jacksonville Sheriff's Office	3,300	Government
University of North Florida	3,000	Government
Florida State College at Jacksonville	3,000	Government

Source: JAXUSA

1K. OCCUPATIONS

The three largest occupational groups in Northeast Florida are Customer Service Representatives, Laborers and Freight, Stock and Material Movers, and Retail Salespersons. Customer Service Representatives moved from number two on the list in 2019 to number one on the list in 2021. Of the 10 largest occupations listed below, five are directly tied to our targeted industries (Logistics and Healthcare), and two of the occupations can be classified as High Skill/High Wage (Registered Nurses and General and Operations Managers.) The Secretaries and Administrative Assistants occupation no longer appears on the top 10 occupations for the region. New on the list of top 10 occupations is Home Health and Personal Care Aides. Customer Service Representatives, Office Clerks, and General and Operations Managers are occupations in all our key industries.

TABLE 21 – LARGEST OCCUPATIONS 2021-29 ESTIMATES

Occupation	2021 Jobs	2029 Jobs	Change in Jobs (2021-2029)	% Change	2020 Median Hourly Earnings
Customer Service Representatives	27,831	30,804	2,973	10.7	\$17.20
Laborers and Freight, Stock, and Material Movers, Hand	21,505	23,000	1,495	7.0	\$13.83
Retail Salespersons	20,819	23,020	2,201	10.6	\$11.83
Fast Food and Counter Workers	18,096	20,773	2,677	14.8	\$9.61
Office Clerks, General	16,462	18,230	1,768	10.7	\$15.24
Registered Nurses	16,108	17,881	1,773	11.0	\$30.97
Waiters and Waitresses	13,961	16,309	2,348	16.8	\$9.63
General and Operations Managers	12,299	13,913	1,614	13.1	\$41.71
Cooks, Restaurant	7,735	9,036	1,301	16.8	\$12.33
Home Health and Personal Care Aides	5,955	7,476	1,521	25.5	\$11.69

Source: Florida Department of Economic Opportunity Labor Market Information

The chart below represents the highest paying occupations in our region. Eleven of the top twenty highest-paying occupations are in the healthcare targeted sector. In 2017, Chief Executive was at the top of the list and in 2020 is no longer in the top ten. Dentists, Podiatrists, Air Traffic Controllers, Air Traffic Controllers, Nurse Anesthetists, Architectural and Engineering Managers, Financial Mangers, Computer and Information Systems Managers, and Pharmacists are also no longer in the top ten. This means nine of the ten top occupations below are new to the list. Of the occupations listed below, all but two are looking at growth over the next 10 years.

TABLE 22 – HIGHEST PAYING OCCUPATIONS

Description	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	Avg. Hourly Earnings	Median Hourly Earnings
General Internal Medicine Physicians	118	168	51	43%	\$138.31	\$131.94
Judges, Magistrate Judges, and Magistrates	164	156	-9	-5%	\$85.40	\$111.12
Physicians, All Other; and Ophthalmologists, Except Pediatric	2,861	3,401	540	19%	\$120.35	\$108.74
Airline Pilots, Copilots, and Flight Engineers	409	437	28	7%	\$118.06	\$107.81
Psychiatrists	82	108	26	31%	\$112.74	\$107.11
Surgeons, Except Ophthalmologists	257	301	44	17%	\$122.56	\$103.69
Anesthesiologists	209	255	46	22%	\$116.76	\$101.69
Obstetricians and Gynecologists	179	200	21	12%	\$120.55	\$100.89
Chief Executives	1,299	1,285	-14	-1%	\$94.49	\$94.02
Family Medicine Physicians	963	1,142	179	19%	\$97.99	\$86.84
Petroleum Engineers	39	49	10	25%	\$76.06	\$84.53
Oral and Maxillofacial Surgeons	64	77	13	21%	\$99.17	\$82.79
Orthodontists	34	43	9	27%	\$91.10	\$82.47
Dentists, General	477	613	136	29%	\$73.24	\$81.52
Nurse Anesthetists	314	394	80	26%	\$81.42	\$76.35
Dentists, All Other Specialists	52	58	6	11%	\$66.14	\$74.72

Description	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	Avg. Hourly Earnings	Median Hourly Earnings
Nuclear Engineers	20	22	2	9%	\$69.45	\$68.52
Air Traffic Controllers	479	490	11	2%	\$64.07	\$67.52
Architectural and Engineering Managers	589	687	98	17%	\$63.77	\$62.63
Advertising and Promotions Managers	46	56	10	22%	\$67.86	\$60.80

Source: Lightcast

FASTEST GROWING OCCUPATIONS

For this data, we looked at the top 100 occupations by total employment. From those occupations, we looked at those that had the largest annual percentage growth over the past five years.

In 2021, several of the fastest growing occupations include our targeted industry sectors of Transportation and Warehousing and Healthcare. The occupation with the greatest change is Industrial Truck and Tractor Operators, followed by Laborers and Freight, Stock and Material Movers, both occupations being in the Transportation and Warehousing Industry. The list below has changed in the last two years and now is comprised of primarily Transportation and Warehousing Industry Occupations. This is no surprise as this industry has seen significant growth due to the pandemic.

TABLE 23A – FASTEST GROWING OCCUPATIONS

Occupation	Employment 2021	Mean Annual Wages	Annual % Change	Total Demand
Industrial Truck and Tractor Operators	4,216	\$40,300	10.5%	545
Laborers and Freight, Stock, and Material Movers, Hand	17,087	\$31,200	7.8%	2,691
Market Research Analysts and Marketing Specialists	3,598	\$60,900	7.7%	499
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	3,377	\$58,000	7.1%	430
Software Developers and Software Quality Assurance Analysts and Testers	7,552	\$94,900	6.6%	827
Light Truck Drivers	6,760	\$39,000	6.1%	930
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,691	\$49,200	5.6%	307
Stockers and Order Fillers	13,410	\$30,800	5.5%	2,400
Project Management Specialists and Business Operations Specialists, All Other	9,542	\$69,600	5.5%	880
Human Resources Specialists	3,275	\$58,800	5.5%	392

Source: JobsEQ

Below we looked at the top 100 occupations by total employment and identified those who are predicted to have the highest growth over the next five years.

Cooks, Restaurants, with an existing workforce of over 7,600 employees, will grow at the rate of 5.0% over the next five years, adding over 2,100 jobs. Although this occupation is not a high wage occupation (\$27,000 per year), it provides an entry point into in-demand industries for workers with only a high school education. Personal Care Aides and Home Health Aides, also on the list while also not high skill/high wage, may also lead to opportunities to work for companies who will invest in education and training, allowing these workers to move up into higher skill and higher wage occupations. Over the next five years, Home Health Aides will grow by over 400 jobs and Personal Care Aides will grow by over 1,200 jobs.

The data below shows significant growth and a significant future need in the services industry, including Cooks, Bartenders, Dining Room and Cafeteria Attendants and Bartender Helpers, Hosts and Hostesses, and First-Line Supervisors of Food Preparation and Serving Workers.

TABLE 23B – FASTEST GROWING OCCUPATIONS

SOC	Occupation	5-Year Forecast	
		Total Demand	Ann % Growth
35-2014	Cooks, Restaurant	2,107	5.0%
11-9111	Medical and Health Services Managers	457	3.8%
35-3011	Bartenders	601	3.8%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	440	3.5%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	568	3.4%
31-1122	Personal Care Aides	1,228	3.3%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	381	3.3%
31-1121	Home Health Aides	417	3.3%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	959	3.2%
13-1161	Market Research Analysts and Marketing Specialists	585	3.1%

Source: JobsEQ

OCCUPATION LOCATION QUOTIENT

Location quotient is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique.” Industries that account for a larger than average “share” of total jobs have a Location Quotient over 1.0. The chart below represents the 10 highest Occupation Location Quotients for our region.

The chart below shows our highest Occupation Location Quotients, most of which are in the transportation industry. But simply having the highest Location Quotient in the past has not necessarily meant the occupations are experiencing growth employment. Having said that, of the top ten below, all but one occupation (Locksmiths and Safe Repairs) is projected to have a higher than 7% growth rate over the next five years. The Locksmith and Safe Repair occupation is expecting a 4.7% growth rate over the next five years. The highest projected growth rate is Security and Fire Alarm System Installers at 14.8%.

TABLE 24 – HIGHEST OCCUPATIONS LOCATION QUOTIENTS

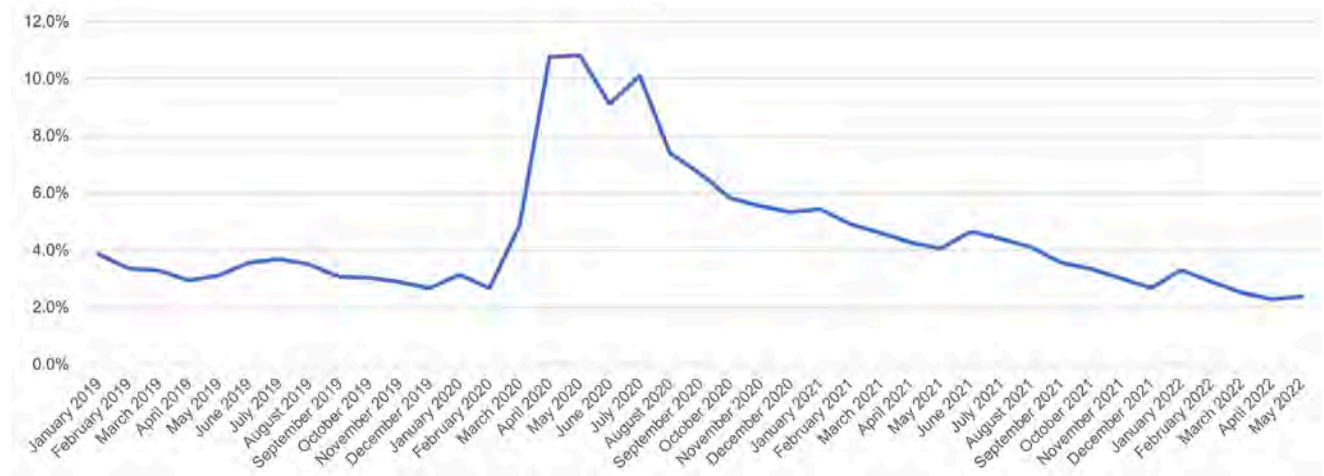
Occupation	LQ	Employment
Captains, Mates, and Pilots of Water Vessels	3.44	500
Locksmiths and Safe Repairers	3.32	314
Locomotive Engineers	3.46	497
Motorboat Operators	3.83	49
Passenger Attendants	3.74	472
Railroad Brake, Signal, and Switch Operators and Locomotive Firers	2.97	154
Railroad Conductors and Yardmasters	2.92	527
Sailors and Marine Oilers	3.12	425
Security and Fire Alarm Systems Installers	2.40	894
Ship Engineers	5.95	227

Source: JobsEQ

1L. OPPORTUNITIES AND CHALLENGES IN THE LABOR MARKET

According to Department of Economic Opportunity Labor Market Information, the unemployment rate in the CareerSource NEFL region (Baker, Clay, Duval, Nassau, Putnam, and St. Johns counties) was 2.9% in June 2022. This rate is very close to what we saw two and a half years ago when collecting data for the last 4-year plan. At that time, the unemployment rate was 2.7%. Looking at where we were then and where we are now does not tell the entire story.

TABLE 25 – UNEMPLOYMENT RATE



Source: JobsEQ 2021

The region's June 2022 unemployment rate was 0.1 percentage point lower than the state rate of 2.9%. The labor force was 865,507, up 36,915 (+4.5%) over the year. There were 25,695 unemployed residents in the region.

St. Johns County had the lowest unemployment rate (2.3%) in the CareerSource NEFL region followed by Nassau County (2.5%), Clay County (2.7%), Baker County (2.8%), Duval County (3.2%), and Putnam County (4.4%).

The Northeast Florida region is still experiencing strong growth in many sectors. Highlights include:

- In June 2022 non-agricultural employment in the Jacksonville MSA was 763,100, an increase of 37,600 jobs (+5.2%) over the year.
- The professional and business services (+14.0%) and mining, logging, and construction (+4.4%) industries grew faster in the metro area than statewide over the year.
- The Jacksonville MSA had the fastest annual job growth rate compared to all the metro areas in the state in the professional and business services industry (+14.0%).
- The Jacksonville MSA had the second highest annual job growth compared to all the metro areas in the state in mining, logging, and construction (+2,100 jobs), and professional and business services (+16,000 jobs) industries in June 2022.

The industries gaining in jobs over the year were professional and business services (+16,000 jobs); leisure and hospitality (+8,200 jobs); trade, transportation, and utilities (+5,100 jobs); education and health services (+2,700 jobs); financial activities (+2,400 jobs); mining, logging, and construction (+2100 jobs); manufacturing (+900 jobs); information (+400 jobs); and other services (+200 jobs). The government (-400 jobs) industry lost jobs over the year.

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

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

The labor market sectors, and the changes experienced over recent years, also present the region with many unique opportunities and challenges.

Opportunities in the labor market sectors are:

- We are still promoting Finance and Insurance, Wholesale Transportation and Warehouse, Healthcare and Social Assistance, and the Manufacturing Industries. These industries offer higher wages and solid career paths. Manufacturing is an industry to watch with concern about the coming wave of Baby Boomer and Gen X retirements. Data indicates that the average age of the manufacturing workforce is 44.1 years (2020 BLS data.) The industry is very interested in creating a pipeline of younger workers.
- Some of our largest and fastest growing occupations are directly tied to our targeted industries including Healthcare and Logistics. Of the highest paying occupations, almost all are in the Service Sector and are directly tied to our Healthcare Targeted Industry.

Challenges in the Region's labor market sectors include:

- Virtually every industry is experiencing challenges finding and retaining a qualified workforce. Economic development prospects over the last twelve months have expressed strong reservations about Northeast Florida's capacity to provide workers for large projects.

- Trade issues are causing uncertainty in the manufacturing and trade industries. Tariffs are causing rising prices for components and raw materials and may soon affect consumer spending if prices increase. Threatened tariffs on international foods and wines will have ripple effects in hospitality, food services, and other industries related to leisure.
- In addition to trade talks, there is uncertainty around immigration issues, including H1B visas and guest worker programs. The very low end (agriculture) and the very high end (IT) of our labor force will be impacted by any new constraints on immigration.
- Healthcare employers feel upward wage pressure to obtain and retain the needed workforce in this occupational group.

2. THE LABOR FORCE – IDENTIFICATION OF EMPLOYMENT NEEDS

The individuals who comprise our region’s workforce are of foremost importance in creating a valuable workforce profile. Through a careful analysis of several demographic characteristics, we can help determine the preparedness of CareerSource NEFL’s labor to meet the current and future needs of the economy.

In this section, we will examine:

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

2A. POPULATION

According to JobsEQ 2020 population data, the CareerSource NEFL area population was just under 1,663,000, a 26,600 increase from 2019. Approximately 60% of our region’s population lives in Duval County which includes Atlantic Beach, Baldwin, Jacksonville, Jacksonville Beach, and Neptune Beach.

According to JAXUSA, the CareerSource NEFL region has a labor force of 856,000 and the second highest concentration of veterans in Florida at 9.4%. The median age of 39 makes the region’s population four years younger than the state average.

Below depicts the diversity of the Northeast Florida region as compared to Florida and the United States. According to this data, we have a significantly higher population of Black or African Americans than both Florida and the United States and a significantly lower population of Hispanic or Latinos (of any race) than both Florida and the United States.

TABLE 1 – POPULATION

Race	CareerSource NEFL - Workforce Region 8	Florida	USA
White	68.1%	71.6%	70.4%
Black or African American	21.1%	15.9%	12.6%
American Indian and Alaska Native	0.2%	0.3%	0.8%
Asian	3.6%	2.8%	5.6%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%
Some Other Race	2.1%	3.3%	5.1%
Two or More Races	4.8%	6.0%	5.2%
Hispanic or Latino (of any race)	9.3%	25.8%	18.2%

Source: JobsEQ

TABLE 2 – POPULATION GROWTH

Location	2010-2021	10 years	Past 12 Months
Baker	1,194	0.4%	1.4%
Clay	27,932	1.5%	1.6%
Duval	132,110	1.5%	0.4%
Nassau	17,679	2.4%	3.5%
Putnam	-1,017	-.1%	1.1%
St Johns	86,877	4.6%	5.6%
Northeast FL	163,802	1.2%	1.6%
Florida	3,156,686	1.7%	1.0%
United States	27,180,615	0.9%	0.1%

Source: U.S. Census Data

According to U.S. Census data, since 2010 the six counties that comprise CareerSource NEFL have ranged from - 0.1% growth (Putnam County) to + 4.6% growth (St. Johns County). The highest local rates of growth over the past twelve months are in the counties of Nassau (3.5%) and St. Johns (5.6%). Note that these counties also have the highest growth rates over the last ten years. Clay and Duval have grown at a 1.5% rate over the past ten years. Clay has continued to grow at a 1.6% rate over the last year while Duval has grown at a much slower rate (.4%). Baker County has shown stronger growth over the past year (1.4%) than the previous ten years (0.4%). Putnam County lost population over the ten years but grew slightly over the past year. Over the last 12 months Northeast Florida has grown at a more rapid rate than Florida or the United States. U.S. News & World Report, August 2022, reported that the Jacksonville Metro is the 14th Fastest Growing Metro to Live.

2B. FUTURE WORKFORCE

A simple forecast of the region's workforce provides us trend information regarding our future workforce in Northeast Florida as well as each county. We utilize this information to drive our services to best meet the needs of the businesses and job seekers.

AGE DISTRIBUTION

By looking at the population's age distribution, we offer additional insight into how the region's workforce will age in the future. The table below depicts regional age distribution by group in 2021. This table shows the number of workers who have left or will be leaving the workforce over the next five to ten years. Nassau, Putnam, and St. Johns counties have the highest populations over the age of 65; these counties will need a relatively greater influx of young workers to support local industry growth. Northeast Florida is closely aligned with the United States; however, as compared to Florida, we have a higher level of individuals that are available for the workforce and a smaller group that may be looking to exit or retire.

TABLE 3 – AGE DISTRIBUTION

	Baker County	Clay County	Duval County	Nassau County	Putnam County	St. Johns County	Career-Source NEFL	Florida	USA
18 to 64 Years	62.4%	60.9%	63.3%	58.1%	55.7%	58.1%	61.5%	59.6%	61.5%
65 to 74 Years	8.6%	9.9%	8.6%	13.7%	13.3%	12.3%	9.9%	11.3%	9.4%

Source: JobsEQ

2C. INDIVIDUALS WITH BARRIERS TO EMPLOYMENT

According to the U.S Census American Community Survey (ACS) data for 2016-2020, 98,954 CareerSource NEFL residents between the ages of 18 – 64 years have self-disclosed that they have a disability (about 10.3% of the population.) This is lower than the U.S. Census American Community Survey (ACS) data for 2012-2016, which indicated that approximately 15% of region 8’s population had a disability.

The poverty level for people with disabilities is significantly higher than those without a disability. Of those below the poverty level, 23.5% are individuals with disabilities. While only 9.3% of the population with incomes at or above the poverty level have a disability.

TABLE 4 – BARRIERS TO EMPLOYMENT

Population Age 20 to 64	General Population	Income below 100 percent of the poverty level	Income at or above the poverty level
Total	937,811	109,230	828,581
Total With a Disability	102,986	23.5%	9.3%
Total In labor force	45,239	20.8%	51.6%
In Armed Forces	324	0.0%	0.4%
Civilian Employed	39,101	12.9%	46.3%
Civilian Unemployed	5,814	7.9%	4.9%
Total Civilian Not in labor force	57,747	79.2%	48.4%
Total Without Disability	834,825	76.5%	90.7%
Total In labor force	688,851	52.7%	85.8%
In Armed Forces	11,969	0.1%	1.8%
Civilian Employed	645,911	78.2%	94.8%
Civilian Unemployed	30,971	21.6%	3.3%
Total Civilian Not in labor force	145,974	47.3%	14.2%

Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year

EDUCATIONAL ATTAINMENTS - INDIVIDUALS WITH DISABILITIES

The next table illustrates educational attainment for populations with and without disabilities. Of the population age twenty years and older, people with disabilities are almost twice as likely to have dropped out before finishing high school (15.45% have less than a high school education, compared to 7.81% of the population without a disability.) People with disabilities are a third as likely to hold a four-year degree (19.30% versus 34.12% of the population without a disability). The data below does not include Baker County due to data not being available.

TABLE 5 – EDUCATIONAL ATTAINMENT

Educational Attainment	General Population	With Disability	Without Disability
	1,075,215	179,188	896,027
Less than high school graduate	9.12%	15.45%	7.81%
High school graduate (includes equivalency)	28.17%	35.52%	26.73%
Some college or associate degree	31.02%	29.75%	31.30%
Bachelor's degree or higher	31.63%	19.30%	34.12%

Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year

LACK OF SKILLS AS A BARRIER TO EMPLOYMENT

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

Skills gaps and job vacancy data, by industry and occupation, can be used to design workforce services (including Individual Training Accounts and wrap-around services) and educational curriculum (soft skills and hard/technical skills targeted by occupation, training program, or major.) **See the section below, Skills Demanded by Northeast Florida Business and Workforce Activities**, which addresses the skills most in demand by businesses in our region.

JAXUSA is in the process of updating this study so that it is relevant to skill needs of today's economy. Further, this study will include a deeper dive into various populations that have barriers to employment. Once that data is released, we will utilize it to inform delivery of our services.

2D. EDUCATIONAL ATTAINMENT

A strong indicator of the quality of an area’s labor force is educational attainment. The most recent county-level data available on educational attainment is from the 2020 United States ACS 5-year Estimates. Using data shows that 20.5% of persons 25 and over in the Region obtained a bachelor’s degree. The same attainment level was 19.3% for Florida and 20.2% for the United States. On another positive note, almost 90.7% of persons in the Region had received a high school degree or higher, compared to 88.5% in the state and the nation. Northeast Florida has room for improvement in post-graduate degrees (10.7%), trailing the state (11.3%) and the United States (12.7%).

TABLE 6 – EDUCATIONAL ATTAINMENT

	Career-Source NEFL	Career-Source NEFL %	Florida	Florida %	United States	United States %
Population 25 years and over	1,115,690		15,255,326		222,836,83	
Less than 9th grade	30,082	2.7%	701,815	4.6%	10,923,030	4.9%
9th to 12th grade, no diploma	73,448	6.6%	1,049,983	6.9%	14,639,650	6.6%
High school graduate (includes equivalency)	317,098	28.4%	4,308,542	28.2%	59,421,419	26.7%
Some college, no degree	236,489	21.2%	3,013,331	19.8%	45,242,162	20.3%
Associates degree	110,219	9.9%	1,521,709	10.0%	19,254,254	8.6%
Bachelor's degree	229,131	20.5%	2,938,593	19.3%	45,034,610	20.2%
Graduate or professional degree	119,223	10.7%	1,721,353	11.3%	28,321,709	12.7%

Source: 2020 ACS 5-Year Estimates Subject Tables

EDUCATIONAL ATTAINMENT

The region is closely aligned to the education attainment rate within Florida and the United States regarding citizens who attain a high school diploma (27.7%), associate degree (10.6%), or bachelor’s degree (21.3%). Our region is lower in postgraduate degree attainment at 10.1%, compared to 10.7% for Florida and 12.7% nationally.

As seen in the table below, St. Johns County has the highest educational attainment in Northeast Florida, with 44.1% of the population having a bachelor’s degree or above. Clay, Duval, and Nassau Counties are competitive, at 26.2%, 31.3% and 28.3% respectively.

Baker County, with 15.1% of the population having a bachelor’s degree or higher, and Putnam County, with 11.6%, trail the other counties in Educational Attainment. This statistic will make it harder to attract companies with high skill, high-paying jobs to those counties and increase the risk of skilled workers relocating to other counties to find employment.

TABLE 7 – EDUCATIONAL ATTAINMENT, AGE 25-64

Educational Attainment	Baker County	Clay County	Duval County	Nassau County	Putnam County	St. Johns County	Career-Source NEFL	Florida	USA
No High School Diploma	15.5%	8.0%	9.2%	7.0%	17.8%	4.8%	8.7%	10.5%	10.5%
High School Graduate	39.4%	27.8%	27.4%	34.2%	42.9%	20.8%	27.7%	27.5%	25.4%
Some College, No degree	21.1%	25.1%	21.7%	21.1%	19.0%	19.1%	21.6%	19.8%	20.5%
Associate Degree	8.8%	13.0%	10.4%	9.5%	8.7%	10.2%	10.6%	11.1%	9.3%
Bachelor's Degree	10.8%	18.4%	21.5%	18.4%	8.6%	29.1%	21.3%	20.4%	21.6%
Postgraduate Degree	4.3%	7.8%	9.8%	9.9%	3.0%	16.0%	10.1%	10.7%	12.7%

Source: JobsEQ 2020

HIGH SCHOOL DROPOUT RATE

The High School Dropout Rate, shown in the table below, is another key indicator concerning education levels. The trend in Northeast Florida is mostly positive, with slight variations over the past five years. Nassau County has the lowest dropout rate in the region at 0.7%, followed closely by St. Johns and Clay Counties at 2.1%. Duval’s rate in 2020-2021 was 2.5%.

Putnam County has made remarkable progress over the past five years, going from a dropout rate of over 7.1% in 2016-17 to a rate of 3.8% in 2020-21. Baker County had been making good progress until the 2020-21 school year. This increase may have been caused by the Covid-19 Pandemic.

TABLE 8 - HIGH SCHOOL DROP OUT RATE

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Baker	9.6%	2.9%	3.7%	3.2%	4.5%	3.9%	2.4%	2.0%	7.9%
Clay	2.9%	3.6%	3.6%	3.4%	2.8%	3.4%	3.0%	2.1%	2.1%
Duval	5.7%	5.3%	5.1%	4.5%	5.3%	4.5%	3.0%	3.7%	2.5%
Nassau	0.7%	0.7%	1.2%	1.6%	0.9%	1.6%	0.5%	1.6%	0.7%
Putnam	14.2%	14.3%	13.9%	11.1%	7.1%	5.8%	5.2%	5.3%	3.8%
St Johns	3.6%	3.0%	2.6%	2.0%	2.9%	2.2%	1.8%	2.1%	2.1%

Source: Lightcast

2E. MILITARY SERVICE

An additional, yet often overlooked, indicator of a workforce’s quality is the percentage of the population having served in the military. Individuals with military service often possess additional training and skills that are highly marketable. According to the 2019: ACS 1-Year Estimates Selected Population Profiles there are approximately 138,282 people in the Northeast Florida population who have served in the armed forces. This represents 11.6% of the area’s total population. The State and National averages are 8.2% and 6.9% respectively.

While this is a relatively small percentage of the population, it indicates that the region’s businesses have an additional highly trained resource to draw upon when searching for potential employees. Furthermore, military spouses are a valuable addition to the labor force.

2F. POVERTY RATES

Area poverty rates can serve as an indicator of various social problems negatively affecting the workforce’s quality and performance. For instance, teenage mothers, single parents, and persons with low levels of education are all at greater risk of falling into poverty. Individuals in poverty face immense obstacles as they seek to contribute positively to the labor force. Poverty creates challenges with transportation, access to healthcare and mental health treatment, and other issues. According to 2016-2020 Census data, the poverty rate for Northeast Florida has declined to 12.8% (from 13.9% in 2015-2019), lower than the Florida rate of 13.3% and equal to the U.S. rate of 12.8%.

The rural county of Putnam has poverty rates significantly above the regional average at 22.4%. For those in poverty under age 18, the number is much higher at 33.9%. This higher-than-average poverty rate presents an additional obstacle for residents of the county if they are to be valuable participants in the region's labor force. As expected, the poverty rates in the suburban counties of Clay, Nassau, and St. Johns are lower than the regional average. St. Johns County has the lowest poverty level for those under age 18 at 8.2%.

The table below shows the total percentage of the population in poverty as well as those under the age of 18 living in poverty.

TABLE 9 – POVERTY RATES

Those in Poverty	Baker County	Clay County	Duval County	Nassau County	Putnam County	St Johns County
Total Population in Poverty	10.7%	9.5%	14.5%	9.8%	22.4%	7.7%
Underage 18	13.6%	13.9%	20.9%	12.6%	33.9%	8.2%

Source: 2020 ACS 5-Year Estimates Subject Tables

2G. OPPORTUNITIES AND CHALLENGES IN THE NORTHEAST FLORIDA LABOR FORCE

To understand the employment needs of our in-demand industry sectors and occupations we must continually monitor advantages and opportunities to help ensure the long-term economic health of the region.

Advantages and opportunities in the Northeast Florida labor force are as follows:

- The region is relatively young with a median age of 39. This means our current workforce has additional years to add to the workforce and may also add workers to the labor force in the future.
- Regional efforts to decrease the high school dropout rate and increase educational attainment rates have made significant progress. Putnam County's high school dropout rate has decreased from over 7.5% to about 3.8% over the past five years. This also presents an opportunity for CareerSource NEFL to work with in-school youth so that students understand career opportunities in Northeast Florida prior to graduation.
- The percentage of Northeast Florida residents with associates degrees, bachelor's degrees, and graduate or professional degrees is now comparable to the Florida and U.S. rates.

- The American Community Survey (ACS) estimates for 2020 indicate that approximately 11% of the regional population has a disability and 38% (up from 25% in the 2019 ACS survey) of people in our region with disabilities are employed. If we can continue to assist this population gain employment, we will make great strides in reducing poverty and helping local businesses grow their labor force.
- Due to the high percentage of residents with military service, the region has an additional supply of individuals who have acquired training and marketable labor skills.
- Comparatively, fewer people are in poverty in Northeast Florida than in the state of Florida.

The challenges facing the workforce need to be acknowledged and addressed before true advancements can be made.

The major challenges currently facing the region are:

- Through aging and domestic migration, people of retirement age are moving into the region, especially in Putnam and St. Johns Counties. This trend can strain the region's labor supply and its resources.
- Although the region's total poverty rate has been dropping, 22.4% of Putnam County residents live in poverty and one-third (33.9%) of those under age 18 live in poverty. This is an area where we and our partners should focus resources to ensure those that are able to work are given the training and resources to be successful. We must also work closely with area schools to ensure in-school youth understand the career opportunities in our region.

3. A LABOR MARKET SUPPORTED BY A STRONG ECONOMY

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

- a. Total Employment
- b. Labor Force Participation Rates
- c. Unemployment Rates
- d. Real Per Capita Income
- e. Average Wages

- f. Median Income of Migrants
- g. Sources of Income
- h. Commuting Patterns
- i. Opportunities and Challenges

3A. TOTAL EMPLOYMENT

Since 2019, our regional labor force has grown by 5.15%, higher than Florida’s growth of 3.18% and significantly higher than the U.S rate of - 0.64%. St. Johns, Nassau, and Clay counties have seen strong working age population growth between 2019 and 2022, with St. John’s working age population increasing by 9.26%, Putnam increasing by 6.69%, and Nassau County’s increasing by 5.94%. Baker, Clay, and Duval Counties were all above 4%. Even though we are growing at a higher pace than the national average, we continue to see a labor shortage as compared to employment growth.

TABLE 1 – TOTAL EMPLOYMENT

Region	Historical Labor Force 2019	Labor Force 2022	Percentage Change
Baker County, FL	12,091	12,581	4.05%
Clay County, FL	107,901	112,308	4.08%
Duval County, FL	490,256	510,441	4.12%
Nassau County, FL	42,009	44,503	5.94%
Putnam County, FL	26,041	27,784	6.69%
St. Johns County, FL	136,038	148,631	9.26%
CareerSource NEFL	814,336	856,248	5.15%
Florida	10,299,016	10,626,660	3.18%
United States	165,212,890	164,157,172	-0.64%

Source: Lightcast

3B. LABOR FORCE PARTICIPATION RATES

The labor force participation rate (LFPR) indicates the percentage of the total working age population (18 to 69 years old) that is employed or unemployed and currently seeking a job. The LFPR reflects not only the percentage of people who are working, but also the percentage of those who are willing to work. While the LFPR can reflect changing attitudes towards work in our culture, it can also indicate the availability of workers. A region with a high LFPR and a low unemployment rate will have fewer people who are willing and able to work than a region with a low LFPR and a high unemployment rate. As unemployment rates drop and wages rise, we see trends develop that affect the labor force participation rate. For example, more parents of young children may decide to stay home and/or spouses may elect not to work if the family can get by on one income.

In 2005, the LFPR in the region was 78%, above the rates for Florida (61.4%), and the United States (65.9%). Today, our regional LFPR is 63.5%. Florida's LFPR is 58.6% and the United States LFPR is 62.2%. Many of those who drop out of the labor force have not returned since Covid-19 impacted certain sectors of employment.

Each county in our region exceeds the state rate and the national rate with the exception of Putnam (45.7%), Nassau (56.6%) and Baker counties (60.4%), our rural counties. Rural residents have less access to transportation to commute to hubs with strong employment, have less access to healthcare and mental health services, and are more likely to live in poverty. These issues must be resolved so we can bring all residents into our thriving regional economy.

Putnam County's low LFPR is another indicator that we must focus resources to ensure residents in that county have access to the career paths available in the region.

TABLE 2 – LABOR FORCE PARTICIPATION 2022

Region	Labor Force (May 2022)	Participation Rate (May 2022)
Baker County, FL	12,581	60.40%
Clay County, FL	112,308	62.80%
Duval County, FL	510,441	67.00%
Nassau County, FL	44,503	56.60%
Putnam County, FL	27,784	45.70%
St. Johns County, FL	148,631	60.00%
CareerSource NEFL	856,248	63.50%
Florida	10,626,660	58.60%
United States	164,157,172	62.20%

Source: Lightcast

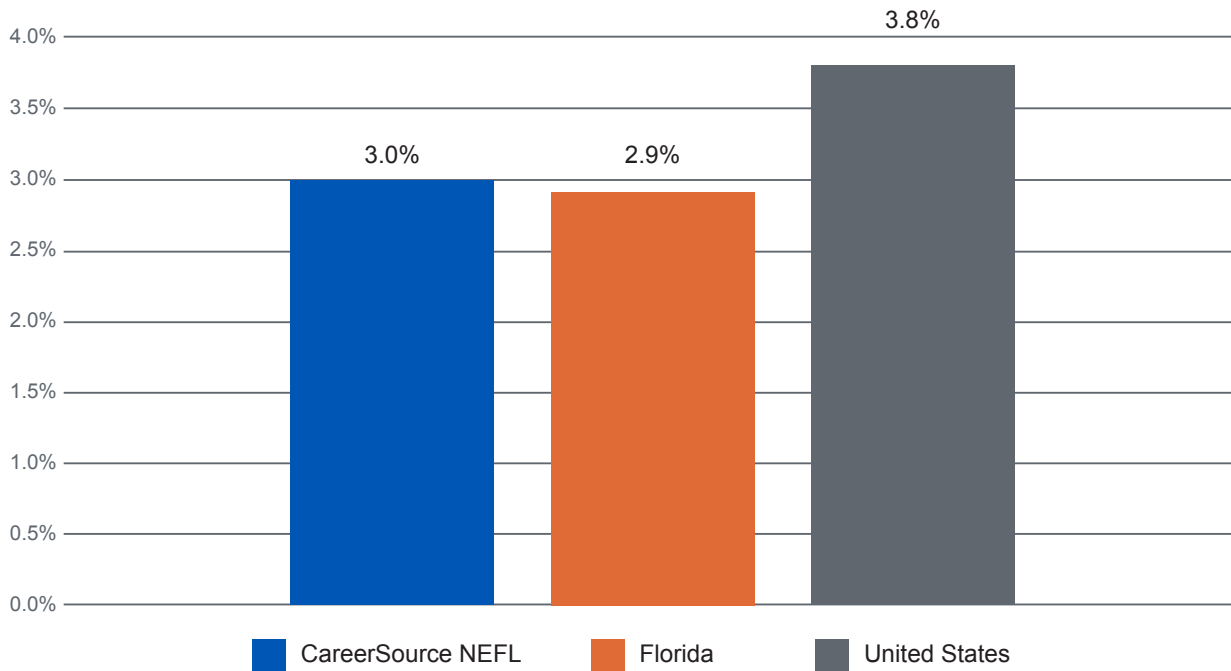
3C. UNEMPLOYMENT RATES

Unemployment rates are often cited as indicators for the health of an area’s labor market. By any measure, the Region’s unemployment rate is extremely low, far below what many economists consider to be “full employment.” The Northeast Florida unemployment rate for June 2022 was 3.0%, down from 4.7% in 2019, above Florida’s at 2.9% and below the United States at 3.4%.

Although very low unemployment rates are an indicator that the region’s residents are finding work, which is generally good news, the data can be concerning for regional businesses. Very low unemployment means that businesses have a smaller labor pool to recruit from. The Region’s businesses are finding it difficult to find employees as shown by the number of job-opening advertisements and in some cases signs in business windows with now hiring and offering higher than minimum wages. This coincides with rising prices for goods and services with food and fuel topping the list.

A low unemployment rate can also be a concern for companies considering locating or expanding in the region as there may be concerns of needing to compete for talent in such a competitive environment.

TABLE 3 – UNEMPLOYMENT RATE COMPARISON - JUNE 2022

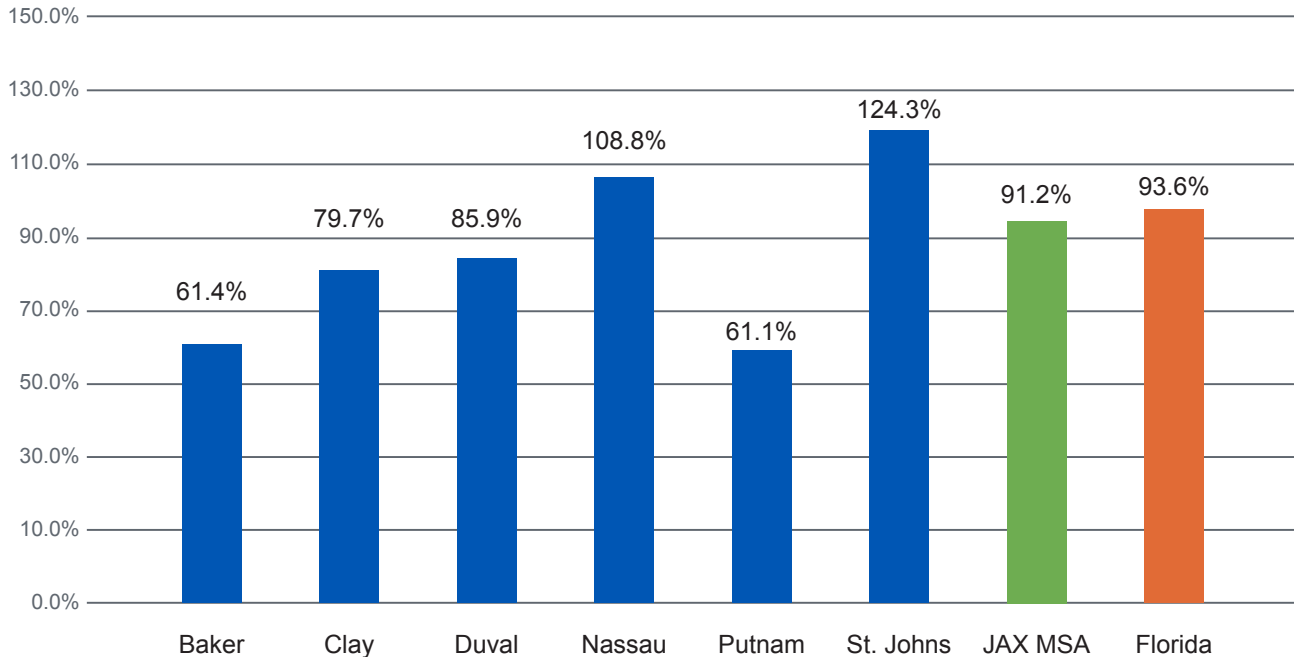


Source: Florida Department of Economic Opportunity

3D. REAL PER CAPITA INCOME

In 2020, the Jacksonville MSA (6 counties) Real Per Capita Income (RPCI) was \$54,280, showing a healthy growth of 9.1%, up from \$49,754 in 2018. The State RPCI was \$55,675 in 2020 and \$50,070 in 2018, so the regional position remains relatively unchanged. The United States RPCI was \$59,510 in 2020 and \$54,446 in 2018. The region's RCPI ranked 123rd in the United States. Nassau and St. Johns counties continue to exceed the National RCPI for 2020.

TABLE 4 – REAL PER CAPITA PERSONAL INCOME AS PERCENTAGE OF NATIONAL AVERAGE: 2020

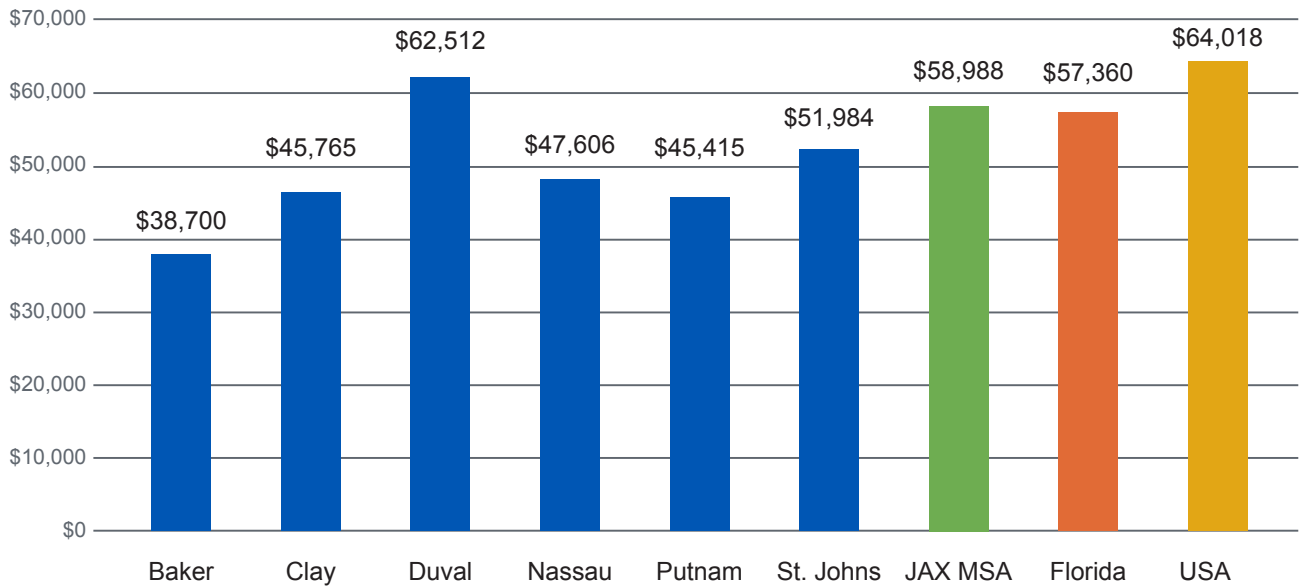


Source: U.S. Bureau of Economic Analysis

3E. AVERAGE WAGES

Like RPCI, looking at average wages offers insight into the level of wealth in the region. However, where RPCI looks at income by person, the average wage looks at income by employment as covered by unemployment insurance. For privacy reasons, this data does not disclose wages in sectors with fewer than three establishments in the county. Because of this different approach, we find different results between comparison areas. The Jacksonville MSA (6 counties) 2020 average wage, \$58,988, shows growth over the 2018 average wage of \$53,906. The MSA average wage was above Florida's \$57,360 but below the national average of \$64,018. Its relative position to state and national averages remains unchanged from our 2016 comparison.

TABLE 5 – AVERAGE WAGE COMPARISON 2020



Source: U.S. Bureau of Economic Analysis

3F. AVERAGE INCOME OF MIGRANTS

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

Looking back at incomes from 2017-2018, we find that Baker County migrants moving to a county inside Florida have seen a slight reduction in income. However, migrants moving into the county from outside Florida have seen an increase. Migrants moving into Nassau and St Johns counties from outside Florida show an increase of 61.8% for Nassau County and 22% for St Johns County. The other Northeast Florida counties show small increases across all categories except those previously identified except for migrants moving to another state from Putnam County.

TABLE 6 – AVERAGE INCOME OF MIGRANTS TO AND FROM THE FIRST COAST 2019-2020

	Inside Florida		Outside Florida	
	In-Migrants	Out-Migrants	In-Migrants	Out-Migrants
Baker	\$45,345	\$43,348	\$49,982	\$45,541
Clay	\$51,150	\$56,671	\$72,839	\$65,512
Duval	\$56,229	\$64,971	\$62,128	\$62,644
Nassau	\$77,243	\$62,295	\$198,424	\$76,194
Putnam	\$45,991	\$44,359	\$47,716	\$37,567
St Johns	\$96,228	\$79,876	\$142,097	\$94,592

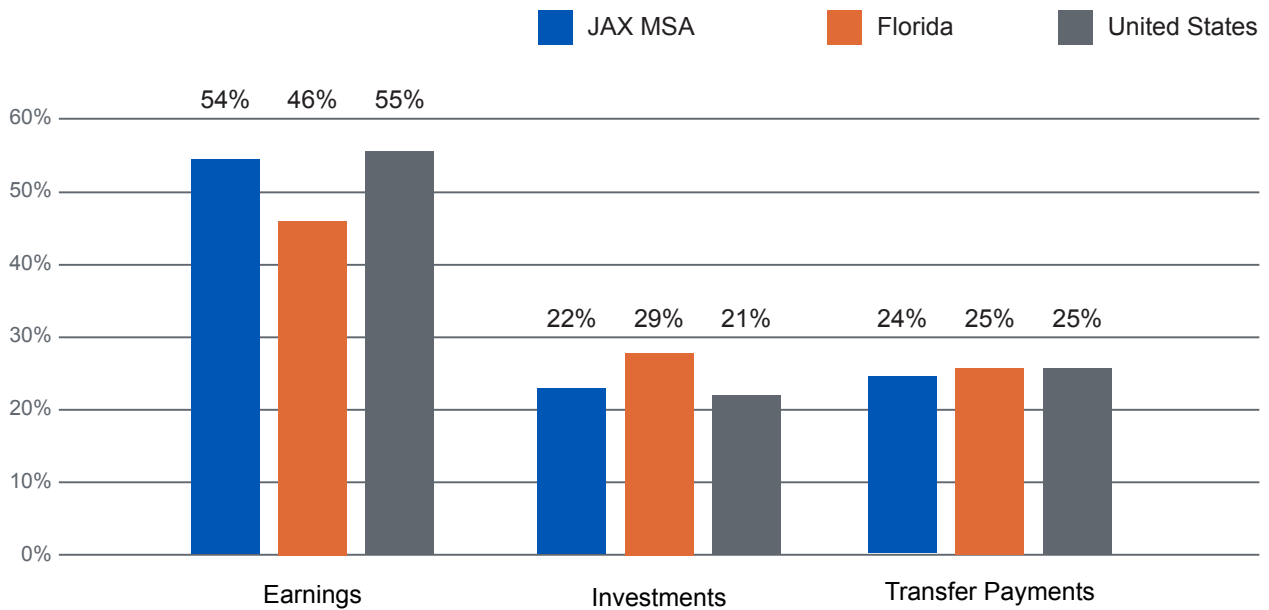
Source: Internal Revenue Service, Statistics of Income

3G. SOURCES OF INCOME

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

Comparing the region against Florida and the United States (see chart below), we see relatively low levels of investments as sources of income. Transfer payments accounted for 24% of the region’s income, up from 17% in our 2018 data, 1% lower than Florida’s rate of 25% and the United States’ rate of 25%. Northeast Florida residents rely on income at 54%, compared to Florida’s 46% and the United States’ rate of 55%. Investments have increased for the region by 2% compared to Florida’s reduction of 7% and the United States’ reduction of 9% from 2018 to 2020.

TABLE 7 - SOURCES OF INCOME 2020



Source: Bureau of Economic Analysis

3H. COMMUTING PATTERNS

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

Across our region in 2021, a significant number of the Northeast Florida population worked in their county of residence (71.3%). Duval County had the greatest percentage working in county at 86.4%. Nassau County has the most residents working outside Florida at 3.2%; this may be attributed to the county’s location on the Georgia border with the Kings Bay Submarine Base located in Camden County, Georgia.

Clay, Nassau, and Putnam counties see more residents commuting out of county than work in county. Putnam County residents commute out of county at a rate of 70.5% as Putnam County is surrounded by counties with greater employment opportunities.

TABLE 8 – COMMUTERS

	Baker	Clay	Duval	Nassau	Putnam	St Johns	CSNEFL
In County	52.2%	44.2%	86.4%	48.3%	29.4%	57.3%	71.3%
Florida Counties	47.0%	55.7%	12.9%	48.6%	70.5%	42.6%	28.1%
Outside Florida	0.8%	0.1%	0.7%	3.2%	0.05%	0.1%	0.6%

Source: Internal Revenue Service

3I. OPPORTUNITIES AND CHALLENGES IN THE LABOR MARKET

The economy in Northeast Florida has been steadily growing since 2010. When the pandemic occurred, and for a short period of time after, everything slowed down. However, Northeast Florida and most of the state recovered much faster than other parts of the United States. As a result, we are seeing population growth along with many employment opportunities for our citizens.

- Overall, we are seeing an increase in the population and labor force that is migrating to the Northeast Florida region which aids our region in meeting the labor needs of a growing economy. Further, the average age of the workforce is younger than that of the state which indicates that the workforce will be able to work for more years.
- The median income of in-migrants from outside Florida is higher than the median income of out-migrants in 5 of 6 counties in the region. Duval county is the only one lower by .08%. The healthy economy is generally attracting wealthier people who will earn and spend their incomes in the region.
- We are seeing an increase in the labor force participation rate across all counties. St Johns County has a significant increase at 9.26%.

The Regional Labor Market also presents several challenges:

- Local businesses are having trouble finding and retaining qualified workers. The competition for talent is becoming fierce. This puts small businesses at a disadvantage, since they struggle to compete with larger companies that offer better benefits and higher starting salaries.

- Each county in our region exceeds the state and national labor force participation rate, with the exception of rural Putnam (45.7%), Nassau (56.6%), and Baker counties (60.4%). Rural residents have less access to transportation to commute to hubs with strong employment, have less access to healthcare and mental health services, and are more likely to live in poverty. These issues must be resolved so we can bring all residents into our thriving regional economy.
- Transportation is a barrier for many workers to get to where high paying jobs are located. Without a stronger public transportation system, residents will be restricted to jobs within their neighborhoods. This means that residents of economically challenged communities will have trouble moving into better paying jobs in other parts of town.
- The migration of wealthy people to suburban counties in the region has led to greater demand for lesser-skilled low-paying jobs to service these new residents (personal services, fast food, and landscaping, for example.) However, those individuals who are willing to work in these lesser-skilled jobs are priced out of living in these increasingly wealthy areas, making transportation a barrier to employment. Getting people to these opportunities will become progressively more difficult, and the cost of gas for the commute will cut into the higher hourly pay they may earn in these jobs.
- There are additional issues currently facing our workforce. Inflation is at an historic high, demonstrated by higher fuel prices, higher costs of housing, and food. Potential employees are seeing the increase in hourly wages being eliminated by inflation. Employers are finding higher costs in doing business and are passing costs along to customers.

4. SKILLS DEMANDED BY BUSINESS AND WORKFORCE ACTIVITIES

Each indicator we have previously discussed provides valuable insight into the people and businesses that work and operate in the region. The population of the region is changing in many ways. It is becoming more ethnically and racially diverse. Although people do retire to the region, the population is still relatively young and will provide additional workers for the future labor force.

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

Our regional educational attainment rate is steadily improving. At 31.2%, we now exceed Florida's rate of 30.6% for those with a bachelor's degree or higher. This progress can be credited in part to the efforts of a local initiative called Earn Up. Led by JAXUSA, the Jacksonville Regional Chamber, Earn Up is a result of six months of collaboration and work by leaders of the region's private colleges and public universities, K-12 school districts, local governments, business communities, and nonprofit organizations. The goal of Earn Up is that 60% of the adults living in Northeast Florida will have an in-demand market certification or college degree by 2030.

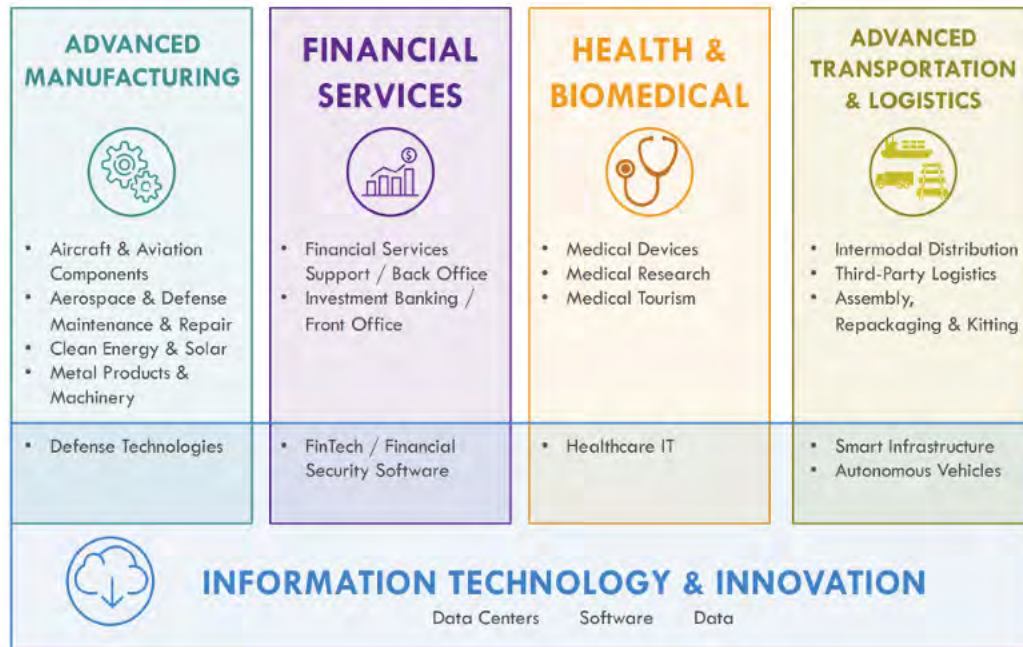
As we have seen, Northeast Florida has a richly diverse economy that has performed better than the U.S. average for many years, only dropping to the U.S. level during the recession.

The diverse employment base is enviable; however, it also means that our mission to develop the workforce is challenging as the emerging industry ecosystems widely differ in their infrastructure and talent needs:

- Advanced transportation, including aviation, clean fuels (including taking a lead role in Liquid Natural Gas fuel for shipping), rail and port logistics, power storage, propulsion systems, tracking devices and security systems, distribution centers, and supply chain management and IT.
- Financial services, making Northeast Florida one of the country's most prominent locations for financial services support, data centers, insurance, financial software, trade financing and wholesale banking.
- Health and life sciences, ranging from human healthcare and wellness to medical technologies, food safety, agricultural sciences, marine sciences, health insurance, administrative services, complex regulatory compliance, and health Information technology.

Elevate NEFL Target Clusters

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



Source: Elevate NEFL

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

- Lean manufacturing and Six Sigma™ expertise have immediate applications to the Advanced Manufacturing, Aviation and Logistics industries and their niche sub-clusters.
- Regulatory compliance is another unique knowledge base in Northeast Florida. It has strong applications in the Financial Services and Health and Life Sciences industries. This knowledge base gives the region a competitive advantage as regulations tightens in the coming years.
- Military experience and a large exiting pool of military personnel are a strong advantage. The military workforce is well trained in safety, maintenance and is very disciplined. Former military members also have lower incidence of drug use and criminal history. During focus groups conducted for Elevate Northeast Florida, executives from all target industries stated that the military workforce is an important target for their talent pool.

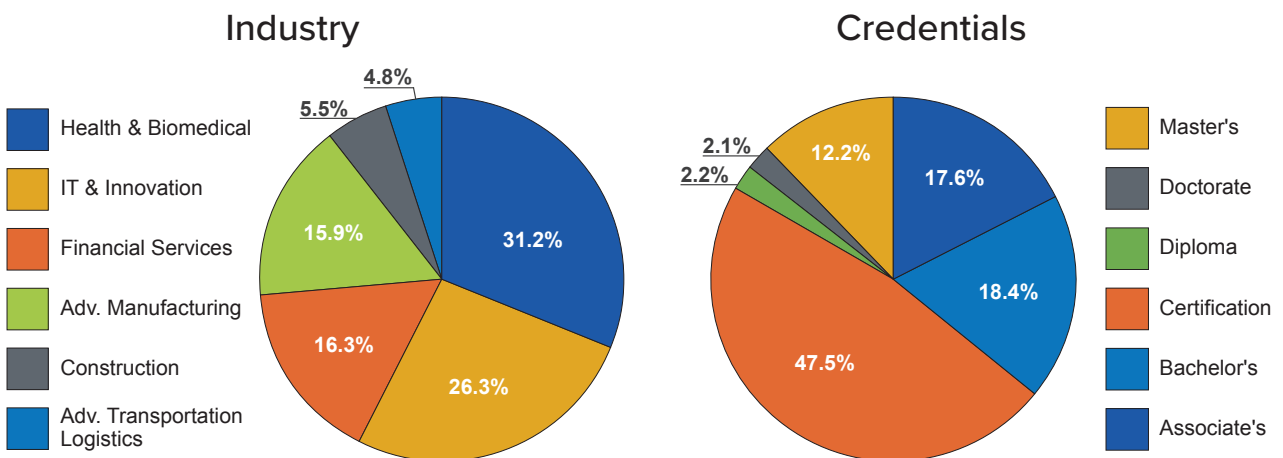
- Information technology capabilities permeate every niche sub-cluster. For that reason, during our Elevate Northeast Florida strategic planning process, we moved IT from a standalone industry cluster to be foundational to the region's other five core targets, especially in Financial Services, Health and Life Sciences and Logistics.

AVAILABLE TRAINING AND CREDENTIALS

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

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

INDUSTRY & CREDENTIAL BREAKDOWN



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

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

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

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

GAP ANALYSIS IN TARGET INDUSTRIES

Severe Shortage

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

Balance

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

Shortage

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

Surplus

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

Source: Elevate NEFL

C. LWDB VISION AND STRATEGIC GOALS

1. VISION AND STRATEGIC GOALS

Over the last two years, we have seen historical changes to the labor force and industry's needs. The pandemic worsened a labor shortage while industry relocated and expanded within the Northeast Florida region at an unprecedented rate. In this environment, CareerSource NEFL is laser-focused on working with employers to find new and innovative ways to recruit, retain and reskill their workforce, while at the same time, providing individuals in the Northeast Florida region, particularly in-school youth, and those with significant barriers to employment, the career information and training to launch them onto a career path into economic self-sufficiency.

CareerSource NEFL continues to embrace the board's vision that Northeast Florida will have a world-class workforce development system that enables our businesses to be successful in the global economy and individuals have access to careers that lead to economic self-sufficiency. CareerSource NEFL will continue to provide streamlined services for the greatest efficiency and effectiveness, empower individuals to make informed decisions to best meet their career needs and provide universal access to all customers. Over the next two years, our plan will enhance emphasis on serving in-school youth, expanding apprenticeship and work-based learning opportunities, and including more robust virtual services to provide accessibly to diverse backgrounds.

GOALS

Capacity Goals

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

- We will continue to find innovative ways to inform potential customers in NEFL about our services and the positive impact CareerSource NEFL has made in the lives of individuals and meeting the talent needs of industry.

Sector Goals

- We will prioritize our service delivery around sectors that have the most growth opportunities throughout our region: healthcare, advanced manufacturing, transportation and logistics, finance and information technology. These sectors are a key focus of our regional economic development organization, JAXUSA Economic Development Partnership.
- We will maintain a strong focus on work-based learning and employer-based training to grow a qualified workforce to meet the needs of business and industry today and in the future.
- Services for employers and jobseekers will be stratified based on federal requirements and CareerSource NEFL will be open and transparent about the differentiation in the level of services we deliver to our business customers.

Service Goals for Youth and Individuals with Barriers to Employment

- We will form and strengthen partner relationships for the development and prioritization of new services, particularly for individuals with significant barriers to employment, to provide work-ready skills targeted at foundational skills such as being on time, proper

workplace communication, etc.

- In addition to reaching out to the community (using strategies such as Mobile Access Points), we will develop agreements to bring partners into our career centers. This strategy will lead to providing added basic jobseeker services on-site so we can serve those who may not possess the skills to access services online.
- We will provide career counseling to youth and job seekers to ensure they are informed of the career path opportunities that are available in NEFL including apprenticeships and other work-based learning opportunities that do not require a college degree.

Convening Goals

- The board staff will continue to play an active role as a regional convener of workforce development discussions, including taking a more prominent role in existing groups such as Career Academies, STEMM, Earn Up, and more. We will continue to engage in regional committees, activities, and events (regular partner groups, forums, summits), and more.
- We will specifically focus on sector convening in targeted industries to foster and support the establishment of Career Pathways. We will also convene partners on a regular basis to enable collaboration, communication and to discuss ways to provide more effective services for key customer groups.

2. OUR STRATEGY TO WORK WITH OUR CORE PROGRAM PARTNERS

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

CareerSource NEFL has established procedures with partners that address integration of resources and services for the region's career centers that support a customer-centered, fully integrated, service delivery system. Customers, both job seekers and employers, have maximum access to the full range of education, employment, training, supportive services, and employer services offered through the programs and services available.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

1. WORKFORCE DEVELOPMENT SYSTEM

Prosperity in the New Economy requires a highly skilled and productive workforce. Throughout the United States, worker skills and the preparation of workers have been identified as two of the greatest competitive challenges facing communities today. Several significant shifts in the economic structure have created this challenge, including the exit of skilled workers during the pandemic while a significant increase of businesses are relocating or expanding in Northeast Florida, the impact of information technology in the workplace, increasing globalization, and the aging of the workforce.

The quality of the workforce is the key part in any community's economic health. The available labor force dictates the type of business mix that can be supported. The business mix then has a direct impact on the level of wealth that will be available to the community. This relationship must be understood to allow for careful planning and implementation of a successful economic development strategy. CareerSource NEFL forges working partnerships with local communities, elected officials, business, labor, and education leaders to improve workforce education, employment, and training opportunities in Northeast Florida.

Programs included in the systems are basic career services, intensive services, and follow-up services.

These services are seamlessly integrated through the following formula and core programs:

- WIOA (Adult, Dislocated and Youth formula grants)
- National Black Council on Aging SCSEP
- Jacksonville Job Corps
- Florida State College at Jacksonville – Adult Education and Family Literacy
- Wagner-Peyser
- Vocational Rehabilitation
- Jobs for Veterans
- Division of Blind Services
- AARP SCSEP

- Northeast Florida Community Action Agency
- Unemployment Compensation
- Jacksonville Housing Authority

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

The Income Growth Strategy involves designing a planned sequence of service interventions, which target the needs of the job seeker in the larger context of serving our business customer. The model embraces incremental income goals achieved through labor market advancement. In our model, job seekers are not necessarily terminated from career development services at job placement. Success is measured by the ongoing skill development and wage growth of the job seeker. This model requires integration and collaboration with core partners and is modeled on US Department of Education’s **“Career and College Pathways in Action: Top Takeaways from Experts in the Field.”** The study supports the foundational interdependence of education, workforce development, and economic development and shared best practices to cultivate, strengthen, and grow the ecosystem necessary for employers and youth to thrive. And offers the following takeaways:

USE DATA STRATEGICALLY

Understanding student interests, needs, and the economy are central to the development of a rich career pathways system. The ability to understand and address system biases, address equity gaps, and align pathways to current and future careers that are high-quality is essential for stakeholders to see their role in shaping a just education system.

ELEVATE STUDENT AND PARENT VOICES

Similarly, we need to understand student assumptions, expectations, and values as it pertains to their future lifestyle and their goals. Students and families need to be at the center of this work and in designing pathways that support and meet their needs.

EMBRACE CAREER-CONNECTED LEARNING

Career-connected learning should be an opportunity multiplier for students, exposing students to many different career paths and not in any way limiting students’ choices for their futures.

EMPOWER STUDENTS TO OWN THEIR FUTURES

Our education system should provide students with exposure to and engagement in a wide array of high-growth, quality career areas throughout middle and high school. Career exploration and personalized career advising are part of student identity development. Navigation supports are essential for students and their families to make informed decisions about what they want to do.

DISCOVER AND APPLY INNOVATIVE STRATEGIES

In everything we do, it is often easier to stick with the familiar rather than explore new ways to work. By cultivating a culture and commitment to innovation, we can break from traditional silos and work across our public and private sectors to apply diverse and innovative strategies that engage students and keep pace with shifting economies.

BRAID OR BLEND FUNDING TO CREATE SUSTAINABLE PATHWAYS

Pathways ecosystems should leverage and braid different sources of funding, including state and federal funds (e.g., WIOA, Perkins, and Every Student Succeeds Act) as well as private and philanthropic funds. A diverse financial portfolio helps to ensure that programming is not dependent on just one funding stream and allows stakeholders to leverage human and fiscal resources differently.

INTERTWINE COLLEGE AND CAREER-CONNECTED LEARNING

For too long, our schools have had an either/or mindset regarding college and careers, rather than a both/and approach. Postsecondary credentials are and will continue to be essential for students to access good jobs. Every student should have the opportunity to engage in college coursework while still in high school through dual enrollment, and every student should be academically prepared to advance in postsecondary education and their career.

ENGAGE OPPONENTS AND FIND PLACES OF CONSENSUS

There is commonality and community in this work. Find places where trust can be established to develop an initial model and then build to an even greater scope of impact. There is also an opportunity for a wide range of stakeholders with diverse perspectives and roles to engage and lead the development of pathways that span secondary, postsecondary, and work as well as cut across formal and informal education models.

FOCUS ON THE INTERSECTION OF EDUCATORS AND EMPLOYERS

Educators and employers often speak different languages, have different goals, and use different strategies to achieve success. That said, employers are often eager and willing to partner with schools, but this is not always easy. School and work partnerships require compromise and for each party to learn and adapt. It is critical that we bring educators and employers together to set a shared vision and agenda for pathways, including specific and meaningful approaches to partnership and to strengthen students' work-based learning opportunities.

PARTNER WITH INTERMEDIARIES

Intermediaries can serve as connectors across the pathways ecosystem and can also provide capacity to systems agents and connect students with work-based learning opportunities. Intermediaries and other nonprofit organizations can also help to ensure that policymakers are proximate to the people and communities they serve, facilitate conversation and collaboration with diverse stakeholders, and help to provide vision and voice for pathways to focus on the needs of students, employers, and communities.

2. ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

WIOA is designed to assist career seekers with advancing their careers through high quality career services that includes career coaching, support services, and training opportunities, as well as matching employers with the skilled workers they need to compete in the regional and global economy. Under WIOA and through the regional one-stop center system, employment and training activities will target:

- Connecting career seekers with skills and credentials necessary for advancing their careers with self-sufficient and sustaining wages
- Providing access and opportunities to all career seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, justice-involved, those basic skills deficient and those with limited English
- Enabling employers to easily connect and hire qualified, skilled workers and access other supports, including training for their current workforce
- Engaging in continuous improvement of the regional one-stop system by identifying best strategies for various populations

- Ensuring high-quality integrated data informs the decisions made by regional policymakers, board members, leadership, employers and career seekers across core partners and other partners

The CareerSource NEFL one-stop delivery system provides basic career services throughout the region for all seeking services and includes:

- Eligibility determinations for receiving assistance through the adult, dislocated worker, or youth programs
- Outreach and connection to suitable career services available through the one-stop delivery system for those identified through the CareerSource NEFL Reemployment Services and Eligibility Assessment Program (RESEA) and/or identified as a state reemployment assistance claimant likely to exhaust benefits
- Assess skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (skill gaps), and support service needs
- Labor exchange services, including career coaching, career networking, and connecting with employment opportunities
- Deliver information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA)
- Deliver information on nontraditional employment (as defined in sec.3(37) of WIOA)
- Deliver referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within Northeast Florida.
- Deliver workforce and labor market employment statistics information, including: accurate information related to local, regional, and national labor market areas, and job listings in labor market areas; information on skills necessary to advance in a career; and information relating to regional occupations in demand and the earnings, skill requirements, and opportunities for advancement
- Deliver performance information and program cost information on eligible providers of training services by program and type of providers
- Deliver information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the region's one-stop delivery system
- Deliver information related to the availability of support services, and referrals to those services, including: childcare; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under SNAP; assistance through the earned income tax credit; housing counseling and assistance services sponsored through HUD; and assistance under TANF

- Provide assistance establishing eligibility with financial aid assistance programs for training programs not provided under WIOA
- Deliver assistance with filing claims under reemployment assistance programs

Individualized career services that are appropriate for career seekers to obtain or retain employment are available to career seekers through CareerSource NEFL career centers or partners.

These services include:

- Assessments of the skill levels and needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools, in-depth interviewing, and evaluation to identify employment barriers and goals
- Development of an individual employment plan for identifying goals, achievement objectives, and services needed for the career seeker to advance his or her career
- Group and individual coaching and mentoring
- Career planning and modeling
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for the labor market
- Internships and work experiences linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, training, or employment
- Financial literacy services
- English language acquisition and integrated education and training programs

Follow-up services are provided for participants placed in unsubsidized employment, for up to 12 months after the first day of employment or program exit whichever occurs later. Follow-up services do not extend the date of exit in performance reporting.

CareerSource NEFL Business Services identifies and assists with the talent management needs of local employers. These initiatives include service delivery for target sector employers and proactively partnering with employers, Chambers, economic developers, and other organizations to identify current and future skill requirements and gaps.

The Local Veterans' Employment Representatives (LVERs) assist in contacting and engaging federal contractors and employers for coordinating hiring events to create more opportunities for veterans. Veterans assessed through the one-stop system to have significant barriers to employment under DEO directive will be referred to the CareerSource NEFL Disabled Veterans' Outreach Program (DVOP) team. Any veterans determined to not have a significant barrier are referred to and served by the CareerSource NEFL career development team.

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

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

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

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

3. TRAINING SERVICES

INDIVIDUAL TRAINING ACCOUNT (ITA)

CareerSource NEFL provides vocational skills training to adults and dislocated workers through an Individual Training Account (ITA) process. This allows individuals who are looking for a new career to gain the skills needed to enter that career path or to enhance their skills within an existing in-demand career path.

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

- Are recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, veterans and certain classes of veteran spouses.
- Are not eligible to receive other training assistance (i.e., Pell grant, scholarships) or, if received, the additional funding is not sufficient to cover training costs.
- Through assessment are determined to be appropriate for and able to complete the chosen employment training program.
- Select a training program that is linked to a Regional Demand Occupation List (RDOL) in the local area and make a commitment to seek employment in the field once trained.
- Select a training provider from the CareerSource NEFL approved list.
- Give evidence that they have the financial resources to cover all other living expenses and complete the training period without support from CareerSource NEFL.
- Receive a favorable recommendation from the CareerSource NEFL Career Center Scholarship Committee.

Once awarded the individual may access his/her ITA account for a period identified in the scholarship award. All applicants must show evidence of pursuing training funds from all sources for which they may qualify.

Should the applicant qualify for funding from multi-program sources, priority of use will be:

- PELL Grants and other Scholarships, such as, Montgomery G.I. Bill,
- CareerSource NEFL Partner Funding,
- TANF funds,
- Dislocated Worker Funds, and
- Adult Funds.

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

- Be unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Need training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone; and

- Have the skills and qualifications to successfully participate in the selected program of training services.

Suitable employment is defined as an occupation that pays at least \$30 per hour for Adults and 80% layoff wage replacement for Dislocated Workers.

The training period is limited to no more than 24 months and is contingent upon funding availability and satisfactory progress. Extensions to the 24-month cap require well-documented justification and the prior approval of the CareerSource NEFL President or designee. Satisfactory progress is defined as the completion of all authorized course work and maintaining a 2.75 or better GPA on a 4.0 scale. The trainee must carry a full-time student schedule as defined by the educational/training institution as is appropriate for the training course of instruction. Any deviation from a full-time schedule of training will require prior approval of the CareerSource NEFL President or designee.

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

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

The thresholds for allowable investment will be limited in two ways:

- The most cost-effective price for the chosen occupational training available through the CareerSource NEFL approved training vendor list. Effectiveness of cost will be based on tuition, books, and other required incidental costs. If applicable, the length of time for which support services and travel costs are required will also be calculated as part of the total cost; and,
- Potential earnings as articulated in the following two tiers:
 - Tier 1 will be for non-HSHW occupations listed on the RDOL earning at least \$13.11 per hour starting hourly wage and a mean wage of \$16.06 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books, and training fees up to \$7,000.
 - Tier 2 will be for HSHW occupations listed on the RDOL earning at least \$16.06

per hour starting hourly wage and a mean wage of \$25.15 per hour. The maximum investment amount for these occupational training programs is the actual cost of tuition, books, and training fees up to \$10,000.

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

Training and employment opportunities for our job seekers are determined using the RDOL which reflects the needs of our local labor market. To further this goal, the RDOL serves as the catalyst for establishing approved occupational training programs in LWBA 8. CareerSource NEFL has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark to establish a fair market value for investment in training programs and incentive performance payments to training providers. It is the goal of CareerSource NEFL to increase the offerings available to our job seekers to maximize their choice.

CareerSource NEFL develops our RDOL by taking the following steps:

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

The RDOL is published on our website and is readily available to our job seeker. In addition, our Career Academy partners use the list as they align programs of study to meet the needs of our growing labor market. Through this process, CareerSource NEFL has developed partnerships with over 30 educational institutions, both publicly funded and private for profit, which offer well over 200 courses of study that lead to academic and technical degrees or industry recognized certifications. These educational institutions and training programs are listed on our ETPL. In-depth counseling is provided to our customers concerning the ETPL as part of our service strategy. We also make the ETPL available our career academy partners.

CareerSource NEFL ETPL is what ensures informed customer choice for individuals eligible for and seeking training. In administering the ETPL, CareerSource NEFL has ensured that qualified providers, offering a wide variety of job-driven training programs, are available. The ETPL is made publicly available online through the CareerSource NEFL website, as well as, through local office staff who also disseminate the information to customers.

CUSTOMIZED TRAINING AND WORK EXPERIENCE

CareerSource NEFL uses work-based training as an effective service strategy to assist participants in entering and advancing along a career pathway, and to allow employers to train their employees while they continue to be productive members of the workforce. Data has consistently shown that this strategy has provided the greatest return on investment in terms of cost-effectiveness and wage growth.

Work-based training is employer-driven and represents an opportunity for CareerSource NEFL to increase employer engagement, implement sector strategies, and encourage industry partnerships. CareerSource NEFL utilizes both customized training and work experience to provide work-based training activities.

Customized training is designed to meet the specific requirements of an employer (or group of employers). Training requests should relate to: the introduction of new technologies; changing industry requirements; introduction to new production or service procedures; job literacy; or upgrading to new jobs that require additional skills.

CareerSource NEFL awards customized training contracts to employers based on the following:

- The training occupation has been identified on the RDOL
- The applying employers will provide no less than 50% of the training costs
- Has at least one full-time employee
- Demonstrates financial viability
- Is current on all state tax obligations

Funding priority is given to:

- First time employer with 50 employees or less
- Employers in qualified targeted industries as determined by our region's identified targeted industries
- Employers located in rural counties or enterprise zones

- Training that will result in wage growth for employees completing training
- Commitment which will allow CareerSource NEFL career system to provide job candidates to fill any vacancies realized through the advancement of those trained and not filled internally

Reimbursable Training Expenses will be limited to:

- Instructors'/Trainers' salaries
- Tuition
- Curriculum Development
- Textbooks/Manuals
- Materials/Supplies

Work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience incorporates both academic and occupational education components of contextual learning. The aim of work experience is to enable a participant a chance for professional growth within an organization through the completion of challenging and meaningful work. Work experience may be paid or unpaid, as appropriate; consistent with other laws, such as the Fair Labor Standards Act; and can be with public, private, or non-profit employers. Labor standards apply to all work experience settings where an employee-employer relationship exists, as defined by the Fair Labor Standards Act.

4. YOUTH WORKFORCE INVESTMENT ACTIVITIES

CareerSource NEFL's goal is to provide a service delivery system that serves as a model for the national workforce system. We believe youth who access the CareerSource NEFL career service system are best served when they receive the full array of opportunities that all our job seekers are provided. In addition, CareerSource NEFL ensures youth receive the support and services required to meet their unique needs and challenges and moves them to economic self-sufficiency, CareerSource NEFL has assembled effective partnerships and contractual agreements to serve our youth customers more effectively. CareerSource NEFL supports youth in the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants through the provision of all fourteen WIOA designated program elements, directly or in partnership with local and contractual organizations in all six counties.

Based on a 2020 study by Georgetown University Center on Education and the Workforce, “Workplace Basics: The Competencies Employers Want” are:

- Teamwork
- Communication
- Sales and Customer Service
- Leadership
- Problem Solving and Complex Thinking

These critical soft skills are embedded in the Florida Ready to Work, Soft Skills Credential platform. CareerSource NEFL will partner with local high schools and assist in administering these self-paced online modules that focus on:

- Professionalism
- Communication
- Teamwork
- Solving Problems

In addition to preparing in-school youth with soft skills, CareerSource NEFL will bring together business, education, and community partners to launch high school students into college and careers using the following menu of options:

- Internships
- Project learning
- Mock Interviews
- Job Shadowing
- Work Experiences and
- Career Exploration

CareerSource NEFL CHOICES Summer Program is a six-week program that connects young adults ages 14-19 with employment opportunities and valuable information on career pathing and the necessary work skills to meet future employment and career goals.

Included in the program:

- Work readiness training
- Financial literacy training
- Career Choices workshops
- Six-weeks of on-the-job work experience
- All participants receive a stipend
- Successfully complete screening process
- Follow-up career planning

Our youth program design framework includes fourteen program elements:

Element	Providing Agency/Partner	Referral Needed
Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	Baker County Adult Education Center Biscayne High School Clay County Adult & Community Education Literacy Alliance of Northeast Florida Community Action Agency First Coast Technical College FSCJ Adult Education & Family Literacy Program Job Corps Nassau County Adult Education St. Johns River Adult Education	No

Element	Providing Agency/Partner	Referral Needed
Alternative secondary school services or dropout recovery services, as appropriate	Biscayne High School Clay County Adult & Community Education First Coast Technical College FSCJ Adult Education & Family Literacy Program Gaines Alternative & Transition Schools Job Corps PACE Center for Girls	Yes
Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	FCTC Career Navigators NEFL Community Action Agency Year Up Job Corps Fresh Ministries Operation New Hope	Yes
Occupational skill training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area involved	NEFL Community Action Agency Year Up Job Corps FSCJ Adult Education & Family Literacy Program UNF CareerSource NEFL	No
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Year Up Job Corps A-Step (Goodwill)	No
Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	Family Support Services Fresh Ministries Job Corps Year Up	No
Support Services	CareerSource NEFL Partnering Agency	Yes
Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	Fresh Ministries 100 Black Men	Yes

Element	Providing Agency/Partner	Referral Needed
Follow-up services for not less than 12 months after the completion of participation, as appropriate	CareerSource NEFL Partnering Agency	No
Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	River Region Operation New Hope	Yes
Financial literacy education	Real Sense	No
Entrepreneurial skills training	Small Business Administration	No
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	CareerSource NEFL	No
Activities that help youth prepare for and transition to post-secondary education and training	CareerSource NEFL	No

CareerSource NEFL recognizes the results of all nationally normed test instruments (i.e., TABE, CASAS, Work Keys, WIN) to identify those youth who are unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. In addition, CareerSource NEFL will recognize specialized tests such as BNB WRMT-R, Woodcock, etc., that have been designed for use with our young job seekers with disabilities. Those unable to compute or solve problems or read or write at a tenth-grade level will be considered as not having the skills necessary to function on a job.

Youth requiring additional assistance to complete an educational program or to secure and hold employment, will meet the definition of "at-risk" youth as defined in the New Youth Vision adopted by the Florida Strengthening Youth Partnerships. This may include, but is not limited to, youth who are not basic skills deficient, but need additional studies to pass tests to enter post-secondary or apprenticeship training. In addition, it includes at-risk youth who are part of a dysfunctional family. Indicators may include, but not limited to, broken homes, working poor, graduated high school with a certificate of completion, residing within an empowerment or enterprise zone, having received a social service within the last six months or does not have public transportation available in their area of residency.

5. SELF-SUFFICIENCY

Self-sufficiency for a job seeker applying for services through Adult Services will be defined as:

- Having an hourly income of \$30.00 or more, for the one-month period immediately prior to application for training services, which is more than 250% of the Lower Living Income Standard Level (LLISL).

Self-sufficiency for a job seeker being served through Dislocated Worker Services will be defined as:

- A worker who has been given notice of lay-off or is laid-off and at time of eligibility determination has income of no more than 80% of the job of dislocation.
- An employed worker who is identified by an employer to be in need of skills upgrade training to retain employment and will receive an income of no less than 100% of the current wage upon successful completion.

CareerSource NEFL defines self-sufficiency for the Welfare-Transition job seeker as earning income sufficient to meet their family needs; therefore, no longer requiring assistance in the form of TCA, SNAP or Child Care assistance. This will require a family income in excess of 200% of the poverty rate for Welfare-Transition job seekers.

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

6. SUPPORTIVE SERVICES AND NEEDS-RELATED PAYMENTS

Supportive services are services that are necessary to enable a customer to successfully participate in activities authorized under WIOA. The term supportive service is defined under WIOA to mean services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable a customer to participate in activities authorized under this Act.

Supportive services are for eligible customers, particularly eligible customers with barriers to employment. WIOA section 133(b)(2)(B) defines funds allocated to the local area for dislocated workers may be used to provide supportive services to adults and dislocated workers, respectively (A) who are participating in programs with activities authorized and (B) who are unable to obtain such supportive services through other programs providing such

services. Section 134(d)(2)(A) of WIOA requires that adults and dislocated workers must be participants to receive supportive services. Support services are provided based on need and eligibility.

Support services may only be provided to adults, dislocated workers or youth who are participating in career or training services authorized under WIOA sections 129(c)(2) or 134(c)(2) (3) and who are unable to obtain supportive services through other programs providing such services. Adults and dislocated workers must be provided accurate information about the availability of supportive services in the local area, as well as referral to such activities. Based on an individual assessment and availability of funds, supportive services may be awarded to eligible program customers.

Supportive services are intended to enable a customer to participate in workforce funded programs and activities and to secure and retain employment. Supportive services are provided based on need as determined by the CareerSource NEFL staff working with the customer and may include:

- Transportation including support services cards, reloadable transportation cards or bus passes
- Clothing including general interview clothing
- Uniforms
- Certification fees
- Tools for occupational skills training or work-related needs
- Assistance with education-related testing, background checks, fingerprinting, and licensing

WIOA Youth programs can provide supportive services during post-exit follow-up services for up to twelve months after completion of program services.

The supportive services listed above may only be provided to customers who are: 1. Participating in programs with activities authorized under WIOA and TANF; and 2. Unable to obtain supportive services through other programs providing such services. CareerSource NEFL staff must ensure that the customer is in need and eligible for all requested supportive services and that the supportive service is necessary for ongoing participation in the program.

Supportive services will be viewed individually and creatively to enable customer to be successful in education and training activities outlined in their individual career plan. The rationale for providing supportive services will be based on careful consideration of the region's funding limitations and availability of community resources, to leverage program resources to the greatest extent possible.

To qualify for receipt of supportive services, staff in consultation with the customer must:

- Qualify and enroll the customer in one or more workforce-funded programs operated by CareerSource NEFL
- Demonstrate and document a need that will prevent him or her from participating in the program, accepting employment, or retaining employment
- Document that the customer is unable to obtain support services through other community-based programs in LWBA 8 providing such services
- Complete a Financial Analysis/Budget Worksheet reflecting their current financial situation
- Complete a Budget Justification Worksheet, and if a TANF participant, a Financial Services Request (SSAR), reflecting their current financial situation and documents the specific supportive service being requested, need/eligibility for service along with allowable financial amount per category of service.

Supportive Service Limitations:

- CareerSource NEFL will not provide supportive services prematurely for any services not yet rendered.
- Tuition, books, and fees for approved training programs are not included as supportive services. These costs are included under the ITA.
- CareerSource NEFL Supportive Services cap is established as a maximum of \$1,500 per Program Year (PY) per customer. CareerSource NEFL and Service Providers staff track supportive service amounts per PY to ensure that established caps are not exceeded.
- CareerSource NEFL and Service Provider will review supportive services funding levels monthly to ensure resources are used with the intent of this policy.
- CareerSource NEFL President may waive the \$1,500 limit if circumstances warrant. If an excess of \$1,500 is needed, request must be approved by CareerSource NEFL President's Authorization to increase the limit above established cap of \$1,500 per participant.

7. INDIVIDUALS WITH DISABILITIES

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

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

- Job Access with Speech (JAWS)
- Zoom Text and MAGic
- Staff trained to use Relay systems for Deaf, Hard of Hearing and job seekers with speech challenges
- Video Relay Equipment
- Wheelchair accessible facilities – adjustable table height
- Language Assistance – Spoken word and Sign Language Interpreters
- Document Translation
- Alternate formats – i.e., large print
- Assistive Technology to assist those who have a low literacy or comprehension level, English as a second language, Dyslexia/Dysgraphia, or illiteracy
- Assistive Technology Referrals to Florida Alliance for Assistive Services and Technology
- Large screen talking calculators with contrast options
- Reading assistance (staff reader) to help with forms when needed
- Technology – Website accessibility meets Section 508 of the Rehabilitation Act and Web Content Accessibility Guidelines (WCAG) standards (a set of guidelines for making content accessible, primarily for people with disabilities).
- Additional time provided for Assessments and for use of computer equipment
- Information and counseling on Disability Disclosure, Section 503 of the Rehabilitation Act, Reasonable Accommodation, and Schedule a Federal Employment
- Providing services and programs specifically designed to address the special needs of disabled and other protected populations (i.e., Experience Works, Ticket to Work, the NEFL Community Action Agency, ICARE of Northeast Florida, Adult Education and English as a second language provider, etc.)

- Personalized assistance as needed to accommodate.
- Working actively with partners, such as Legal Aid of Northeast Florida, to provide services to job seekers who feel they have been denied employment and training opportunities.
- Providing every job seeker, a full orientation to the CareerSource NEFL system which includes an overview of their rights under WIOA, and how they can receive redress through our complaint system.
- Providing direct services through our mobile access units at homeless shelters, Department of Vocational Rehabilitation offices, regional conferences focused on serving individuals with disabilities, community centers and educational events geared to students with disabilities transitioning from school to work.
- Co-locating staff at organizations that serve the homeless such as the Jacksonville Veteran Services offices.
- Actively partnering with programs such as Operation New Hope, the Department of Corrections, and the Department of Juvenile Justice to provide career services to those who are re-entering the labor force.
- Providing bonding services to offenders and others.

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

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

Coordinated planning and service delivery strategies result in formal and informal referral and collaboration to enhance success for individuals with disabilities. CareerSource NEFL provides formal referrals to customers who may benefit from services provided by Florida Division Vocational Rehabilitation and/or Division of Blind Services. The Integrated Resource Team will form a person-centered plan of collaborative action to provide workforce assistance to the job seeker. Integrated Resource Teams are formed with staff members, from multiple agencies and complimentary services are identified. Areas of responsibility are aligned with the proper agency and the job seeker benefits from braided efforts. Informal referrals to a myriad of partner and community agencies are a common occurrence, as most job seekers with disabilities and barriers require support in several areas, including mental health services, financial literacy associations, housing providers, tax filing organizations, supported employment providers, and others.

Coordination of employer services occurs between Division of Vocational Rehabilitation and CareerSource NEFL. Training and access to Employ Florida for Vocational Rehabilitation staff allows for sharing of information for the purposes of matching employers needs with qualified job seekers with disabilities. Resource coordination events are held each year to gather and share information with agencies and community partners who provide workforce-related services to job seekers with disabilities. These events encourage collaboration and use of CareerSource NEFL job connection services and products.

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

- Florida Agency for Persons with Disabilities
- Florida Department of Education, Bureau of Exceptional Education and Student Services
- Florida Department of Education, Division of Vocational Rehabilitation
- Florida Department of Education, Division of Blind Services
- Florida Department of Education, Career & Adult Education
- Florida Department of Education, English Language Learners – Bureau of Student Achievement
- Florida Department of Children and Families Refugee Services
- Florida Attorney General, Office of Civil Rights
- Florida Department of Elder Affairs
- CareerSource Florida, Inc.
- Florida Department of Economic Opportunity (DEO)

- Florida Department of Children and Families, Substance Abuse and Mental Health Office
- Florida Developmental Disabilities Council, Inc.
- Florida Association of Rehabilitation Facilities, Inc.
- Florida Department of Economic Opportunity
- Florida DEO Office of Civil Rights
- Project Search
- City of Jacksonville Disabled Services
- The Social Security Administration (SSA)
- Work Incentive Planning and Assistance Project
- Florida Alliance for Assistive Services and Technology
- Supported Employment Providers

8. LINKAGE WITH REEMPLOYMENT ASSISTANCE PROGRAMS

The Unemployment Insurance (UI) Reemployment Assistance program, as a required partner, is not physically located in the One-Stop Career Center but is a direct-linkage partner. Cross-trained AJC and one-stop staff assist in providing information and assistance to the Reemployment Program.

9. HIGHEST QUALITY SERVICES TO VETERANS AND COVERED PERSONS

VETERAN STAFFING REQUIREMENTS

One of the strategies used by the United States Department of Labor (USDOL) to serve veterans is the Jobs for Veterans State Grant (JVSG) program, which provides funds to states to exclusively serve eligible veterans, as defined in 38 U.S.C. 4101(4) and 4211(4), and other eligible spouses as defined in 38 U.S.C. 4101(5), and to perform outreach to employers.

JVSG funds are provided to states to fund two staff positions:

Disabled Veterans' Outreach Program (DVOP) Specialists – Under 38 U.S.C. 4103A(a), a DVOP Specialist provides intensive services and facilitates placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other disabled veterans, and other categories of veterans in accordance with priorities determined by USDOL.

Local Veterans' Employment Representatives (LVER) – Under 38 U.S.C. 4104(b), the LVER's principal duties are to: (1) conduct outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with

employers, conducting job search workshops and establishing job search groups; and (2) facilitate employment, training, and placement services furnished to veterans in a state under the applicable state employment service delivery systems.

DVOP Specialists and LVERs are an essential part of and fully integrated into the AJC network. They are included among the AJC partner staff, which consists of all staff employed by programs or activities operated by AJC partners listed in 29 U.S.C. 2841(b) that provide online and/or in-person workforce development or related support services as part of the workforce development system.

SERVING VETERANS WITH SIGNIFICANT BARRIERS TO EMPLOYMENT

DVOPs are committed to serving Veterans and eligible spouses with significant barriers to employment. CareerSource NEFL is fully committed to serving the veteran community through employment and training activities.

CareerSource NEFL provides intensive services to both unemployed veterans who require such services to obtain employment and to employed veterans who require such services to obtain or retain employment leading to self-sufficiency. In accordance with 38 U.S.C. 4103A(a), DVOP Specialists must provide intensive services to eligible veterans and eligible spouses to meet their employment needs, prioritizing services to special disabled and other disabled veterans, as defined by 38 U.S.C. 4211, and to other eligible veterans in accordance with priorities determined by USDOL. The statute also requires that DVOP Specialists place maximum emphasis on assisting veterans who are economically or educationally disadvantaged.

To ensure that DVOP Specialists can fulfill their statutory responsibilities to provide intensive services to these categories of veterans, USDOL has developed the following guidance to identify the veterans prioritized and emphasized by the DVOP statute.

USDOL directs DVOP Specialists must limit their activities to providing services to eligible veterans and eligible spouses who:

- Meet the definition of an individual with a Significant Barrier to Employment (SBE), specifically listed below.
- Are members of a veteran population identified by the Secretary under 38 U.S.C. 4103A(a)(1)(C) as eligible for DVOP services, as explained in separate guidance from DOL.

An eligible veteran or eligible spouse is determined to have a SBE if he or she attests to belonging to at least one of the listed criteria below:

- Receiving a VA disability compensation or have a claim pending to receive compensation.
- Is homeless, or is a risk of homelessness, or lacks fixed regular nighttime residence, or is fleeing a violent situation.
- Is a recently separated service member who has been unemployed for 27 or more weeks in the previous 12 months.
- Incarcerated or has been incarcerated.
- Lacks high school diploma or equivalent certificate.
- 18-24 years old.
- Being discharged throughout the Reduction in Force (RIF).
- Receiving care in a Warrior Transition Unit (WTU) or Military Treatment Facility (MTF).
- Retiring with 24 months or separating with 12 months from the US Military.
- A Vietnam-era Veteran who served in the active US Military between 02/28/1961 – 05/07/1975.
- A U.S. Military Veteran who served in the Republic of Vietnam between 08/05/1964 – 05/07/1975.
- Is low income or receiving public assistance.

While the DVOP Specialists' provision of intensive services to these veterans and eligible spouses may include some core services, serving a more limited population will allow DVOP Specialists enough time to devote a majority of their time to providing intensive services. The veterans who do not fall into one of the categories that are served by DVOP Specialists are eligible to be served by other AJC Staff, including WIOA, Wagner-Peyser, and other AJC program staff, and are eligible for priority of service.

PRIORITY OF SERVICE

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

provision of the law. Depending on the type of service or resource being provided, taking priority may mean: the covered person receives access to the service or resource earlier in time than the non-covered person; or if the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

Our goal is to ensure the CareerSource NEFL system identifies covered persons at the point of service entry, and they are given an opportunity to take full advantage of priority of service. Operational procedures have been implemented to ensure that covered persons who are physically or virtually accessing CareerSource NEFL services are aware of their entitlement to priority of service. CareerSource NEFL has implemented priority of service at all career centers and access points, and for service delivery by locally contracted workforce preparation and training providers. All operational procedures ensure covered persons are identified at the point of entry, so they can take full advantage of priority of service. These processes ensure covered persons are aware of their entitlement to priority of service, the full array of employment, training, and placement services available under priority of service and any applicable eligibility requirements for those programs and services.

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

SERVING SEPARATING SERVICE MEMBERS AND MILITARY SPOUSES

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

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

MILITARY FAMILY EMPLOYMENT ADVOCACY PROGRAM

The State of Florida has the fifth highest population of active-duty military spouses in the United States with more than 88,000 dependents and spouses currently residing in Florida.

The Military Family Employment Advocacy Program is a state program designed to deliver priority workforce services to active-duty military spouses and family members through Military Family Employment Advocates located in local career centers throughout Florida.

Services include, but are not limited to, job searches and placement assistance, career planning and counseling, case management, resume assistance, assessment and testing services, interviewing skills training, referral to educational and training programs, job fairs, and job clubs. Military Spouses are also eligible to receive training and other support services under the Federal Workforce Investment Act and may be eligible to collect unemployment compensation if they need to quit their jobs to relocate with their active-duty military spouse.

Persons eligible for assistance through this program include:

- Spouses and dependents of active-duty military personnel
- Activated Florida National Guard members
- Military reservists whose units have been activated
- Military family members are also eligible to receive training and other supportive services under WIOA

10. ENTITIES CARRYING OUT CORE PROGRAMS

CareerSource NEFL is committed to expanding and ensuring access to workforce services for eligible participants. Eligible individuals with barriers are given priority. To reach our most vulnerable and marginalized communities we have developed partnerships with community partners to offer multiple points of access.

These partners include but are limited to:

- **Operation New Hope** – Operating with a four-pronged approach (case management, life coaching, job training and job placement assistance) Ready4Work ensures clients receive wrap-around care. Clients have no violent or sexual charges and are required to be drug-free while participating in the 4-6- week career development training course that focuses on employment and life skills. A dedicated job coach works with the clients and employers to place individuals in jobs where there is a match for both parties. The Ready4Work staff remains in contact with the clients for a full year after intake.

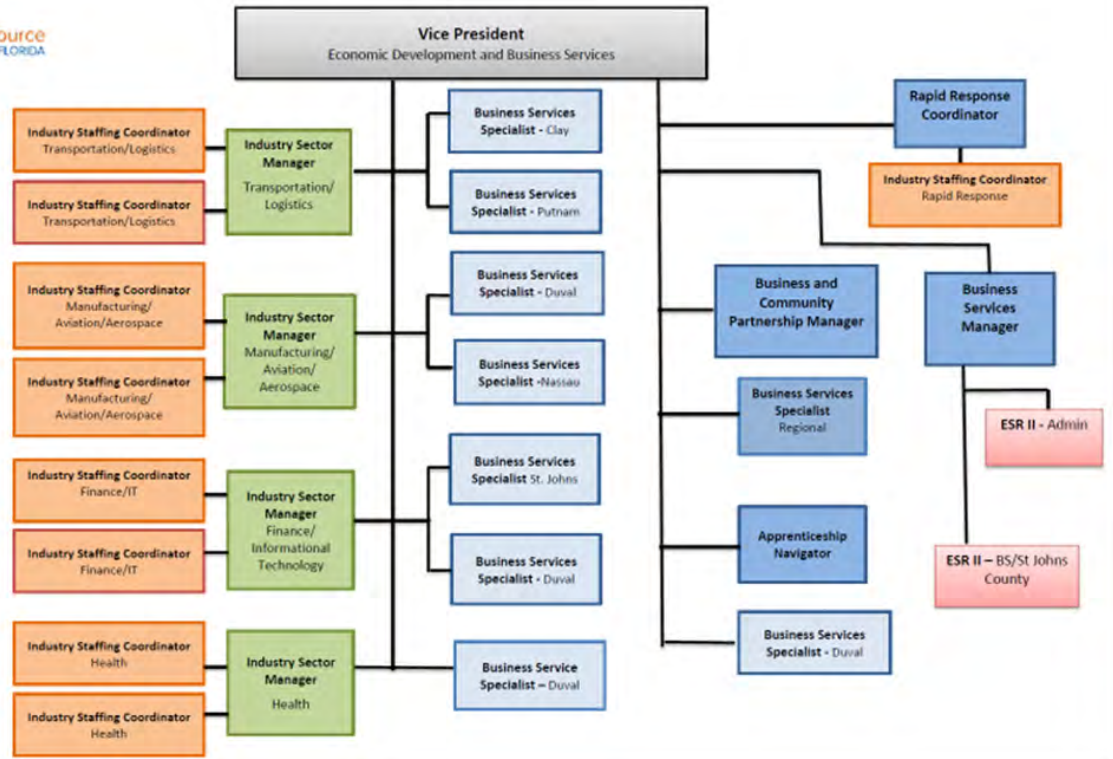
- **Vocational Rehabilitation (VR)** – VR, a federal-state program, helps people who have physical or mental disabilities get or keep a job. VR is committed to helping people with disabilities find meaningful careers.
- **Jacksonville Housing Authority (JHA)** – JHA offers a variety of programs to fit the needs of low and moderate-income families, senior and handicapped adults in the greater Jacksonville, Florida area. JHA offers many programs to assist the residents' quest to move up and out of public housing.
- **Jacksonville Area Legal Aid** – a non-profit law firm, dedicated to providing free civil legal assistance to those who could not otherwise afford it.

Our mobile access points team brings services to communities where access can be challenging. With major emphasis on providing direct service to underserved communities and other locations throughout the region, the use of the mobile career center continues to serve as a cost-effective and customer-friendly service solution. The mobile career center also has played an integral role in the delivery of services and assistance during hurricanes and other disaster events.

The focus of a successful workforce development system centers on the skill sets needed in the local labor market, and how workers can obtain those skills through education, training and job succession, or career pathways. Our philosophy is embodied in a career development methodology resulting in income growth.

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

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



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

Increasing educational attainment levels is not only about global competitiveness. It has been widely acknowledged that our nation is not keeping up with the demand for skills and training our future economy will require. Further contributing to this “skills gap” is the substantial number of jobs permanently lost because of changes brought forth by the pandemic. This accumulating need for a better equipped workforce has invigorated discussions around solutions that will provide students with clear pathways to acquiring the knowledge and skills needed for future employment and job creation

To increase access, CareerSource NEFL leverages long-standing partnerships with a wide variety of public and private partners from industry, education, economic development, and health and human services to maximize outcomes among jointly served career seekers and businesses. These partnerships have resulted in effective initiatives that have placed individuals on the pathway to success while simultaneously increasing available candidates with relevant knowledge, skills, and abilities.



Our multiple points of entry through partnerships with the public college system, independent colleges and businesses offer access to career pathways and stackable credentials on Florida's Master Credentials List.

11. EMPLOYER ENGAGEMENT

THE BUSINESS RELATIONSHIP DELIVERY SYSTEM

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

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

Our industry teams collaborate with internal and external partners to meet the needs of our business customers. We do this through basic services, such as job postings and job notifications to job seekers registered in the Employ Florida system. For employers who need further assistance, we offer virtual and in-person single employer recruitments and multi-employer job fairs. These events are widely marketed throughout the region via our CareerSource NEFL team, including the use of customer outreach tools as well as social media. Virtual Information Sessions allow job seekers to learn more about the jobs in our region while at the same time learning about employers that are hiring, presenting the opportunity for individual and group interactions with hiring managers. These goals are also achieved through our Virtual Job Fair tool which we have been using monthly to connect job seekers with employers in a convenient and safe way. In addition to filling immediate needs through recruitment, we also focus on helping business grow their existing employees to move them along their career path. This is one of the best ways to ensure retention of existing team members, which in turn allows the employer to recruit new team members. In addition to employers within our targeted industries, we also target small businesses, with a focus on those who might be at risk of closure. Our Rapid Response program has grown this past year, with the goal of serving more small and at-risk businesses.

COMPONENTS OF THE BUSINESS RELATIONSHIP

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

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

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

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

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

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

The Economic Development Team influences the employer involvement rate through:

- Making presentations to business and community groups and attending industry association meetings and events. These organizations include:
 - Society for Human Resources Management (SHRM)
 - First Coast Manufacturers' Association (FCMA)
 - FloridaMakes - Manufacturing Extension Partnership
 - JAX Chamber Councils (IT, Health, Transportation & Logistics, Professional Women's Network, Area Councils)

- Developing new business relationships in accordance with a sector strategy plan
- Working with economic development projects in partnership with JAXUSA
- Meeting with companies who request information about CareerSource NEFL services
- Serving as the primary resource for information, company hiring needs and trends in the labor market
- Serving as a regional team to respond to special events and other business-related needs
- Providing information about the Employ Florida tool

PARTNERSHIPS TO BETTER SERVE INDUSTRY

CareerSource NEFL works closely with the JAX Chamber, regional chambers, and other business support programs to determine the needs of business and respond to changing workforce trends.

We have close ties to several key regional initiatives, including:

- JAX Bridges program (JAX Chamber). JAX Bridges is a program to connect small businesses with mentoring, capital access and contacts with larger companies to help earn business with established corporations. The program is designed to be the facilitator of supplier quality and development in Northeast Florida, helping smaller companies grow and promoting supply chain diversification among corporations.
- The Jacksonville Women’s Business Center advances the success of women entrepreneurs at every stage of business development. The services and programs are designed to provide business owners with education, information on how to access capital, resources, and networks to help them become successful.
- UNF’s Small Business Development Center provides no-cost consulting, low-cost trainings and extensive information resources offer entrepreneurs, both start-ups and second stage, access to the business solutions that help them grow and succeed.
- Society of Human Resource Management (SHRM) provides CareerSource NEFL access to connect with business hiring managers to evaluate the ongoing need for talent. We organize joint events and have initiated partnered events such as “CareerTalk.”

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

TRAINING PARTNERSHIPS - CUSTOMIZED TRAINING AND WORK EXPERIENCE

CareerSource NEFL helps companies develop talent through training partnerships. One of the ways we partner with companies is through customized training. This service is designed to help a company with specific training needs to advance the skills of their workforce, while offsetting some of the costs associated with training. This training is available to companies within our Northeast Florida region and is usually focused on our targeted industry sectors (manufacturing, healthcare, finance, IT, and logistics and transportation), but depending on the project, can sometimes extend beyond those industries.

Customized training allows our companies to overcome one of the biggest issues facing companies today: The Skills Gap. The companies identify their training needs based on the skills they required for their positions and determined who will instruct their employees. This could be an outside organization such as a State College or Training vendor or an internal expert. CareerSource NEFL can reimburse employers up to 50% of the cost of eligible for an approved project.

The work experience program is another way we help to improve the skills of our local workforce while meeting the needs of our companies. Companies hiring for positions on the RDOL may be able to receive a reimbursement of up to 50% of the employee's salary during the initial structured training period of 6 to 12 weeks.

EMPLOYER ENGAGEMENT THROUGH THE TALENT ADVANCEMENT NETWORK

One of the initiatives to come out of the Elevate Northeast Florida strategy, the Northeast Florida Regional Economic Development Strategy, was the development of the Talent Advancement Network (TAN.) The TAN was formed in 2019 to leverage the knowledge of human resource professionals to help generate workforce pipeline change. CareerSource NEFL is part of the steering committee leadership.

The TAN leverages existing educational systems and leadership, industry strengths and leadership, and pockets of workforce excellence to create a stronger talent pipeline focused on the youth, adults, and veterans currently living in Northeast Florida. The group meets every other month to discuss innovative programs for workforce recruiting, training, and retention. TAN also shares articles of interest within a LinkedIn group that can be found at <https://www.linkedin.com/groups/12202942/>. The group is led by HR professionals from key targeted industries. Each high-growth industry is represented, as well as non-target community-based organizations, educators, and other employers. Agenda items often include partner updates on project announcements, education, and employment as well as guest speakers from area programs.

TAN projects included:

- Providing the regional school districts employer validated information on meaningful industry certifications.
- Supporting the development and/or expansion of workforce development programs in our targeted industries through employer/educator engagement activities to include data analytics/ business intelligence, engineering support specialist for aviation and Fintech programming.
- Conducting Quarterly Targeted Industry Forums for Educators with employer representatives connecting approximately 130 educators with business and industry representatives.
- Connecting employer partners with educators through field trips to include Manufacturing Month with First Coast Manufacturing Association, connections for business to school mentoring, employer referrals for local career fairs, classroom presentations for the manufacturing industry and development of an internship inventory.

FACILITATING EMPLOYER ENGAGEMENT WITH THE FUTURE WORKFORCE

CareerSource NEFL collaborates with our area schools to connect graduates with prospective employers. Working with area businesses, and in concert with local school systems, the Business Services Team helps employers reach graduating seniors at job fairs at area high schools. The Business Services Team also recruits employers to provide internship opportunities for youth through CareerSource NEFL's 2022 CHOICES Youth Summer Internship Program.

12. ENHANCING APPRENTICESHIPS

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

CareerSource NEFL annually invests funding in our registered apprenticeship programs. These funds support the training of populations that may not otherwise have the opportunity to participate in programs of study that provide industry-recognized credentialing while earning a paycheck. The design of the registered apprenticeship training opportunities particularly lends themselves to providing the greatest chance for success for our most disadvantaged job seekers.

The “earn while you learn” apprenticeship process can fill gaps by providing a model that unites classroom instruction (theory) and hands-on-learning (skill development) with a mentor to tie theory and skills together while earning increased wages. In addition, the apprenticeship model provides extensive opportunities to practice skills and exposure to experts who can talk through the logic needed to troubleshoot occupational challenges.

It is the goal of the CareerSource NEFL career system to support the growth of registered apprenticeship by leveraging robust existing service delivery mechanisms. We are actively working to expand apprenticeship awareness and outreach mechanisms, capitalize on successful workforce development strategies and support our apprenticeship program partners in the design and delivery of innovative training programs. A complete list of State of Florida approved Registered Apprenticeships offered in our area (region 3) can be found at: <https://web02.fl DOE.org/Apprenticeship/search.aspx?a=FL003>.

Job seekers are made aware of apprenticeship and work-based-training opportunities through several methods:

- Openings are advertised through Employ Florida.
- Using social media CareerSource NEFL features registered apprenticeship success stories and information on how our job seekers can apply for training slots.
- Our Career Academy partners are made aware of the benefits their students can gain by participating in a registered apprenticeship program.
- Our Apprenticeship Navigator attends local job fairs and has a list of opportunities for job seekers to review, plus she collects names and contact information for job seekers interested in future opportunities.
- When Registered Apprenticeships have openings, they are required to post, and will often send their posting to CareerSource NEFL for promotion and posting in Employ Florida.
- Job seekers send in their names to Apprentice Florida and the CareerSource NEFL Apprenticeship website contact form. The Apprenticeship Navigator responds to each individually and suggests programs that align with personal interests and goals.
- Monthly virtual job fairs now have an Apprenticeship table for information on opportunities.
- Annual virtual apprenticeship job fair in November.
- Webinars aimed at job seekers to talk about the benefits of work-based learning and apprenticeship.

- Our Career Coaches understand that registered apprenticeships are an important training tool that can move low-income workers to economic self-sufficiency. As job seekers meet with counselors, they obtain important insight into how a registered apprenticeship program may be the answer to their future careers.

Employers are made aware of the benefits of apprenticeship and work-based-training opportunities through several methods:

- Monitoring employment ads to see if organizations are offering strong training programs or hiring for the same roles continually.
- Attending industry networking and Chamber events to speak with business leaders and share information.
- Interviewing for newspaper and business magazines regarding apprenticeship and the benefits of growing a skilled workforce from inside a company.
- Visiting local colleges to speak with CTE and community engagement leaders and inquire about relationships with local businesses. These college programs may be utilized for the Related Training portion of an apprenticeship program.
- Speaking with or visiting training providers to inquire about relationships with local businesses. These training programs may be utilized for the Related Training portion of an apprenticeship program.
- Reaching out to organizations that would like more information on apprenticeships and work-based-learning opportunities through the CareerSource NEFL apprenticeship website contact sheet for employers, as well as the Apprentice Florida employer contact sheet.
- Using social media, CareerSource NEFL features apprenticeship success stories and information on how local employers can begin a program.
- Speaking at Apprenticeship Accelerator programs and other state events promoting apprenticeship, either live or via Zoom.

In May 2021, CareerSource NEFL hired a full-time Apprenticeship Navigator (AN) to develop community relations and educate employers and job seekers on the benefits of apprenticeship. The AN works with individual sponsors, associations, colleges, and other entities as a liaison to assist with registering apprenticeship plans with the state of Florida and connects businesses with the CareerSource NEFL Industry Sector Managers for assistance with training funding.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

1. THE CAREERSOURCE NEFL ONE-STOP SYSTEM

CareerSource NEFL brings together required partners in a seamless customer-focused service delivery network designed to give job seekers access to programs, services, and other resources to improve their prospects of long-term employment. CareerSource NEFL has designated its Gateway Career Center located at 5000 Norwood Avenue, Suite 2, Jacksonville, FL 32208 as the comprehensive American Job Center (AJC) for LWDA 8. One-Stop partners work together to provide access to services. Our One-Stop partners are co-located in the Gateway Career Center to administer their separately funded programs in an integrated and streamlined manner to customers.

LWDA 8 partners include:

- WIOA (Adult, Dislocated and Youth formula grants)
- National Black Council on Aging SCSEP
- Jacksonville Job Corps
- Florida State College at Jacksonville – Adult Education and Family Literacy
- Wagner-Peyser
- Vocational Rehabilitation
- Jobs for Veterans
- Division of Blind Services
- AARP SCSEP
- Northeast Florida Community Action Agency
- Unemployment Compensation
- Jacksonville Housing Authority

AARP Foundation SCSEP	A featured program of AARP Foundation, the AARP Senior Community Employment Program (SCSEP) is the nation's oldest program to help low-income, unemployed individuals aged 55+ find work.
Division of Blind Services	The Florida Division of Blind Services helps blind and visually impaired individuals achieve their goals and live their lives with as much independence and self-direction as possible.
FSCJ – Adult Education and Family Literacy	Adult Education at Florida State College at Jacksonville includes a range of instructional programs that help adults get the basic skills they need to be productive workers, family members and citizens.
Jacksonville Housing Authority	JHA offers a variety of programs to fit the needs of low and moderate-income families, senior and handicapped adults in the greater Jacksonville, Florida area. JHA offers many programs to assist the residents' quest to move up and out of public housing and perhaps into homeownership.
Jacksonville Job Corps	Job Corps offers a full suite of career services including career counseling, High School diploma/High School equivalency attainment, career technical training with industry recognized credential attainment, and residential programming.
Northeast Florida Community Action Agency	NFCAA's service delivery encompasses providing a comprehensive and holistic approach to services for entire families. NFCAA connects families to available resources, stabilize vulnerable households, and promotes healthy families and communities.
Vocational Rehabilitation	Vocational Rehabilitation (VR), a federal-state program, helps people who have physical or mental disabilities get or keep a job. VR is committed to helping people with disabilities find meaningful careers.
NCBA Senior Community Service Employment Program (SCSEP)	The NCBA SCSEP is an employment training program sponsored by the USDOL and serves seniors 55 and older who meet the federal poverty guidelines.

HOW OUR WIOA PARTNERS CONTRIBUTE BY PLANNING AND IMPLEMENTING

The One-Stop Operator has involved all partners listed above (with exception of Unemployment Compensation) in the planning of all processes relative to customer intake, internal referral between partners, and creation of an Information Center to provide customers with information on the AJC services and programs, and individual partner services. One-Stop partner meetings are conducted monthly, and partners work in a collaborative manner to make decisions on a consensus basis. The One-Stop Operator established subcommittees where partners participated in focusing on mapping processes (i.e., data shar-

ing and reporting performance, internal referral, customer service survey) and then shared outcomes from those meetings with the overall group of partners. The One-Stop Operator ensures each partner has equal input on the continuous process improvement of the overall delivery system.

2. CUSTOMER ACCESS

The CareerSource NEFL system has fully integrated a wide variety of programs, such as: Job Corps, Migrant Seasonal Farm Workers, WIOA, Wagner-Peyser, Jobs for Veterans, the Trade Adjustment Act, Welfare Transition, SNAP, Second Chance, Community Action SCSEP, Reemployment Assistance (RESEA), Adult Education and Family Literacy Act and Vocational Rehabilitation. The strategy is designed to blend separate programs and funding streams, providing single points of access to workforce services for both employers and job seekers. Currently our locally developed memorandum of understanding is the keystone of service integration in this environment and will be updated to reflect state and federal guidance as it is issued. Agreements have been developed with all required partners, as well as additional non-required partners.

a. Individuals with Disabilities

CareerSource NEFL has been, and remains, a leader in providing services to disabled job seekers. We were the first workforce board in the nation to become an EN under the Ticket to Work program. Each of our career centers fully embraces a universal design that meets the accessibility needs of job seekers. All CareerSource NEFL staff members are expressly trained to serve job seekers with disabilities and are familiar, and compliant, with ADA rules and regulations. The Disability Navigator operates at the management level, providing direction and training to frontline staff throughout the career system. All staff assist all customers; in addition, each career center has at least one Disability Resource Coordinator assigned to assist those with disabilities. Accommodations have been made to allow wheelchair accessibility and designated workstations have been designed to facilitate use by individuals in wheelchairs. Large font computers are available, as is access to the Florida Relay System and Virtual Relay System.

b. Universal Design

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

are accessible to the largest number of people, thereby reducing the need for specialized assistance. CareerSource NEFL provides a range of options for inputting information in a computer, including a keyboard, trackball, or a mouse. We provide information through both online self-directed methods and in group workshop settings. Our staff is prepared to assist and accommodate a range of literacy and language skills and provide effective prompting and feedback during and after task completion. Additional examples include providing information in multiple languages, presenting information during trainings and workshops verbally and in writing, and incorporating graphics to illustrate information so individuals can receive information in the manner that best suits them. In the resource rooms, all signage uses graphics and pictures combined with text, and resource materials are available in places and at heights that are highly accessible. CareerSource NEFL provides the option of registering and/or signing up for orientation, workshops, and classes online or by telephone ahead of time so that orientation can be accomplished upon the first visit.

c. Facilitate Access to Remote Areas

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

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

3. INTEGRATION OF SERVICES

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

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

A SharePoint page has been established to share data and other pertinent information between partners. The Internal Self-Referral Form indicates a customer's interests in one or more partner's services, as well as case notes to be distributed to partners via SharePoint. Partner meetings are conducted on a regular basis.

4. SUB-GRANTS AND CONTRACTS

Sub-grants and contracts are awarded through competitive processes. CareerSource NEFL utilizes a procurement process that ensures the purchase of goods and services is conducted in an open manner resulting in competitive pricing, proper management, and oversight controls to ensure financial accountability, efficiency, prevent waste, fraud, and abuse, and avoid acquisition of unnecessary or duplicative items. Attachment F: Local Administrative Plan.

5. SERVICE PROVIDER CONTINUOUS IMPROVEMENT

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

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

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

This system improvement process serves as an outreach tool for both CareerSource NEFL and its service providers to provide feedback to management, the board, and chief elected officials through findings and recommendations. The system improvement process allows managers and program operators to know what is happening at any given time in the

system. This process provides warning signals of developing problems, allowing management to implement improvement measures or take corrective action in a timely manner. CareerSource NEFL performs system improvement as a regular and systematic review of program activities, administrative systems, and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines, and CareerSource NEFL policies and procedures.

F. COORDINATION OF SERVICES

1. COORDINATION OF PROGRAMS AND PARTNERS

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

The MOU is the cornerstone of service integration in this environment. We currently are operating with agreements that have been developed with all core, mandatory, and local partners. Our partners meet monthly to discuss the AJC/One-Stop system. Included in these meetings are issues that arise through operation and governance, service delivery strategy and future program delivery direction. This structure has been foundational to the success of our local workforce system.

In addition, several of CareerSource NEFL's goals to achieve its strategic vision speak to promoting maximum integration of service delivery within our career centers for our customers, both the job seekers and employers. Beyond our career centers, CareerSource NEFL is committed to deploying our resources into underserved areas and communities.

CareerSource NEFL plans to accomplish these goals by continuing, improving and/or implementing the following objectives:

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

- Promoting the AJC brand to ensure all core, mandatory and local partners are represented on promotional information.

2. COORDINATION WITH ECONOMIC DEVELOPMENT ACTIVITIES

Workforce development is the talent component of economic development, so it is critical that the two partners work closely together to ensure the success of a region. CareerSource NEFL works very closely with our economic development partners, and in particular JAXUSA, the regional economic development partner. JAXUSA is Jacksonville and Northeast Florida's regional economic development initiative. JAXUSA is a private, nonprofit division of the JAX Chamber. Its purpose is to facilitate the creation and retention of quality jobs and significant capital investment, resulting in a higher standard of living and a better quality of life in Northeast Florida.

JAXUSA works in partnership with the City of Jacksonville, JEA, the regional county partners – Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns – CareerSource NEFL, JAXPORT, the Jacksonville Aviation Authority, the Jacksonville Transportation Authority, and more than 135 private-sector investor corporate entities in the area.

JAXUSA partners with CareerSource NEFL to help site consultants, relocation prospects, and local companies considering expansion understand the local labor market trends. CareerSource NEFL provides information on average salaries, job growth trends and other factors affecting a company's ability to locate, recruit and train talent. We also help companies after the decision is made to locate or expand in the area with recruiting, screening, and assessment of prospective workers.

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

JAXUSA also hosts several workforce briefings throughout the year convening industry leaders, educators, workforce, and economic development staff to exchange information and report on industry trends. In addition, CareerSource NEFL has developed a workforce survey that queries companies about their future hiring and training needs as well as potential barriers to success. The survey is delivered in our counties by the local economic development entities. Each county organization is responsible for conducting company surveys every quarter. The results are delivered almost immediately via an internet survey tool and can be forwarded to CareerSource NEFL business services staff for action if a company has an immediate need for staffing or training support. For the upcoming year, we have increased this outreach to make a bigger impact on layoff aversion.

In lieu of separate sector MOUs, CareerSource NEFL has elected to create an agreement with JAXUSA, the regional economic development partnership.

Under this agreement and contracted services, JAXUSA delivers or facilitates:

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

We are currently in the early stages of writing the next regional strategy which will focus on extensive data analysis and an inclusive stakeholder engagement process. Over the next eight months we will move through Discovery, then to Opportunity, with Implementation happening in March of 2023.

DISCOVERY PHASE

- Regional stakeholder engagement
- Data analysis
- County profiles
- Benchmarking
- SWOT analysis

OPPORTUNITY PHASE

- Global, Local trends and market conditions
- Talent and workforce
- Innovation analysis

DATA-DRIVEN STRATEGIC PLANNING

WHAT YOU TELL US

- Meetings with community leadership & staff
- Focus group discussions
- Stakeholder interviews, surveys, & workshops

WHAT THE DATA TELL US

- Economic assessment
- Benchmarking vs. competitors & peer cities
- Cluster & target industry analysis

WHAT OUR EXPERIENCE TELLS US

- Strategies & initiatives
- Best practices
- Trends in economic development

3. COORDINATION WITH RAPID RESPONSE

CareerSource NEFL provides comprehensive, proactive local Rapid Response activities to assist adversely affected employers and workers as quickly as possible following the announcement of a permanent closure, layoff, or natural or other disaster resulting in a mass job dislocation. Additionally, we strive to identify and plan to prevent or minimize the impacts of layoffs on workers, businesses, and communities. Our Rapid Response Team is truly a team to provide the most comprehensive services as it includes a Rapid Response Coordinator,

Industry Managers and Coordinators, Business Specialists and Career Coordinators
Some of the key strategies we deploy include:

Layoff Aversion: Employ strategic planning, business intelligence data gathering, and analysis to predict and mitigate layoff events. Our Rapid Response Team (which includes industry managers) proactively reaches out to employers of all sizes including small businesses through surveys and works in close collaboration with our economic development partners to better understand business needs and provide solutions to companies that want to save jobs well in advance of layoffs. We are utilizing the information gathered to establish early warning systems to identify businesses that might be at risk of closing so immediate support may be provided to avoid layoffs. Information provided to employers that may be at risk includes Short-Term Compensation information, federal emergency grant and loan programs, local assistance programs, and customized training.

Business Engagement: CareerSource NEFL industry managers develop strong relationships with businesses and industry leaders through active memberships in associations and proactively providing information regarding CareerSource NEFL's services. Further the industry managers work closely with the Rapid Response Coordinator as key members of the Rapid Response team.

Reemployment Assistance: CareerSource NEFL provides workers with comprehensive information on how to file for reemployment assistance and what to expect from the claims process.

Community Services to Aid Laid-Off Workers: We help connect laid-off workers to community services like Florida KidCare, which provides affordable health coverage for children based on family income.

Tax Implications of Job Loss: We help laid-off workers get information from the Internal Revenue Service about how their taxes are affected by job loss.

CareerSource NEFL Job Preparation Services: CareerSource NEFL provides a variety of tools that job seekers can use to prepare for their next job such as career transition services, veteran services, and the CareerSource NEFL Professional Network.

Outreach to Small Businesses: CareerSource NEFL will further develop outreach materials that are particularly focused to small businesses regarding the services CareerSource NEFL can provide to avoid layoffs as well as when a layoff does occur. This will be done in partnership with the Small Business Administration and associations that focus on small to medium size business membership.

Using Tools to Engage Business: We have begun using Dunn and Bradstreet's EconoView tool to be more strategic with our employer outreach. EconoView is an intuitive data visualization platform offering multi-dimensional views of a region's business, workforce, and sector data for targeted business outreach. It allows us to evaluate businesses using a financial stress index to see what their potential for a layoff or closure might be. This tool will allow us to be more strategic in our business outreach approach.

4. INDUSTRY PARTNERSHIPS

Key Industry Sectors

CareerSource NEFL focuses our resources on supporting high demand industry sectors. CareerSource NEFL and JAXUSA are aligned to support the same sectors throughout the Northeast Florida region. JAXUSA selected the sectors based on a regional study. The sectors include aviation and advanced manufacturing, healthcare, IT, finance, transportation, and logistics.

The regional strategic planning process, updated every five years, includes an in-depth Competitive Analysis providing a detailed evaluation of our region's competitive strengths and areas for improvement, a Target Sub-Cluster Definition Report – containing detailed profiles of each target cluster and sub-cluster, an Education Infrastructure Assessment – containing an evaluation of all educational programs in the region, and a comparison of those programs with the talent needs of the target clusters. JAXUSA and CareerSource NEFL use a variety of economic data tools to inform our work with sectors on a day-to-day basis.

The objective of the partnership between CareerSource NEFL and JAXUSA is to foster collaboration among key stakeholders in the region to grow jobs and provide a highly skilled workforce matched to employer demand.

JAXUSA and CareerSource NEFL will partner to:

- Provide a baseline evaluation of existing sector support groups in the region and delivery of recommendation of strategies for each, whether via alignment and partnership with existing group or creation of a new body. Targeted industry sector categories: aviation and advanced manufacturing, financial services, health and biomedical, logistics and transportation, and information technology.
- Create an evaluation report and specific recommendations for each of the five targeted industries to include an existing inventory of convening bodies, current and projected employer demand in each sector, ten interviews with executives representing top employers in these sectors and specific recommendations for a strategy for each.

- Develop a plan to transition from the current Career and Technical Ed (CTE)-driven regional group convening to one driven by industry sector rather than pipeline geography. To include jointly developed transition plan and launch of high-level annual convening—a Career and Technical Education Summit—with key CTE directors, college and university leaders, business representatives and legislative advocates.
- Alignment to CareerSource NEFL strategic plan and regional college attainment Earn Up strategy to include employer engagement points up to 15 interviews/focus group participants, etc.
- Workforce events with education to demonstrate:
 - connections with CTE to each of the five targeted sectors,
 - business partnerships facilitated between K-12/college and employers to include the development of two new early college partnerships, and
 - participants engaged and surveyed.
- Workforce briefing in each of our targeted industry groups annually with key employers and education leaders.
- Host employer-driven conversations (to include 15 of the region’s largest employers) across all sectors regarding increasing the industry certificate and college completion rate of targeted sectors. Create a plan to address barriers and needs and pursue the development of external programs.
- Documentation of convening events for each targeted industry with defined content and convening outcomes.
- Provide connections, data and content needed to fully support CareerSource NEFL driven build-out of online career centers around two key sectors. To include internal meetings with CareerSource NEFL staff and any contracted service providers, any data support services, employer quotes, higher education provider responses, event and convening pictures, business executive background information and photos.

I. Sector Strategies that are founded on a Regional Vision

In 2018, The Northeast Florida Regional Council, JAXUSA Partnership, and CareerSource NEFL engaged Avalanche Consulting and the Council for Adult and Experiential Learning (CAEL) to complete Elevate Northeast Florida. Which we are working on the next version of our strategic plan, the items below are currently our guide.

The strategic planning process included the following steps:

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

The Elevate Northeast Florida planning process began in February 2018 and was completed in September 2018. Our updated strategic plan will complete and ready for publication in 2023.

KEY AREAS OF FOCUS

AVIATION AND ADVANCED MANUFACTURING INDUSTRY

These sectors are an area tremendous growth opportunity of Northeast Florida. The infrastructure strengths of Cecil Commerce Center and the region's military workforce make the combined sectors of aviation/aerospace/manufacturing a top priority for the region. To best serve and understand the needs of this sector, we closely partner with First Coast Manufacturers Association (FCMA).

Actions we will take:

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

- Provide summary of specific recommendations regarding skills needs for top occupations in sector
- Ensure appropriate CareerSource NEFL staff participate in forums and other conversations to foster employer relationships

FINANCIAL SERVICES INDUSTRY OPPORTUNITIES

While Northeast Florida has been strong in financial services for the past several decades, the upward shift in the sophistication of the occupations in this sector is worthy of better regional structure. The creation of an industry-themed convening of employers, workforce professionals and education leaders would help to create better dialog for education and training curriculum alignment to meet employer demands now and in the future.

Actions we will take:

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

INFORMATION TECHNOLOGY INDUSTRY

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

Actions we will take:

- Link CareerSource NEFL with both CIO group and JITC as formal partners in convening and programming
- Address those with barriers to participation (fees, stipulations) removed or otherwise covered

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

HEALTH AND LIFE SCIENCES INDUSTRY

Although this sector has always been in need of more skilled staff, particularly for direct patient care, the pandemic has had a substantial impact on this sector with healthcare workers retiring or transitioning to other industries. Currently, we are faced with a training capacity issue for clinicals which is limiting the number of Registered Nurses and a lack of individuals entering middle skill occupations which causes concern with regards to future workforce availability.

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

Actions we will take:

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

TRANSPORTATION AND LOGISTICS INDUSTRY

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

Actions we will take:

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

II. A Strategy driven by our industry partners

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

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

Our regional targeted industry sector categories are aviation and advanced manufacturing, financial services, health and biomedical, logistics and transportation, and information technology.

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

CareerSource NEFL has developed a close relationship with the regional chapter of SHRM, the Society for Human Resources Management. CareerSource NEFL staff members attend every SHRM meeting to connect with local recruiters and gain feedback and to learn about trends in HR from speakers. CareerSource NEFL partners with SHRM and the Jacksonville Urban League to present quarterly events titled Career Talk: A Job Seeker Speaker Series. These are done as virtual sessions to help jobseekers level up their skills.

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

III. Alignment of our service delivery system with sector strategies

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

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

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

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

IV. Transforming our services to customers through sector strategies

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

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

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

These events connect individuals from industry/business, secondary education, and higher education. This intersection supports our mission of building the talent pipeline in NEFL. The attendees from secondary education tell us that these events are a great resource that supports the career services and counseling they provide their students. Employers tell us that they appreciate speaking to the educators and students because it is a direct venue to share current information on industry, including required skill sets, career paths, and salaries. The colleges tell us that they appreciate these events because they connect them to potential students.

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

Each academy:

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

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

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

The Industry Sector Team also works to increase connections between schools and businesses by:

- Helping increase business participation in individual school job fairs
- Presenting at high school events including Parent Academy Classes and Seniors Nights
- Encouraging businesses to join high school advisory boards

We will continue to work closely with the school systems in our region to ensure students understand the opportunities in Northeast Florida, and in particular, within our high growth sectors.

V. Measuring, improving, and sustaining sector strategies

As our regional focus shifted to spotlight our targeted industries, we created innovative ways to serve and measure the impact on employers while assisting job seekers seeking careers in these target areas. As part of a regional reorganization, an assessment was completed to better understand business needs, not just current but projected needs as well. Four Industry Manager positions were created to become our regional industry experts. Our Industry Managers are required to have extensive experience in their assigned industry and the right skills to meet the needs of our partner employers. The four industry teams led by these managers are providing specialized services to ensure our targeted industry employers' needs are met. While providing a higher level of service to our employer customers, we are then able to specialize our services provided to individuals seeking employment in these areas.

These services include:

- Targeted Industry events including recruitments and informational sessions for job seekers. While open to all job seekers, our Industry Teams search through our database to find and invite qualified candidates.
- Industry Portals - We have gathered information on the fastest growing and highest paying jobs, training opportunities and the latest industry news to help job seekers fast track their career. The industry portals include the ability for job seekers to explore occupations, including salary information, job growth projections and more.
- Industry Days in the region's career centers were created a few years ago to create an environment for information sharing between the industry teams and the career center staff as well as between the industry teams and job seekers.

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

- Developing the future workforce, and improving current labor pool
- Identifying critical cluster occupations and suggesting new and adjusting existing workforce development efforts to target critical cluster needs
- Connecting the region’s residents to training that addresses known skills gaps and aggregating local demand for workforce programs
- Informing youth of opportunities in the targeted industries through a variety of activities including job/career fairs, parent nights and educational forums

On a regular basis we pull economic data regarding employment data for each industry and the occupations/skills in greatest demand. Further, we track the effectiveness of our services provided through industry surveys after each recruitment or information event. We utilize this on-going source of information to update our plans as well as inform service delivery.

We are currently working with the JAXUSA Partnership, Northeast Florida Regional Council, and other partners to create our next Economic Development Strategic Plan. The project goal is to update and expand the current plan for our counties through extensive data analysis and an inclusive stakeholder engagement process. We are currently in the engagement phase, participating in regional stakeholder engagement and completing a strengths, weaknesses, opportunities, and threats analysis. The Opportunity Phase is next where targeted sectors will be the focus, an infrastructure inventory is taken, and businesses participate in opportunity workshops. It is estimated that this update to our strategic plan will be complete in 2023. This strategic plan will inform updates or adjustments to the targeted industry and approach to services in the Northeast Florida Region.

5. COORDINATION WITH RELEVANT SECONDARY AND POSTSECONDARY EDUCATIONS

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

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

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

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

Our education partners include, but are not limited to:

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

Additional coordination efforts are evident through the following strategies:

- Designing and implementing practices that actively engage industry sectors and use economic and labor market information, sector strategies, Career Pathways, Registered Apprenticeships, and competency models to help drive skill-based initiatives.
- Creating Career Pathways that lead to industry-recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success.
- Training and equipping career center staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers.

- Cross-training center staff to increase staff capacity, expertise, and efficiency. This allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers.
- Inviting education partners and their staff to our staff training to learn more about WIOA, workforce development programs, and present an overview of their programs/services to CareerSource NEFL staff.
- Participating in outreach events including college nights, open houses, and job fairs at education providers.
- Participating on post-secondary educational advisory boards.
- Exploring opportunities for ongoing data sharing to maximize performance outcomes under WIOA.

Annually, CareerSource NEFL reviews the Carl D. Perkins grant applications submitted to the Department of Education by our training partners. A list of our training vendors with programs of study can be found on our website at: https://career-sourcenortheastflorida.com/partnervendor_list.

6. COORDINATION OF TRANSPORTATION AND OTHER SUPPORTIVE SERVICES

We partner with a variety of organizations to ensure we can provide the right supportive services to job seekers. The Florida Commission for the Transportation Disadvantaged (CTD) is an independent agency responsible for the coordination of transportation services for older adults, persons with disabilities, persons of low income and children at risk. The Transportation Disadvantaged Program (TD) enhances the mobility of Floridians to achieve independence by providing medical, employment, education, and other life sustaining trips to people with disabilities. The TD population includes persons who are unable to transport themselves or to purchase transportation, those who are unable to transport themselves because of a disability, and those who are unable to do so because of income status.

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

- Baker – Baker County Council on Aging
- Clay – Council on Aging
- Duval – North Florida Transportation Planning Organization

- Nassau – Council on Aging
- Putnam – The Ride Solution
- St. Johns – Council on Aging

SNAP job seekers who meet hours of participation may receive up to a \$25 stipend per month to assist with transportation costs while looking for work. For TANF job seekers support services are not entitlements and are based on demonstrated need to complete participation in activities leading to self-sufficiency through employment. Childcare is issued to TANF recipients with children ages zero to twelve years of age while they are completing required activities. If a mandatory participant case has closed with entered employment the childcare can be extended through the Community Partner Agencies supporting the childcare services. Specific criteria must be met and maintained to receive the service. Transportation will be provided for 12 months after the case has closed with employment when funding is available, employment is verified by staff and the participant has requested the payments.

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

7. COORDINATION OF WAGNER-PEYSER SERVICES

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

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

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

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs.

- Outreach, intake (including identification through the state's Worker Profiling and Re-employment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the One-Stop delivery system by phone or via other technology if the assistance is provided by trained and available staff and within a reasonable time.

The costs associated in providing meaningful assistance may be paid for by the State's Re-employment program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof through these funding sources. Individualized Career Services which may be made available by WP in coordination with our career center partners.

Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers may include:

- Diagnostic testing and use of other assessment tools
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers
- Group and/or individual counseling and mentoring
- Career planning (e.g., case management)
- Career exploration in our region's targeted industries

We align ourselves with the sector industries identified by JAXUSA and provide targeted services to our job seekers based on the identified industries, and available at any CareerSource NEFL Career Center or Access Point. This includes access to targeted industry teams who work in partnership with employers throughout the region, industry portals, as well as special job postings and events in these industries as well.

- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training. In some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services

- Internships and work experiences that are linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment
- Financial literacy services
- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training programs

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

8. COORDINATION OF ADULT EDUCATION AND LITERACY

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

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

CareerSource NEFL counts our local AEFLA program providers as key to the success of the Career Services System.

They provide critical services and activities to support adult learners with the goal of improving access to education and training opportunities and employment by:

- Continuing to develop and refine our transition plan to guide implementation of WIOA requirements and to consider job seeker impacts.
- Assisting adults in becoming literate and obtaining the knowledge and skills for employment and economic self-sufficiency. Programs use Career Pathways, integrated education and training, and workforce preparation activities as hallmarks of excellent work-relevant instruction.
- Supporting the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families. Family literacy programs provide parents and family members with foundational skills that boost their knowledge and confidence. They support the educational development of parents and help them become educational advocates for their children.
- Assisting immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship. English learners have access to services to help them achieve competence in reading, writing, speaking, and understanding English. These competencies allow them to obtain secondary school credentials and succeed in further education and training. Immigrants acquire an understanding of what it means to be a citizen and to participate in civic responsibilities.
- Assisting incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society. Incarcerated individuals have access to educational services that prepare them for employment, economic self-sufficiency, family roles, and responsible citizenship upon their release. They can access adult education and literacy activities that support post-release transition to higher levels of education and training and meaningful employment.

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

- Assess the One-Stop delivery system, core programs, and One-Stop partners to determine how to best achieve seamless service delivery models that place the job seeker in the center of program design and delivery.

- Manage an MOU between our chief elected officials, CareerSource NEFL and AEFLA providers to address One-Stop center infrastructure funding, physical and programmatic accessibility requirements, and the vision of WIOA and state established goals, among other issues.
- Assist our AEFLA providers to collaborate with new or existing youth services contract operators to increase services to disconnected and out-of-school youth and reconnect them to education and jobs.

9. REDUCTION OF WELFARE DEPENDENCY

In keeping with our income growth strategy, CareerSource NEFL has developed a holistic three-pronged approach to reducing multi-generation welfare dependency. This approach understands that families must build human, financial and social assets to move them from a life of poverty to a life of self-sufficiency.

Specifically, these assets entail the following:

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

To assist job seekers in managing these assets, all Welfare Transition and SNAP staff use various resources and tools to assist with achieving this goal. In addition, CareerSource NEFL works in close partnership with agencies including Legal Aid, local Housing Authorities, Episcopal Children Services, The Early Learning Coalition, Community Transportation, Jacksonville Transportation Authority, local mental health and substance abuse agencies, The Literacy Alliance, Goodwill Industries international, Inc., and FSCJ to help reduce or eradicate some of the barriers this population face. Partnership with organizations such as Goodwill Industries and FSCJ means customers can earn industry certificates and credentials as well as provide employment opportunities through Goodwill Temps, the temporary employment division of Goodwill. While training and employment opportunities are available, recent research conducted by CareerSource NEFL shows that over 60% of this population is functionally illiterate. CareerSource NEFL has collaborated with Florida Literacy Alliance and FSCJ to create and deliver a GED readiness program which implements career coaching and career pathing using contextualize instructional material provided through various educational and workforce development programs such as Career Shines and O*NET. This introduces our customers to various career paths and sectors which support our regional economies while engaging them in relevant and informative instruction.

G. PERFORMANCE AND EFFECTIVENESS

1. The LWDB 8 levels of performance negotiated with the Governor and CLEOs as used to measure local performance are outlined in **Attachment K: PY 2022-2023 Indicators of Performance**.
2. As demonstrated in **Attachment K: PY 2022-2023 Indicators of Performance**, our local workforce board exceeded 'greater than 100% of negotiated' on the majority of the performance measures. Further, when there is any indication that a performance goal may not be met, CareerSource NEFL takes immediate steps to correct areas of concern. To remain a high-performance board, CareerSource NEFL takes numerous actions to ensure we are providing high quality services within the WIOA requirements and will continue to do so as described below.

Measuring Effectiveness and Performance

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

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

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

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

practices. The goal is to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and CareerSource NEFL policies and procedures.

INDEPENDENT MONITORING

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

INTERNAL MONITORING

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

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

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

Performance monitoring is conducted to validate actual program performance against performance standards as established in the contract. The results of the review are used to assess progress toward goals and objectives, to identify existing or emerging problems, and to trigger explanations, corrective actions and/or contract actions, as appropriate.

Performance monitoring is conducted through a desk-review and on-site visits. At a minimum, the monitoring tools reflect the state monitoring tool provided by DEO. Other elements are added to this tool as appropriate. Program Managers ensure contract providers provide a monthly report to them and to the Vice President. This monthly report clearly indicates progress toward program goals/ outcomes.

Staff prepares written monitoring reports following their on-site visits. The reports are the

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

REPORT AND CORRECTIVE ACTION

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

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

CONTINUOUS IMPROVEMENT OF CENTERS AND SYSTEMS

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

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

DATA TO BE COLLECTED

PERFORMANCE

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

SERVICES

- Number of Participants receiving Career and Training Services
- Number of Participants exited from Career and Training Services
- Percentage of Participants employed 2nd and 4th quarter after exit

PARTICIPANTS

- Total Number served by each Core Program
- Number of Individuals with Barriers to Employment served by each Core Program
- Number of Participants enrolled in more than one Core Program

COSTS

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

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

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

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

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

The previous stated description provides CareerSource NEFL procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in LWBA 8. All system performance is directly benchmarked against the common measures, federal and state regulation/guidance, and CareerSource NEFL Board guidance. The Executive Committee will be the deciding body for all discrepancies, which cannot be resolved by the President and Service Providers.

3. CareerSource NEFL is committed to creating a customer-centered career centers. This is accomplished through jobseeker, employer, and partner focused surveys. In addition to surveys, the One-Stop Operator also solicits customer input as part of the one-stop center continuous improvement and certification process.

Further to ensure the performance and effectiveness of our One-Stop delivery system, CareerSource NEFL uses an oversight, monitoring, and system performance improvement evaluation process which includes:

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

The system improvement process serves as an outreach tool for both CareerSource NEFL and its core partners to provide feedback to management, as well as the board and chief elected officials through findings and recommendations.

ATTACHMENTS

- A. Executed Interlocal Agreement.
<https://careersourcenortheastflorida.com/wp-content/uploads/2022/08/First-Coast-Workforce-Development-Consortium-Interlocal-Agreement-2016.pdf>
- B. Executed agreement between the chief local elected official(s) and the local workforce development board.
See Attachment A.
- C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official.
See Attachment A.
- D. Current bylaws established by the chief local elected official.
FCWD Bylaws – Pages 157-163
- E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.
[Board of Directors - CareerSource NEFL](#)
[Board Meetings - CareerSource NEFL](#)
- F. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any procedures on how roles are delineated to verify the firewalls are effective.
This is not applicable to Region 8.
Policies and procedures outlined in: **Local Administrative Plan – Pages 164-199**
- G. Executed Memoranda of Understanding with One-Stop partners.
One-Stop Partners – 2020-23 MOUs – Pages 200-329
- H. Executed Infrastructure Funding Agreements with required WIOA partners.
One-Stop Partners – 2022 IFAs – Pages 330-361

- I. Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system.
Interagency Cooperative Agreement – Pages 362-379
AJC - One-Stop information – Pages 380-381

- J. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).
Public Comment Process – Pages 382

- K. **Indicators of Performance – Pages 383-384**

- L. Plan Approval
[Board of Directors Meeting Minutes September 21, 2022](#)
[Consortium Meeting Minutes September 28, 2022](#)



FIRST COAST WORKFORCE DEVELOPMENT, INC. AMENDED BYLAWS

ARTICLE I

The name of the organization shall be the First Coast Workforce Development, Inc. (FCWD), existing under the laws of the State of Florida, as a not-for-profit 501(c)(3) corporation.

ARTICLE II

The offices of the organization shall be located in places as selected by the Board of Directors ("Board" or "Directors").

ARTICLE III

CareerSource Northeast Florida (CSNFL) along with FCWD is a cooperative effort between private business, industry, labor, education and government created to increase the economic base of the community by providing workforce development, job training and employment services for the businesses and citizens of Region 8 as allowed and prescribed by the Florida Workforce Innovation Act of 2000 and the Workforce Innovation and Opportunities Act of 2014.

ARTICLE IV **FCWD GEOGRAPHICAL AREA**

The area to be served by FCWD is designated as the six-county region consisting of Baker, Clay, Duval, Nassau, Putnam and St. John's counties in Northeast Florida.

ARTICLE V **MEMBERSHIP**

The makeup of the Board will be delineated by Federal Law, State of Florida Statutes, and the Interlocal Agreement.

ARTICLE VI **ORGANIZATION**

FCWD shall be organized as follows:

1. **Meetings**

- a. FCWD shall meet regularly, no less than four (4) times each year. A quorum shall be fifty percent (50%) of the Directors. Special meetings may be held upon written call of the chair or by seventeen percent (17%) of the Directors upon at least twenty-four (24) hour notice to the other Directors.
- b. Directors of FCWD who are present at any committee, Executive Board or Full Board meeting at which an official decision, ruling or other official act is to be taken or adopted, which may involve a possible conflict of interest on the part of the Director and/or the organization which said Director represents, may not participate in any discussion or vote on the subject. The Directors must declare a conflict of interest in situations of this type prior to any discussions and/or a vote taking place and complete a Form 8B, Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers within fifteen (15) days after the conflict is declared.
- c. Meetings by Telephone or Teleconference. Members of the Board of Directors or any committee may participate in a meeting by means of telephone conference or similar communication method by which all persons participating in the meeting can hear each other at the same time. Any such participation will constitute presence in person at the meeting.

2. **Officers**

FCWD shall elect a Chair, Vice Chair and a Secretary to serve a two (2) year term. Elections will be held during the last quarterly meeting of each fiscal year by and among the full membership. Officers shall be selected from among the representatives of business and industry. These officers shall assume office on the first day of the fiscal year, July 1. However, upon approval of the majority of FCWD Directors present, extensions of the term of office for any of the officers of FCWD may be authorized for a period not to exceed one (1) additional year.

No later than March 1st of each appropriate year, the Chair shall appoint a nominating committee of no more than seven (7) members from among the membership, and shall include representation from each County. The nominating Committee shall recommend nominations for the Chair, Vice-Chair, and Secretary, and shall report those nominations to the membership at an election meeting to be held prior to July 1. Nominations from the

floor will be accepted at that meeting, with elections decided by simple majority.

- a. The Chair shall serve as the elected leader of FCWD and shall represent FCWD in all matters, in accordance with the FCWD Board Governance policies, which are not contrary to law or the bylaws.
- b. The Vice-Chair, in the absence of the Chair or in the event of the Chair's inability to act, shall perform the duties of the Chair, and when so acting, shall have all the powers and restrictions upon the Chair. The Vice-Chair shall also perform such—duties as assigned by the Chair or by the membership.
- c. In the absence of the Chair and Vice-Chair, the Secretary shall act as Chair with all the powers and restrictions upon the Chair.

3. **Committees**

The Chair, in accordance with FCWD governance policies, may create such committees, task forces, study groups and other advisory bodies as may be deemed necessary to assist FCWD in the performance of its duties and responsibilities. In those instances where the Chair of FCWD creates a task force, study group or other body, the Chair of FCWD shall designate a member of FCWD as the Chair of said body. A Committee, task force, study group or other body shall report on its progress to FCWD at such times as FCWD requires and no public report or recommendation, favorable or adverse, may be made by a task force, study group or other advisory body unless the matter is first considered by FCWD or its Executive Board.

- a. There shall be an Executive Board composed of the elected officers, immediate past chairperson, standing committee chairs, vice chairs, and at-large members designated by the Chair. The Chair may appoint up to four (4) at-large members to ensure county and regional representation. The Executive Board shall meet as designated by the Chair. The Executive Board shall have the authority and responsibility to act for FCWD in the day-to-day operation of FCWD consistent with the current FCWD policy and these bylaws, but shall have no authority to modify the bylaws. Any decisions made by the Executive Board are subject to review by the Board as a whole. Minutes shall be kept of the meetings of the Executive Board, and the actions of the Executive Board shall be reported to FCWD at its next meeting.
- b. Standing Committees: The FCWD Chair will appoint all necessary and appropriate committees. The Chair shall appoint the members and the Chair of each Committee to ensure equal representation of all counties. The committee Chair shall select a Vice Chair. A quorum shall be fifty percent

(50%) of the members of the Committee. Standing committees will be formed, in accordance with Federal and State law, to make policy recommendations to the Executive Board and FCWD.

- c. Ad Hoc Committees: The Chair of FCWD will appoint ad hoc committees to perform specific tasks as the needs arise. The Chair of the ad hoc committee shall be a director of the Board. A quorum shall be fifty percent (50%) of the members of the ad hoc committee. Members of the ad hoc committees need not be Directors of FCWD, except for the Chair.
- d. Except as delegated or authorized by the Board, individual Directors have no authority to control or direct the operations of the Board or the actions of its officers and employees, including the President.
- e. Members of the Board and its committees shall serve without compensation, but members, the President and all employees of the Board may be reimbursed for per diem and travel expenses.

ARTICLE VII

DUTIES AND FUNCTIONS

The Duties and functions of the First Coast Workforce Development, Inc. Directors include:

- 1. Developing the region's strategic workforce development plan and subsequent implementation plans as part of the strategic economic development plan of the region.
- 2. Establishing performance standards and measures for workforce development activities in the region.
- 3. Evaluating the performance and effectiveness of the region's workforce development plan and programs.
- 4. Reporting to the board of Directors of CareerSource Florida, Inc. regarding its functions, duties and responsibilities.
- 5. Soliciting, accepting, receiving, investing and expending funds from any public or private source.
- 6. Contracting with public and private entities as necessary to further the directives of the Workforce Development Strategy.
- 7. Approving an annual budget.

8. Carrying forward any unexpended appropriations into succeeding fiscal years.
9. Providing an annual report at the conclusion of the fiscal year. The annual report shall include a financial statement approved by the Board.
10. Overseeing and monitoring activities under its jurisdiction in accordance with Workforce Innovation and Opportunities Act of 2014 and the Florida Workforce Innovation Act of 2000.

ARTICLE VIII **FINANCIAL MATTERS**

1. No loans shall be contracted on behalf of FCWD, and no evidence of indebtedness shall be issued in its name.
2. All purchases or expenditures by FCWD, whether by contract or not, shall follow and adhere to laws, policies and standards governing purchases and expenditures as specified by the grant and/or the grant recipient.
3. No officer, employee or agent of FCWD shall have any interest, financial or otherwise, direct or indirect, or any contractual relationship in the purchase or sale of goods or services by FCWD.

ARTICLE IX **STAFF**

The President will be selected and appointed and shall have such duties and responsibilities as may be designated by the Executive Board through its Executive Limitations policies. The President will report to the Executive Board and shall serve at the pleasure of FCWD.

ARTICLE X **PARLIAMENTARY AUTHORITY**

1. FCWD shall operate under the most recently published edition of Roberts' Rules of Order. These rules may be preempted by any special rule of order the membership may adopt.
2. Directors may cast singular votes on all issues presented before FCWD, and may be allowed limited proxy as otherwise defined and specified.
3. Non-members shall have the right to present views before FCWD while it is in

session as recognized by the Chair.

4. All meetings of FCWD shall be open to the public, and comply with Florida's Government in the Sunshine and open records laws. The FCWD will keep correct and complete books and records of account and financial statements and will also keep minutes of the proceedings of the Board of Directors and all committees. Such books and records will be available to all Directors on request and to members of the general public in accordance with applicable law.
5. Directors of FCWD may be removed automatically for unexcused absence at two (2) consecutive meetings or for conduct, which brings discredit upon FCWD. A vote of seventy-five percent (75%) of a quorum will be needed to remove a member for reasons of conduct. Any other unexcused absence is only available to public officials and can only be used in the performance of their official mandated duties.

ARTICLE XI **RESTRICTIONS**

1. Prohibition on Private Inurement and Private Benefit. No part of the earnings of the FCWD shall inure to the benefit of or be distributable to any director or officer of the FCWD, or any private individual (except that reasonable compensation be paid for service rendered to or for the FCWD and payments and distributions may be in furtherance of one or more of its purposes); and no director, officer, or private individual shall be entitled to share in the distributions of any of the corporate assets on dissolution of the FCWD.
2. Prohibition on activities of Tax-Exempt organizations. The FCWD shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt from taxation under Section 501(c)(3) of the Code and its Regulations as they now exist or as they may hereafter be amended or replaced, or by an organization, contributions to which are deductible under Section 170(c)(2) of the Code and Regulations as they now exist or they hereafter by amended or replaced.
3. Distribution of Assets Upon Dissolution. Upon the dissolution of the FCWD, the assets of the FCWD shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Code and its Regulations, or shall be distributed to the federal government, or to state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the FCWD is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

ARTICLE XII
INDEMNIFICATION

The FCWD shall indemnify the officers, directors, employees and agents of the FCWD to the full extent permitted by the Florida Not For Profit Corporation Act, Chapter 617, Florida Statutes. This indemnification provision shall not be deemed to be exclusive of any other rights to which such officers, directors, employees and agents may be entitled under the Bylaws, any agreement, any insurance maintained by the FCWD, or otherwise.

ARTICLE XIII
AMENDMENT OF BYLAWS

1. The Charter of Bylaws may be amended by a two-thirds (2/3) majority vote of the entire Board in person or by absentee ballot at any meeting of FCWD when a quorum has been declared, provided that the proposed amendment(s) has been mailed to each voting member at least ten (10) days prior to the date of the meeting.
2. Directors shall be allowed limited proxy as defined as an absentee ballot for bylaw action only. Absentee ballots must be received prior to the date of that board meeting which shall address the bylaw action.

FIRST COAST WORKFORCE DEVELOPMENT ADMINISTRATIVE PLAN

MODIFIED 01/05/2021

Approved by: Bruce Ferguson, Jr.
President/CEO

1/5/21
Date

Local Administrative Plan

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Section I. - Description of the Administrative and Substate Grantee

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

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

Section II. - Financial Management

1. Accounting Procedures

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

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

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

2. Financial Reports

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

3. Charging of Costs and Cost Allocation

FCWD follows the state approved cost allocation plan.

4. Program Income/Stand-In Costs

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

for in the same manner as all other costs.

5. Interest

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

6. Cash Match and In-Kind Contributions

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

7. Supporting Documentation

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

8. Cash Management

State warrants are wire transferred directly to the FCWD checking account via the Electronic Federal Tax Payment System (EFTPS). FCWD maintains deposits in one interest bearing checking account that is a Qualified Public Depository. The bank account is reconciled on a monthly basis. Cash requirements are forecasted from historical data and from invoices currently being processed, to minimize the time elapsing between receipt of advanced funds and disbursement. All grant information is compiled and reported to the State as required.

9. Payroll Procedures

Payroll data is compiled and processed bi-weekly. The President or Designee initiates all hire authorizations. Documentation of employment will be in the form of either a hire letter or a status change form. Personnel records are maintained in the Human Resource office and only authorized individuals are allowed access.

10. Travel

All requests for approval and payment for travel expenses will be accomplished in accordance with Section 112.061, F.S. and the procedures outlined in the FCWD travel policy. The requirements contained therein apply to all travel whether paid for with State or Federal funds. In addition, the requirements apply whether paid by reimbursement, contractual agreements, or other methods of payment, including payment to a contractor or volunteer. The authority for the policy is contained in Section 445.007(10), Florida Statutes, which requires FCWD to reimburse standard travel in accordance with rates established in Section 112.061, Florida Statutes, and in compliance with applicable state and federal requirements. Rule 691-42.007, where applicable, has been relied on in drafting this template in compliance with Section 445.007(10), Florida Statutes. Travel expense reports are submitted for travel reimbursements. All allowable expenses, except meal allowances and mileage, are supported by receipts. Travel expense reports require President or Designee approval.

11. Bonding

A fidelity bond in the amount of \$1,000,000 is maintained by FCWD. Subrecipients shall carry an employee fidelity bond on officers, directors, agents, subcontractors or employees authorized to receive or deposit funds or issue financial documents, checks or other instruments of payment of program costs. Bond shall be in the amount of \$100,000 or the highest planned single payment by the FCWD during the contract period, whichever is less. Subrecipients may be required to furnish the FCWD with a copy of their Bonding Insurance Certificate.

12. Audits/Monitoring

Programs are monitored by FCWD internal monitor as well as contracted monitors periodically throughout the fiscal year. An independent financial and compliance audit is conducted annually by a certified public accountant. The audit is procured through competitive procurement in accordance with Federal and Florida Statutes. Proposals are received which are based upon predetermined specifications. FCWD will limit auditor retention to no more than five years, at which time a new qualified auditor will be selected.

Upon completion of the audit, the financial statements and audit reports are presented to management for review. The reports are then presented to the Finance Committee and forwarded to the Board. Within 30 days after completion of the audit, FCWD transmits copies of the audit report to DEO. If the report contains any findings related to the programs, a corrective action plan is prepared and submitted to DEO. This is followed by an audit resolution report detailing all corrective actions taken.

The audit for the last two years will be posted on the FCWD's website.

Each non-federal entity that expends a total amount of Federal awards equal to or in excess

of \$750,000 in any fiscal year of such non-federal entities shall have an audit performed for such fiscal years in compliance with the Single Audit requirements; 2 CFR 200; and applicable Federal & State audit regulations.

For-profit subrecipients are required to have a Single Audit or program specific annual independent financial and compliance audit conducted and prepared in accordance with generally accepted audit standards. Additionally, the State of Florida, Rules of the Auditor General, Chapter 10.600 states that for-profit organizations that are awarded grants and aids appropriations of \$750,000 or more must produce an audit in accordance with the rules of the Auditor General promulgated pursuant to s. 11.45. In addition, the Single Audit requirements and 2 CFR 200, when applicable. Audit reports must be submitted to FCWD within 30 days after their completion but no more than 180 days after the Contractor's fiscal year end.

If findings exist, the subrecipient must provide written evidence that corrective actions have been implemented within sixty (60) calendar days of the audit's completion. The administrative office then forwards a written determination to the subrecipient stating whether or not corrective actions are adequate and whether questioned costs will be allowed, subject to State and Federal review. If any costs are disallowed, a debt is established and debt collection procedures are implemented.

13. Debt Collection

The monitoring/auditing system within the administrative office detects most erroneous billings prior to the time funds are disbursed to subrecipients/vendors. If a discrepancy is found after disbursement has been made, it is deducted from the next billing. If a contract has already expired when the discrepancy is discovered or if a debt is established after an audit, a certified letter is sent to the subrecipient requesting reimbursement within 30 days. If the funds have not been repaid at the end of the 30- day period, another certified letter is sent advising the subrecipient that the FCWD's attorney will begin debt collection procedures at the end of the next 30-day period. If the funds are not received by the end of the second 30-day period, the FCWD's attorney is notified and legal proceedings are initiated.

14. Advance Payments

FCWD will allow advance payments to contractors under the following conditions:

- A. The contractor has shown sufficient evidence that they lack sufficient working capital.
- B. The contractor must meet the standards of 2 CFR 200.305 for advances to subrecipients;
- C. Advance payments must meet the standards of 2 CFR 200.305; and
- D. Advance payment is in the best interests of FCWD.

Contracts with providers will clearly define the conditions of advance payment in cases where FCWD ascertains the aforementioned conditions are met. FCWD will maintain close

accounting of related expenditures and liquidation to ensure receipt of the contracted goods and/or services.

Section III. - Property Management

Property will be purchased in accordance with FCWD, Inc. purchasing policy.

Property (whose value is \$5,000 or more) will be maintained on a computerized property inventory system by location. New property will be added to the inventory system when it is paid for. The Property Custodian will tag the new item with approved tags with the item number encoded thereon. The property inventory system will be maintained by the Property Custodian. Property records will include all federally required elements to ensure property accountability.

An annual physical inventory of all property will be conducted. When completed, the detail inventory by location will be dated, signed and filed by the Property Custodian in the Administrative Office. If the Property Custodian is changed, a special inventory will be performed at that date.

FCWD will insure that the property inventory system is a standard part of program monitoring and evaluation.

Property will be disposed of in accordance with policies and procedures. Donations of surplus property must be made to certified 501(c)3 or governmental agencies. Records will be maintained for a period of three years after final disposition of property.

A report of the inventory at June 30th will be compiled and transmitted as required on an annual basis.

Capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval from DEO.

Capital expenditures for special purpose equipment are allowable as direct costs, provided items with a unit cost of \$5,000 or more have the prior written approval from DEO.

Capital expenditures for improvements to land, buildings, or equipment which materially increase their value or useful life are unallowable as a direct cost except with the prior written approval from DEO.

Special arrangements and alterations costs incurred specifically for a Federal award are allowable as a direct cost with the prior approval from DEO.

Title to federally-owned property remains vested in the Federal government and FCWD will follow the requirements as outlined in 2 CFR 200.312.

Title to equipment acquired under a Federal award will vest in the non-Federal entity, subject to the conditions set forth in 2 CFR 200.313.

Equipment will be used by FCWD in the program or project for which it was acquired as long as needed, whether or not supported by the Federal award, and FCWD will not encumber the property without prior approval of the Federal awarding agency. FCWD will follow the requirements as outlined in 2 CFR 200.313.

FCWD will follow the disposition requirements for equipment acquired with federal awards identified in 2 CFR 200.313.

Section IV. - Records Management

FCWD will utilize a centralized state client Management Information System (MIS) for all programs operated under federal and state statute. FCWD will operate in accordance with the requirements of those laws, the State's Program Guide for all Records and Reports, and the State's Division Policy on Accounting and Reporting Requirements for Property.

The MIS will be operated from a Wide Area Network (WAN), hosted at an independent data center offering secure and hardened colocation and disaster recovery services. The dedicated facility provides state-of-the-art security, redundant power systems, and a robust fiber network optimized for performance and speed to a host of demanding customers. Located in Jacksonville, Florida, the company's core infrastructure is rated to withstand hurricane category 5 forces to ensure maximum reliability and peace of mind. The data center is designed to accommodate the changing power density and cooling needs of the colocation market while maintaining consistently superior levels of customer service and support.

While a participant is in training, information from the intake and enrollment forms should be entered by the offsite staff into the State MIS system on a daily basis. The FCWD administrative staff will conduct verification of client eligibility through review which requires an objective substantiation of all information provided. Subsequent status change, termination, and follow-up information will be entered daily electronically or on original forms into the MIS System, and filed with other original records of the participants. Since the FCWD has now invested in a state-of-the-art, document management system, all permanent files will be retained in this system. This system stores these records in secure formats and also utilizes electronic signature verification. In order to protect Personally Identifiable Information (PII), access to this system will be strictly controlled and delete capability will be limited to appropriate management staff only. When and if a file is deleted the audit tracking function within the document management system will retain all relevant information about who deleted the file and when it was deleted. Original documents will not be modifiable. Last, all electronic data will be backed up on a daily basis.

All applicant records will be retained in the document management system by FCWD for a minimum of three years after the completion of the program year in which they were enrolled. A master file of applicant records -- those not enrolled and those declared ineligible -- will be maintained by the administrative entity for a minimum of three years from the application date. Further, if any audit, claim, litigation, negotiation or other action involving records thereto has been started before the expiration of this three year period, the records shall be retained until completion of the action and resolution of all issues which arise from it, or till the end of the three year period, whichever is greater. Records will be maintained in the electronic document management system.

Archival cases that have not yet been entered into the document management system may be stored by an offsite custodian. The custodian of offsite storage records shall be designated from FCWD administrative staff. Public Records policy complies with all relevant state and federal public record requirements.

FCWD program staff will prepare regular periodic reports and special information summaries from the MIS data and local information sources to assist FCWD, contractors and staff in tracking program and contractor performance. The results of this procedure will enable the FCWD staff to evaluate the effectiveness of the programs and correct any program deficiencies.

PARTICIPANT REPORTING:

POLICY

It shall be the policy of the FCWD to assure that service providers and FCWD staff timely, collect, and enter all pertinent data in MIS, and report information necessary for quarterly and annual reports made to the State in accordance with the regulations.

BACKGROUND

Federal law that governs FCWD requires that local delivery systems collect data on applicants and participants with respect to their characteristics, eligibility, services and outcomes. To comply with statutory and regulatory requirements information collected must be entered into the State's management information system on a timely basis as eligibility determinations, and services are performed or assigned.

PROCEDURE

1. Staff required to collect, record and enter data relating to participants shall complete forms in accordance with guidance provided by the State.
2. Information shall be entered on a timely basis of any action taken requiring data to be entered or updated with respect to any individual participant or applicant for services.
3. Documentation entered shall be correct and truthful in all regards.
4. Any correction to data after entry shall be supported by case notes or memo explaining the correction by the individual authorized to make the data entry.

SECTION V. - Complaint Policy and Procedures

1. Policy

FCWD will maintain effective and timely complaint resolution procedures to be utilized by a workforce program participant, employee, employers, sub-grantee, subcontractor, or other interested party when filing a complaint alleging violation of administrative and/or service provisions and performance requirements of the Workforce Innovation and Opportunity Act (WIOA), Supplemental Nutrition Assistance Program (SNAP), Welfare Transition Program (TANF/WT), and the Wagner-Peyser (WP) Program.

2. Background and Underlying State/Federal Policy

The WIOA, TANF/WT and SNAP programs require the State, the local areas, and direct recipients of program funds to establish and maintain grievance/complaint and hearing/appeal procedures for handling program-related complaints. The grievance/complaint requirements may vary from program to program.

To simplify instructions and to have a unified format, the following grievance/complaint and hearing/appeal procedures will be essentially the same for WIOA, TAA, SNAP, and TANF/WT workforce programs. Wagner-Peyser procedures will be addressed separately.

3. FCWD Original Grievance/Complaint and Hearing/Appeal Process

A. Overview

i. Any participant or other interested party adversely affected by a decision or action by the local workforce system, including decisions by career center partners and service partners, has the right to file a grievance/complaint with the RWB, with the exception of complaints alleging unlawful discrimination. Discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, Discrimination Complaint Procedures. The discrimination complaint procedures are available on line at:

http://www.floridajobs.org/civilrights/docs/Discrimination_Complaint_Procedure_s.pdf

ii. TANF/WT work activity and support services grievances/complaints shall be filed with FCWD (work activity is defined in Chapter 445, Florida Statutes). Pursuant to 45 CFR 261.56(c)(2) we will inform customers of and provide a fair hearing regarding non-compliance with work requirements. TANF cash assistance eligibility or benefit entitlement grievances/complaints shall be filed with the local Department of Children and Families (DCF) office, the cognizant agency responsible for administering this part of TANF (20 CFR 662.280), except for complaints alleging unlawful discrimination.

iii. Food stamp eligibility or benefit entitlement grievances/complaints shall be filed with the local DCF office (See 7 CFR 271.6 and 273.15), except for complaints alleging unlawful discrimination. The SNAP reimbursement shall be treated as a support service, and grievances/complaints shall be filed with FCWD.

iv. Grievance/complaints, except complaints alleging unlawful discrimination, shall be filed at the State level only when based upon actions or decisions made by the State recipient or administrative entity. Any grievance/complaint filed with an inappropriate entity will be forwarded to the proper entity/agency for action. The entity's/agency's 60-day timeframe to handle the grievance will start upon receipt of grievance/complaint.

v. A grievance may be filed by regular employees regarding displacement by a WIOA, TAA, TANF/WT, or SNAP program participants and by program participants regarding displacement for reasons other than unlawful discrimination. Displacement action prohibitions and available relief specifications are described in WIOA (20 CFR 683.600), TANF (45 CFR 261.70), and SNAP (7 CFR Parts 271 and 273). The filing of all other grievances/complaints alleging, employment, and health and safety violations shall be filed as described in Section I. b., Process for Filing a Grievance/Complaint with RWB. As noted above, discrimination complaints must be filed in accordance with the Department of Economic Opportunity, Office of General Counsel, Discrimination Complaint Procedures.

All local workforce grievances/complaints shall be filed with FCWD using the procedures contained herein. The exceptions are Job Corps grievances/complaints that are processed according to requirements of 20 CFR 670.990.

As specified in Rule 65A-4.205, the DCF has delegated to FCWD the responsibility for TANF/WT work activity non-compliance determinations. This rule is incorporated herein by reference. Additionally, in the TANF State Plan, DCF has assigned to CareerSource Florida Incorporated (CFI) and the Department of Economic Opportunity, Division of Workforce Services (DEO) the responsibility for providing a grievance form to all participants in the program.

B. Process for Filing a Grievance/Complaint with FCWD

Under WIOA, TAA, TANF/WT and SNAP, career center partners, service providers, participants, and other interested parties affected by the local workforce system have the right to file a grievance/complaint. Grievances/complaints that do not allege unlawful discrimination shall be filed using the procedures established herein.

i. FCWD shall receive, review, and attempt to informally resolve the initial WIOA, TAA, TANF/WT, and SNAP grievance/complaint.

ii. If the grievance/complaint cannot be resolved informally, then a hearing shall be held and a decision issued within the required 60 calendar days from receipt of complaint/grievance.

iii. Employment, and health and safety complaints/alleged violations for reasons other than unlawful discrimination will be forwarded to the Department of Economic Opportunity, Division of Workforce Services, or may be mailed directly to the appropriate federal agency as allowed by federal regulation. The last page of Section C has a list of addresses for federal agencies. A copy of the complaint/alleged violation report shall also be mailed to DEO.

C. FCWD Grievance/Complaint Review and Hearing Process

i. Complaint documents must be in writing, providing clear factual specifics upon which the complaint is based, properly signed and appropriately submitted.

ii. Upon receipt at FCWD, complaint documents shall be date-stamped, copied and distributed as follows:

- One copy to the Chief Executive Officer (CEO)
- One copy to the Designee
- One copy to the Equal Opportunity Officer (EOO)

iii. Upon receipt at FCWD, the CEO, the DESIGNEE and the EOO shall conduct a collaborative evaluation, and designate a Hearing Officer within fifteen (15) working days.

iv. The Hearing Officer shall schedule a hearing and notify the grievant/complainant by certified mail, return receipt, at a minimum of fifteen (15) calendar days prior to the hearing. The hearing notice shall advise the following:

- The date, time, and place of the hearing;
- The pertinent sections of the WIOA, TAA, TANF/WT, and SNAP, or any other federal regulations involved;
- Affected parties may present witnesses or documentary evidence at the hearing;
- Affected parties may be represented at the hearing by an attorney or other representative; and
- The parties will receive the decision within 60 calendar days from receipt of the grievance or complaint.

The hearing will be conducted according to the procedures established by FCWD. The Hearing Officer will ensure that the hearing proceeds in an equitable, orderly and expeditious manner. The Hearing Officer may elicit testimony from witnesses without acting as an advocate for any party. The Hearing Officer will ensure that the process, including the contents of the hearing dialogue, is transcribed or has the potential of being transcribed. The Hearing Officer will attempt to negotiate a settlement between the parties any time prior to the conclusion of the hearing.

D. Resolution

i. The Hearing Officer's decision: The Hearing Officer shall issue a written decision within 60 working days of the filing of the complaint. The decision shall be in clear, simple, non-technical language and will include the following information:

- a. Date, time and place of the hearing;
- b. Appearances entered at the hearing;
- c. A statement that the involved parties, their representatives and witnesses were given an opportunity to present oral or written evidence in support of their position;
- d. A clear and concise statement of the issues;
- e. Findings of fact, based exclusively on the evidence of record, and conclusions of law, separately stated;
- f. The decision of the Hearing Officer based on the findings of fact, conclusions of law and evidence introduced at the hearing; and
- g. The procedures by which the grievant may request an appeal.

ii. The Hearing Officer will furnish to all parties a copy of the decision by certified return receipt requested mail or by facsimile, followed by a hard copy.

iii. Failure to accept the certified mailing will constitute a waiver of the right to notice by such means. The Hearing Officer shall thereafter serve the copy by regular mail.

iv. The Hearing Officer will preserve the record of the entire hearing. Any transcription will be done at the initiation and expense of the requester. Any party requesting a copy of the recorded hearing will pay the cost of duplication.

E. Process for Filing an Appeal of FCWD Decision or Lack of Action

Should a decision not be rendered within 60 calendar days of filing the complaint, or if there is an adverse decision, the complainant will be notified in writing that a request for appeal may be made accordingly:

- The appeal should be concise (if possible, not to exceed five pages not including exhibits and attachments) and shall be sent by certified mail (return receipt), to the Department of Economic Opportunity, Office of General Counsel, 107 East Madison Street, MSC 110, Tallahassee, Florida 32399-

4128.

- The appeal request shall state the facts, laws, procedures, etc. that the grievant/complainant believes to be relevant for review. The appeal must be filed with DEO within 30 calendar days of receipt of the RWB Hearing Officer's decision or within 30 calendar days after the required 60- calendar day timeframe for FCWD to act has elapsed.
- The request must include the grievant's/complainant's address where official notices will be mailed.

The state can remand the grievance/complaint back to the RWB to hold a hearing or impose other remedies to resolve the grievance/complaint.

F. Finality of Decisions

With the exception of complaints alleging violations of the labor standards under section 143 of the Act, the State of Florida's decision(s) shall be final unless the United States Secretary of Labor exercises authority for federal level review, or the Grievant timely requests a review of the State level hearing action, pursuant to 20 CFR, 627.601, Subpart F.

G. Alternative Dispute Resolution

Nothing contained within this policy shall prohibit pursuit of any rights pursuant to 20 CFR Sections 627.600 through 627.607, (appendix A).

H. Retaliation Prohibited

No person or agency may discharge, or in any other manner discriminate or retaliate against any person, or deny to any person a benefit to which that person is entitled under the provisions of the Act or the regulations because such person has filed any complaint, instituted or caused to be instituted any proceedings under or related to the Act has testified or is about to testify in any such proceedings or investigation or has provided information or assisted in an investigation.

Section VI. Complaint Procedures for Wagner-Peyser Employment Service Activities

1. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State and Federal level for processing these complaints. In addition, any person who believes he or she, or any specific class of individuals, has been subjected to unlawful discrimination in a Wagner-Peyser program (including employees and/or applicants for employment with the agency administering the program) may file discrimination complaints by following the procedures in the DEO Discrimination-Complaint Procedures.

Special handling procedures are required for complaints filed by Migrant and Seasonal Farm Workers (MSFW) that do not allege unlawful discrimination. FCWD will attempt to resolve the MSFW complaint. IF MSFW complaints cannot be resolved within five working days of receipt of complaint by FCWD, the complaint form and copies of all documents in the complaint file are forwarded to the DEO. Complaints alleging unlawful discrimination in the MSFW program may be filed in accordance with DEO.

Federal regulations at 20 CFR 658.415 state that non-ES related complaints (employment, health and safety, etc.) must be forwarded as soon as possible after being received. These complaints shall be sent to DEO, or to the appropriate federal agency with a copy of the complaint sent to DEO.

2. FCWD/One-Stop ES Complaint/Resolution Procedures

Complaints that are related to the Wagner-Peyser employment services that do not allege unlawful discrimination are handled by the career center manager. The manager will maintain a separate file for each complaint and enter the complaint on the complaint log. FCWD will attempt to resolve all ES related complaints. The complaint is resolved when the complainant is satisfied with the outcome; the complainant chooses not to elevate to the next level; or when the complainant has not responded within 20 working days after correspondence has been mailed for ES complaints and within 40 working days for MSFW complaints.

If the ES complaint is not resolved within 15 working days, then the complaint and associated file documents are forwarded to DEO Attention: ES Complaint Coordinator. Within five days after the end of the quarter, the local career center manager will mail the Complaint Logs to the Senior Monitor Advocate at the address included in the MSFW procedures above.

The MSFW complaints involving an allegation of noncompliance with assurances regarding wage and hour law or other employment conditions are to be forwarded to the nearest USDOL Wage and Hour office.

For MSFW violations of Occupational Safety and Health Administration (OSHA) Directives, complaints should be forwarded to the USDOL, Occupational Safety and Health Administration.

The following conditions are identified in 20 CFR 658.501(a) as the basis for discontinuation of services to employers:

- a. Employer submits and refuses to alter or withdraw job orders containing specifications which are contrary to employment related laws;
- b. Employer submits job order and refuses to provide assurances that the jobs offered are in compliance with employment-related laws;
- c. Employer is found through field checks or otherwise to have misrepresented the terms or conditions of employment specified on the job order or to have failed to comply fully with assurances made on the job orders;
- d. The career center is notified by enforcement agency that the employer has violated an employment related law;
- e. Employer, following investigation of complaint, is found to have violated employment service regulations;
- f. Employer refuses to accept qualified workers referred;
- g. Employer refuses to cooperate in field checks; and
- h. Employer repeatedly causes discontinuation proceedings to be initiated.

Nothing included in this procedure precludes a grievant/complainant from pursuing a remedy authorized under another federal, State, or local law.

Criminal fraud and abuse, discrimination, health and safety, and employment, complaints that violate federal laws, regulations, and directives are handled differently than the program related complaints/grievances handled by local and state hearing and appeal procedures.

3. Reporting Criminal Fraud and Abuse

WIOA Section 683.620 describes the process for reporting complaints and/or reports of criminal fraud and abuse. Complaints/reports must be reported immediately to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210.

The complaint or report can also be mailed to the USDOL Southeast Regional Inspector General for Investigations, Office of Investigations, Sam Nunn Atlanta Federal Center, 61 Forsythe Street, SW, Suite 6T1, Atlanta, Georgia 30303 with a copy simultaneously provided to the Employment and Training Administration.

Reports or complaints alleging criminal fraud and abuse may also be reported through USDOL's Hotline at 1-800-347-3756.

A. Background/Underlying State and Federal Policy

Federal regulations at 20 CFR Part 658, Subpart E, provide that each state shall establish and maintain an employment service complaint system that includes procedures at the local, State and Federal level for processing these complaints.

Wagner-Peyser participants may file discrimination complaints against the Department of Economic Opportunity, Division of Workforce Services (DEO) or its employees or complaints alleging discrimination by an employer. Title 29 CFR Part 34, provides the authority for the following:

- a. Complaints involving an employer in another state or another state agency;
- b. Complaints involving more than one office, another One-Stop Center, or statewide system;
- c. Complaints involving the violation of the Job Service Regulations by an office or One-Stop Center;
- d. Complaints involving the violation of an employment related law by an employer; and
- e. Complaints involving a violation of the terms and conditions of a job order by an employer.

Section VII. - Monitoring, Oversight, and Performance Evaluation Plan

The First Coast Workforce Development, Inc. (FCWD) will evaluate each subrecipient's risk of noncompliance with Federal statutes, regulations, and the terms and conditions of the sub award for purposes of determining the appropriate subrecipient monitoring. FCWD utilizes an oversight, monitoring, and performance evaluation process which includes:

- a. Periodic on-site monitoring visit to ensure programmatic and statutory compliance of all funded programs
- b. Ongoing review and assessments of service providers performances
- c. Periodic independent monitoring for programmatic and fiscal compliance by a qualified certified public accounting firm
- d. Sub-recipients submit the required audit reports in accordance with 2 CFR 200
- e. The following requirements on sub-recipients:
 - Funds shall not be used to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II for ETA approved funds.
 - FCWD requires an approved federally recognized indirect cost rate or a rate negotiated between the Board and the sub-recipient in compliance with 2 CFR 200.332, or a de minimis indirect cost rate.
 - The sub-recipient will permit FCWD and its auditors access to the sub-recipients records and financial statements, as necessary.

These activities/services are required to fulfill FCWD mandated oversight responsibilities as Region 8 in accordance with the regulation and guidance provided through the federal and state programs it operates.

The monitoring process serves as an outreach tool for both FCWD and its service providers to provide feedback to management through findings and recommendations. The monitoring process will continue to allow the managers/program operators to know what is happening at any given time in the system. This process will also continue to provide "warning signals" of developing problems whereby improvement measures or corrective action can be taken by management in a timely manner.

FCWD will perform monitoring as a regular and systematic review of program activities, administrative systems and management practices to determine appropriateness, effectiveness, and compliance with the terms of the contract, regulations/guidelines and FCWD policies and procedures.

1. Independent Monitoring

An independent certified accounting firm will conduct periodic programmatic, procurement and fiscal monitoring utilizing federal and state monitoring instruments, which outline both programmatic and fiscal compliance and quality improvement factors. The FCWD

monitoring contractor will monitor each subrecipient at least once during the Fiscal Year. Monitoring reports identifying findings, observations, and recommendations will be generated at the completion of each monitoring visit. A monitoring schedule will be developed by FCWD staff at the beginning of each program year.

2. Internal Monitoring

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

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

FCWD's monitoring staff will establish a schedule of regular scheduled, as well as periodic on-site monitoring reviews of service providers in Region 8. These visits will be designed to assure any abuses in program operations are immediately identified and eliminated, as well as to prevent any misuse of funds by Service Providers, subgrantees, etc.

Performance monitoring will be conducted to validate actual program performance against performance standards as established in the contract. The results of this review will be used to assess progress toward goals and objectives, to identify existing or emerging problems and to trigger explanations, corrective actions and/or contract actions, as appropriate. Performance monitoring will be conducted through a desk- review and on-site visits. Program Managers will ensure that contract providers submit a monthly report, which after review, will be forwarded to management. This monthly report should clearly indicate progress toward program goals/outcomes.

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

3. Report and Corrective Action

The monitoring report will be issued within 20 days in order to make the information

available for timely consideration and action by the management of both the administrative entity and its service providers. FCWD monitoring staff will follow-up on corrective action recommendations as well as the results of technical assistance which may not necessarily relate to the required corrective action.

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

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

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

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

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

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

The above mentioned description provides FCWD procedures for the monitoring, oversight, and evaluation of systems, program operators, and service providers in Region 8.

Section VIII. Purchasing Guide & Procurement of Services

Staff authorizing and purchasing goods and services are aware of and adhere to 2 CFR 200.403 regarding factors affecting allowability of costs.

Records will be maintained for a three year period after the end of the resulting contracting period to trace each service provider procurement process. These records shall include documentation to explain the rationale for the method of procurement, contractor selection or rejection, cost/price analysis, and the basis for the contract price.

Rationale for Procurement Method. For competitive procurement, the Request for Proposal (RFP)/Invitation to Negotiate (ITN), which describes the procurement process, will be kept on file for each procurement. Rationale for all non-competitive procurement will be documented according to applicable regulations.

Contractor Rejection or Selection. The evaluation criteria will be kept on file for each procurement, including the individual evaluation forms completed for each proposal submitted. Also kept on file will be copies of any correspondence sent to service providers regarding the procurement.

Basis for Contract Price. The service provider proposal, cost price analysis and contract will serve as the basis for documentation of the contract price. Any miscellaneous correspondence regarding proposed costs will also be maintained in the appropriate file.

Sub-recipient/Contractor Determinations. FCWD staff will evaluate the substance of each relationship to determine whether the features represent a contractor or sub-recipient relationship. The Sub-recipient and Contractor Determination Checklist will be completed by FCWD staff in distinguishing between sub-recipient and contractor relationships.

1. Contract Signature Authority

The President, Designee or the Executive Board Chair of the FCWD are the only official individuals authorized to sign and execute contractual agreements and modifications. The President is also authorized to terminate any contractual agreement.

Code of Conduct /Standard of Conduct/Conflict of Interest - award/administration of contracts.

FCWD adheres to the standard of conduct/conflict of interest governing the performance of employees, officers and contractors engaged in the award and administration of contracts as prescribed by the Florida Commission on Ethics, Guide to the Sunshine Amendment and Code of Ethics for Public Officers.

No staff, regular or temporary, or authorized agent, FCWD board member or officer shall bid to provide service, participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or apparent, is involved. Such a conflict would arise

when the individual (employee, agent, FCWD member or officer), or any member of the individual's immediate family, the individual's partner, or an organization which employs or is about to employ any of the above, has a financial or other interest in the firm or organization selected for award.

No employee or authorized agent, FCWD member or officer shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any sub-agreement.

Control for conflict of interest is exercised through the FCWD's procurement process. Proposals are evaluated by a team of staff using a point system based on evaluation criteria published in each Request for Proposals/Invitations to Negotiate or sealed bids, with recommendations submitted to the Executive Board or full Board of Directors for funding levels in excess of \$500,000.

Board of Directors Contracting Rules

In accordance with CareerSource Florida Inc. (CFI) guidance (*Modifications to Workforce Florida Inc. Contracting Policy*, May 2012) (CFI Contract Guidance), FCWD will not enter into a contract with one of its own Board members, with an organization represented by its own Board member or with any entity where a Board member has any relationship with the contracting vendor/sub-recipient.

At the Board's discretion, the following may be exempted from the above paragraph:

- a) A contract with an agency (as defined in Florida Statute 112.312[2], including, but not limited to, those statutorily required to be board members) when said agency is represented by a Board member and said member does not personally benefit financially from such contracts;
- b) A contract with a Board member or a vendor (when a Board member has any relationship with the contracting vendor) when the contract relates to the member's appointment to the board under Pub. L. No. 113-128, ("Workforce Innovation and Opportunity Act").
- c) A contract with a member receiving a grant for workforce services under Federal, state or other governmental workforce programs.
- d) A contract between a Board and a Board member which is not exempted under paragraphs (a), (b) or (c) where the board documents exceptional circumstances and/or need and the Board member does not personally benefit financially from the contract. Based upon criteria developed by CFI, the Florida Department of Economic Opportunity shall review the Board's documentation and assure compliance.

Each contract which is exempted from the general prohibition in the paragraph above must meet the requirements set forth in the Workforce Innovation and Opportunity "conflict of interest" provisions.

Rules Regarding Contracting with a Board Member Definitions:

"has any relationship with the contracting vendor" means the member is an owner or a principal of the vendor, or a principal of the vendor has retained the member, or the parent organization or subsidiary of a corporate principal of the vendor has retained the member or a member's known relative or member's business associate is an owner of the vendor. For purposes of this policy, vendor, contractor and sub-recipient are the same.

"benefit financially from a contract" means the special private financial gain to a member, a special private financial gain to any principal which retains the member, the special private financial gain of the parent organization or subsidiary of a corporate principal which retains the member or the special private financial gain to any member's relative or business associate or to a board employee or a board employee's relative and such benefit is not remote or speculative. "Personally benefit financially" means a special private financial gain to a member only.

Additional definitions are in Part I (Definitions) of CFI Contracting Guidance.

The Board must comply with all requirements of section 445.007, Florida Statutes, prior to contracting with a Board member or other person or entity that could benefit financially from a contract (as defined above). These requirements are:

- a) All contracts between FCWD and a Board member or other person or entity who may benefit financially from a contract (as defined above) must be approved by a two-thirds vote of the Board when a quorum has been established and the approval of such contracts shall not be delegated to staff or committees. The Board member who abstains from voting due to conflict of interest will not be counted towards the quorum.
- b) The fact that a Board member or other person or entity could benefit financially from the contract (as defined in the CFI Contract Guidance) must be disclosed in the meeting, and made part of the minutes of the meeting before the vote is taken. The Board member's absence from the meeting does not relieve the Board from the disclosure and 2/3 vote requirements. All other known conflicts must be disclosed before the vote. If a board member or employee discovers a conflict of interest after the vote, then the conflict must be disclosed in a procedure consistent with section 112.3143(4)(b), Florida Statutes. Board members who could benefit financially from the contract or who have any relationship with the contracting vendor (as defined in the CFI

Contract Guidance) must abstain from voting on the contract. A Board member's designee cannot vote in the place of a Board member who is required to abstain.

- c) Board contracts (i.e., contracts with Board members) equal to or greater than \$25,000 shall not be executed prior to the written approval of the Department of Economic Opportunity ("DEO").
- d) FCWD must submit all contracts equal to or greater than \$25,000 with Board members or other persons or entities who could benefit financially from the contract to DEO along with documentation, as specified by CFI Contract Guidance, demonstrating compliance with section 445.007, Florida Statutes.
- e) A contract under \$25,000 between FCWD and a member of the Board or between a relative of a Board member or of an employee of the Board is not required to have the prior approval of DEO but must be approved by a two-thirds vote of the Board, a quorum having been established, after full disclosure with the member's abstention and must be reported to DEO within 30 days after approval.
- f) Contracts with a Board member or other persons or entities who could benefit financially from the contract (as defined the CFI Contract Guidance) in which the Board is receiving monies or other compensation (such as a Board member paying rent to the Board or paying for Board services) are exempt from this policy.
- g) The term "contract" includes the initial contract and all amendments, renewals, or extensions. Renewals or extensions of contracts with a Board member or persons or entities who could benefit financially from the contract must be approved under the same procedure as if the renewal or extension were an original contract. Any amendments to a contract which could benefit financially a Board member or another person or entity (as defined in the CFI Contract Guidance) must be approved under the same procedure as if the amendment were an original contract. Any amendments which do not benefit financially a Board member or other person or entity (as defined the CFI Contract Guidance) may be approved by a regular majority vote where there is a quorum according to Board rules and/or bylaws.
- h) All other requirements of section 445.007(1) must be met. For

example, a Board member must continue to disclose any conflict of interest in a manner that is consistent with the procedures outlined in section 112.3143, Florida Statutes.

- i) In order to comply with the requirements of section 445.007, FCWD shall advise and require Board members to disclose known conflicts of interest and notify the Board of any contracts which may benefit them personally. In order to comply with the requirements of section 445.007, FCWD shall advise and require all parties to a contract to disclose all known conflicts of interest and notify the Board of all Board members or other persons or entities known to benefit financially from the contract (as defined the CFI Contract Guidance).
- j) A contract which is initially subject to the requirements of section 445.007 due to a Board member's, an employee's or another person's or an entity's conflicts of interest at the time of approving the contract is not subject to these procedures after the departure of the member from the Board membership, the departure of the employee from FCWD's employ or other actions have removed the conflicts of interest.
- k) The above requirements do not eliminate or diminish the Board's obligations to comply with the Workforce Innovation and Opportunity "Conflict of Interest" procedures.

Required documentation

For each contract equal to or greater than \$25,000, FCWD must electronically submit after the Board's approval of the contract a completed contract information form certified by the Board chair as correct and true to workforcecontract.review@deo.myflorida.com containing the following information:

- a) Identification of all parties to the contract.
- b) Description of goods and services to be procured.
- c) Value of the contract, contract renewal or contract extension.
- d) Contract term
- e) Contract number or identifying information, if any
- f) Identification of board member or employee whose conflict of interest required the board's approval of the contract by 2/3 vote.
- g) The nature of the conflict of interest in the contract.
- h) A certified board membership roster listing all members on the board at the time of the vote on the approval of the contract with a vote tally indicating attendance or absence at the meeting and for those in attendance, the affirmative and negative votes and

abstentions for each member.

- i) Dated and executed conflict of interest forms, which are consistent with the procedures outlined in section 112.3143, Florida Statutes, submitted at or before the board meeting, for board members who have any relationship with the contracting vendor (as defined the CFI Contract Guidance).
- j) Other information as specified on the contract information form.

2. Purchase Thresholds

The following monetary thresholds have been established by FCWD for procurement of goods and services for which the aggregate cost is \$250,000.00 or less. These Small Purchases do not require a formal request for proposals or bids

- a) Micro-purchases – purchases of \$10,000 or less in aggregate may be awarded without soliciting competitive quotations if FCWD considers the price to be reasonable based on research, experience, purchase history, or other information and is documented accordingly. To the maximum extent practicable, the micro-purchases will be distributed equitably among qualified suppliers.
- b) Purchases of \$10,000.01 - \$24,999.99 shall require a minimum of two written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.
- c) Purchases of \$25,000.00 - \$250,000 shall require at least three written quotes, which shall be attached to the purchase requisition or included in the procurement file for that purchase as appropriate. If the lowest priced item is not purchased, there shall be a written justification included in procurement file.

A cost or price analysis will be made and documented in the procurement file in connection with every purchase in excess of the Simplified Acquisition Threshold. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

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

FCWD will identify the portion of membership dues in associations (Economic Development, Chambers, etc.) that are spent on political activities (lobbying) and, for this portion of the dues, either deduct from the payment or utilize unrestricted funds to eliminate any possible appearance of contributing to lobbying activities, which is strictly unallowable per 2 CFR 200.

Sole Source Procurement:

Examples of when sole source procurement may be used is when:

- a) The goods' or services' aggregate cost does not exceed the micro-purchase threshold
- b) There is an immediate danger to the public health, safety or welfare, or where FCWD will suffer substantial loss related to delays incident to competitive bidding. A contractor/supplier may be selected without following standard procedures due to the nature of the emergency. If possible, it is recommended that at least two quotes are received, but this is not required. The procurement will be awarded based upon the contractor/supplier's capability and availability to handle the emergency to immediately alleviate any danger or concern; or
- c) Only one supplier has the unique capacity to provide the goods or services required; or
- d) Solicitation results in inadequate competition; or
- e) Other solicitations described in Section III.

All sole source procurements will be justified in writing and approved by the President.

Sole Source justification documentation may contain the following:

- a) A description of the goods or services required.
- b) Justification for sole source-sole supplier, emergency or unique capacity.
- c) Description of emergency or problem and where it exists.
- d) Description of the proposed supplier's unique capacity to fill requirement.
- e) Description of actions taken to get one or more quotes.
- f) Any other documentation that supports the recommendation and decision.

Annually, FCWD shall submit a request to the state to purchase items requiring prior approval in accordance with 2 CFR 200 and Prior Approval Administrative Policy for Workforce Boards issued by DEO (DEO Policy 87). For the remaining items that require prior approval and are not on the Annual Prior Approval Form, FCWD will complete and submit the "Prior Approval Request Form" prior to incurring expenditures.

3. Method of Procurement

The purchase of goods and services is conducted in an open manner with competitive pricing, proper management and oversight controls to ensure finance accountability and efficiency and to prevent waste, fraud and abuse.

Purchases over \$250,000 will be publicly advertised and a formal solicitation will be issued.

FCWD will maintain a list of previous and prospective proposers who have asked to be included on the proposer/bid list for various types of goods and services. FCWD will ensure all prequalified lists of persons, firms, or products which are current and potential bidders will not be precluded from qualifying during the solicitation period. Qualified small and

minority businesses and women's business enterprises will be included on solicitation lists.

Solicitations for goods and services shall provide for all of the following:

- a) Clear and accurate descriptions of the goods or services being procured. The description must not contain features that restrict competition.
- b) All requirements that must be fulfilled and all other factors used in evaluating bids or proposals.
- c) Technical requirements described in terms of functions to be performed or performance required, including a range of acceptable or minimum acceptable standards.
- d) Specific features of -brand-name or equal descriptions, if included in the solicitation.
- e) If procuring goods or certain types of services, the acceptability of metric measurements.
- f) Preference for ecologically sound and energy-efficient products.
- g) Experience, qualifications, and capacity.
- h) Cost.
- i) Timeliness.
- j) Evaluation process and criteria.
- k) Assurances and certifications.
- l) Appeal process.

To the extent practicable, service providers for Region 8 will be selected competitively in accordance with the standards established in Federal Circulars governing the financial operation of FCWD. Non-competitive or sole source procurement shall be minimized, but may be authorized if justified.

FCWD shall provide a preference to the extent permitted by law, to maximize use of goods, products, and materials produced in the United States when procuring goods and services under Federal awards.

Upon receipt of proposals by the published deadline, FCWD staff will review, rate and prepare summary recommendations for the FCWD Executive Board for funding levels in excess of \$500,000.

Contracts for all programs will be either cost reimbursement/performance expected or fixed unit price, with documentation required for each. The cost-plus-percentage-of- cost method of contracting should not be used. Profit may be built in, at a rate of no greater than 10% of the whole, for private-for-profit service providers. Contracts can be renewed on a year-to-year basis, up to the period identified in the original procurement. Renewal will be based on a review of the effectiveness of services delivered and continued cost being within the original price analysis.

Where possible, FCWD will utilize federal, state and local government approved contracts and SNAPS agreements for the purchase of equipment, goods and services or use of

common or shared goods and services. When possible, FCWD uses Federal excess and surplus property in lieu of purchasing new equipment and property.

All procurement contracts and other transactions between FCWD and units of state or local governments using WIOA funds must be conducted only on a cost reimbursement basis. No provision for profit is allowed. Any excess of revenue over costs incurred for services provided by a governmental or non-profit entity must be included in program income.

FCWD will negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed.

Costs or prices based on estimated costs for contracts are negotiated using the Federal cost principles.

The following contractual services and commodities are not subject to the competitive sealed bid requirements of this section:

- a) Artistic services.
- b) Academic program reviews.
- c) Lectures by individuals.
- d) Professional services to include Legal services, including attorney, paralegal, expert witness, appraisal, or mediator services, monitoring, evaluative and consulting.
- e) Health services involving examination, diagnosis, treatment, prevention, medical consultation, or administration.
- f) Services provided to persons with mental or physical disabilities by not-for-profit corporations which have obtained exemptions under the provisions of s. 501(c)(3) of the United States Internal Revenue Code or when such services are governed by the provisions of 2 CFR 200. However, in acquiring such services, the agency shall consider the ability of the contractor, past performance, willingness to meet time requirements, and price.
- g) Medicaid services delivered to an eligible Medicaid recipient by a health care provider who has not previously applied for and received a Medicaid provider number from the Agency for Health Care Administration. However, this exception shall be valid for a period not to exceed 90 days after the date of delivery to the Medicaid recipient and shall not be renewed by the agency.
- h) Family placement services.
- i) Prevention services related to mental health, including drug abuse prevention programs, child abuse prevention programs, and shelters for runaways, operated by not-for-profit corporations. However, in acquiring such services, the agency shall consider the ability of the contractor, past performance, willingness to meet time requirements, and price.
- j) Training and education services provided to injured employees pursuant to Florida s. 440.49(1).
- k) Services or commodities provided by governmental agencies.
- l) Continuing education events or programs that are offered to the general public and for which fees have been collected that pay all expenses associated with the event

or program are exempt from competitive sealed bidding.

- m) If less than two responsive bids or proposals for commodity or contractual services purchases are received, FCWD may negotiate on the best terms and conditions. FCWD shall document the reasons that such action is in its best interest in lieu of re-soliciting competitive sealed bids or proposals.

4. Selection of Service Providers

When developing the scope of work for the RFP associated with Service Providers, FWDB will take into consideration the updates to 2 CFR 200 that focus on improving the selection process and shifting the focus to the balance between performance and compliance. Specifically, 2 CFR 200 states that the program outlined in a scope of work must be designed with clear goals and objectives that facilitate the delivery of meaningful results. Program performance should be measured based on the goals and objectives developed during program planning. The program must align with the strategic goals and objectives within the Federal awarding agency's performance plan and should support that awarding agency's performance measurement, management, and reporting.

FCWD will take necessary affirmative steps to assure that minority firms, women's business enterprises and labor surplus area firms are used when possible; including dividing total requirements of the procurement action, when economically feasible, into smaller tasks or quantities to permit maximum participation and establishing delivery schedules, where the requirements permit, which encourage participation by small and minority business and women's business enterprises.

The primary consideration in the selection of service providers shall be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and characteristics of customers.

Consideration shall be given to proposals submitted by public educational agencies and community based and minority organizations; however, this consideration shall in no way prevent the FCWD from choosing alternative organizations to provide services.

Requirements and other factors used in the proposal evaluation process for submitting a bid will be outlined in each Request for Proposal/Invitation to Negotiate or sealed bid. Factors used in the proposal evaluation process will include, but not be limited to:

- a) Demonstrated ability, including consideration as to whether the organization has adequate financial resources or the ability to obtain them.
- b) A satisfactory record of integrity, business ethics and fiscal accountability.
- c) Necessary organizational experience, accounting and operational controls.
- d) Programmatic design.
- e) Reasonableness of cost.

Ability to Perform. A determination will be made by staff and the Board of whether a potential service provider has the means and resources to operate the proposed program. Record of Past Performance. Requests for Proposals/Invitations to Negotiate include a questionnaire, which must be included with each proposal, on the agency background and administrative ability. In the evaluation of proposals, points are awarded based on previous experience and success in operating the same or similar employment and training activities.

Technical and Financial Resources. The FCWD staff will analyze service provider technical and financial resources. A copy of the proposer's most recent audit is required for those proposing organizations that have not contracted with the FCWD or demonstrated satisfactory performance within the past two years.

Controls for Avoiding Duplication of Services. FCWD reviews all proposals in order to reduce duplication of facilities or services available in the area.

5. Reasonableness of Cost

In Region 8, the reasonableness of cost for goods and services is determined by different criteria such as:

- a) Comparison of competitive price quotations.
- b) Comparison of prior quotations and contracts with current quotations for the same or similar training.
- c) Analysis of services or products offered.
- d) Comparison of prices on published price lists with published market prices of commodities, together with discount schedules.
- e) Comparison of proposed prices with independent estimates of cost developed within Region 8 (cost price analysis).

As part of the proposal review, FCWD staff will evaluate the reasonableness of cost/price for the program. This analysis is done using a cost and price analysis worksheet that analyzes each cost based on units, amounts, rates, or other. Items impacting program cost may include such factors as complexity of the service to be performed, the risk borne by the service provider, the target population to be served and length of training.

A cost or price analysis will be performed with every service provider procurement action in excess of the Simplified Acquisition Threshold, to include modifications, as described above.

6. Procurement Files

All documentation detailing the historical process of a specific procurement action will be maintained in a procurement file and maintained for a minimum of three years after the end of the contract.

Procurement records and files for purchases in excess of the small purchase threshold shall include the following at a minimum: (a) Basis for contractor selection; (b) Justification for lack of competition when competitive bids or offers are not obtained; and (c) Basis for award cost or price.

A procurement file for Request for Proposals (RFP) / Invitations to Negotiate (ITN) and Request for Quotes (RFQ & sealed bids) will be maintained in the fiscal office. FCWD will utilize the Grievance Policies as detailed in Section V of the Administrative Plan for all procurement protest procedures.

7. Contract Management

The contract manager will provide ongoing oversight, technical assistance, and quality assurance. Each contractual agreement requires the contractor to submit monthly reports and monthly requests for payment, with supporting documentation. The contract manager will review these reports, to determine if the contractor is performing in accordance with the contractual agreement, and to identify corrective measures to be taken, if required.

Contract Program Status Report. Contract program status reports are to be produced monthly and will provide a narrative/summary describing key contract activities and expenditures during the reporting period. The contract manager will compare program performance against contract goals. The contract manager will also initiate any required technical assistance training.

Monthly Request for Payment. Each monthly request for payment will include a summary of line item costs expended during the reporting period. The report will include general ledger detail, and applicable supporting documentation to justify expenditures, (such as copies of payroll registers reflecting allocation of staff time, salary, and benefit payments). The report may also include copies of paid invoices/receipts for all equipment, supply, and service purchases; and other justifications supporting cost allocations within the line item budget. Each contractor is required to maintain all supporting documentation on file for easy access by the contract manager, monitor, or other authorized parties.

8. Contract Files

A separate contract file will be maintained for each individually awarded contract, and will contain documentation of all actions relating to the administration of the contract. Contract files will be maintained for a minimum of three years after the close out of the contract. Each contract file will contain, at a minimum, the following documentation:

- a) Original signed and executed copy of the contractual agreement to include statement of work and all attachments.
- b) Original signed and executed copy of all approved contract modifications, if applicable.
- c) Original signed and executed copy of all approved change orders, if applicable.

- d) Copy of initial proposal submitted by the awarded contractor.
- e) Copies of monthly requests for payments, program status reports, and records of staff review/actions.
- f) Appropriate records of written communications between contractor and staff during the life of the contract.
- g) Contract closeout report, upon completion of the contract.

A contract modification, authorized by the President, will be required when adjustments to contract such as: statement of work, contract amount, term or total performance are made.

9. Contract Closeout Report

Each service provider agreement requires contractors to provide FCWD with a contract closeout report and program income report, if applicable, within 45 days after expiration of contract. The close-out report will summarize all contract expenditures during the contract, as well as provide an inventory of all property purchased under the contract which is valued at \$5,000.00 or more. The contract manager will review the report before final payment is issued to contractor.

Section IX. - Sarbanes-Oxley Act of 2002

FCWD strives to ensure it and its service providers afford good stewardship over the program funds awarded to the organization. We encourage customers and service provider staff to bring to the attention of any appropriate FCWD authority or the USDOL Office of Inspector General, Office of Investigations any actions that they feel is a situation on fraud or abuse by service provider contractors. FCWD will notify the Department of Economic Opportunity (DEO) along with the USDOL Office of Inspector General, Office of Investigations of any allegation of fraud or abuse.

The FCWD and its contractors are prohibited from punishing or taking any retaliatory actions against any employee who reports suspected cases of fraud or abuse.

FCWD and its contractors are also prohibited under threat of criminal prosecution from altering, covering up, falsifying, or destroying any document that may be relevant to an official investigation.

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
AARP FOUNDATION**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **AARP FOUNDATION** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Ted Gilson

Title: Project Director

Phone: 352-371-9510

Email: egilson@aarp.org

Address: 3300 SW Archer Road, Suite 210, Gainesville, FL 32608

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL

Bruce Ferguson, Jr. 8/3/20
Bruce Ferguson, Jr., President/CEO date

Demetri Antzoulatos

DocuSigned by:
Demetri Antzoulatos 8/3/2020
023F409E90E143D
Authorized Signatory date

Demetri Antzoulatos VP, Finance, Grants, & Operations
Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	Estimated Budget
Description	
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL	
INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL	
SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total =**\$661,800.00****Total required to determine the Cost per FTE.****Infrastructure Contribution (Estimated)**

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$27,517.67****Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,503.53****Estimated Partner Infrastructure Contribution**

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners **Unemployment Compensation – not in AJC

Note: AARP Foundation SCSEP's contribution to support AJC will be \$0. The in-kind cost will be covered by a AARP Foundation SCSEP Sponsored Participant in the AJC.

May 28, 2020

AARP Foundation SCSEP will cover the PY20 MOU contribution with a Participant serving 3.5 hours/week in the American Job Center to assist at the Greeter’s Station, Information Center and other areas specified by the CS Gateway Center Director and One-Stop Operator.

Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41

In addition, a representative from the organization will support customers per the Partner Schedule for three hours/week from July 1, 2020 through June 30, 2021.

The table below provides the cost of an AARP SCSEP participant for the year (July 1, 2020 through June 30, 2021).

Program Contribution Per Participant (One Participant @ 18 hours per week equates to 0.45 FTE)	2020 Pay Rate	Hours Per Week	Weeks Per Year	Annual Sub Total	7.65% Benefits (FICA 6.2%, Medicare 1.45%)	Annual Total
Participant	\$8.56	3.5	52	\$1,557.92	\$681.03	\$2,238.95
Total AARP Foundation Costs						\$2,238.95

Ted Gilson | Project Director |
 3300 SW Archer Road, Suite 210 | Gainesville, FL | 32608
 Phone: 352-371-9510 Fax: 352-378-9361 Cell: 352-213-4992

AARP Foundation Workforce Programs

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
DIVISION OF BLIND SERVICES**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **DIVISION OF BLIND SERVICES** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Daniel O'Connor

Title: District Administrator

Phone: 904-348-2730

Email: Daniel.O'Connor@dbs.fldoe.org

Address: 1809 Art Museum Drive, Suite 201, Jacksonville, FL 32207

II. TERM

This MOU shall commence the date last executed by both parties through through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL

Bruce Ferguson, Jr. 6/23/20
Bruce Ferguson, Jr., President/CEO date

FL DIVISION OF BLIND SERVICES

Robert L. Doyle, III

Authorized Signatory

Director of Division of Blind Services

Robert L. Doyle, III

06/30/2020

Date

Richard Corcoran

Authorized Signatory

Commissioner of Education

J. A. Kelly, Child R. Staff

6/23/20

Date

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	
Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL	
INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL	
SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total =

\$661,800.00

Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$27,517.67**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,503.53**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners **Unemployment Compensation – not in AJC

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
FLORIDA STATE COLLEGE AT JACKSONVILLE**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **FLORIDA STATE COLLEGE AT JACKSONVILLE** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Jana Kooi

Title: Vice President of Online and Workforce Education

Phone: 904-997-2649

Email: jkooi@fscj.edu

Address: Deerwood Center, 9911 Old Baymeadows Road, Jacksonville, FL 32256

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the

American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource NEFL to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and

individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O. 12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL

Bruce Ferguson, Jr. 6/23/20
Bruce Ferguson, Jr., President/CEO *date*

Jana Kooi

VP Jana Kooi 06/22/2020
Authorized Signatory *date*

Jana Kooi, FSCJ Vice President of Online & Workforce Education
Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	
Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL	
INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL	
SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total = \$661,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$27,517.67

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,503.53

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners **Unemployment Compensation – not in AJC

Note: FSCJ contribution to support AJC infrastructure cost will be \$0. The in-kind cost of housing the CareerSource NEFL staff on the FSCJ campuses to conduct WIOA services offset the FSCJ's commitment of the 0.64 FTE at the AJC.

ADDENDUM #1

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN CAREERSOURCE NORTHEAST FLORIDA
AND
FLORIDA STATE COLLEGE AT JACKSONVILLE**

The parties to the MOUIFA agree to the addendum as follows:

III. PURPOSE – “Agreement” is defined as MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT.

IV.A.1. PROVISION OF SERVICES - “Agreement” is defined as MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT.

VI. CONFIDENTIALITY OF RECORDS – Add at the beginning of the paragraph, Subject to Chapter 119, Florida Statutes...

XX. INDEMNIFICATION – Add to the beginning of the second sentence, Subject to applicable law.....

Add the following language to complete the document –

INDEPENDENT CONTRACTOR

The relationship of the parties hereunder shall be an independent contractor relationship, and not an agency, employment, joint venture or partnership relationship. Neither party shall have the power to bind the other party or contract in the name of the other party. All persons employed by a party in connection with this Agreement shall be considered employees of that party and shall in no way, either directly or indirectly, be considered employees or agents of the other party.

POLITICAL SUBDIVISION

Partner is a political subdivision of the State of Florida. As such Partner’s performance under this Agreement and any amendments hereto or attachments herewith, shall at all times be subject to any and all Florida laws, Florida regulations and District Board of Trustees Rules which are applicable to the Partners operations, commitments and/or activities in furtherance of any terms specified herein. Furthermore, nothing contained herein shall be construed or interpreted as: (i) denying to either party any remedy or defense available to such party under the laws of the State of Florida; (ii) the consent of the Partner to be sued; or (iii) a waiver of sovereign immunity of the Partner beyond the waiver provided in Section 768.28, F. S. As Partner is a political subdivision of the State of Florida, this Agreement is subject to the applicable provisions of Florida Statutes regarding public access and other issues. This Agreement is executed and entered into in the State of Florida, and shall be construed, performed and enforced in all respects in accordance with the Florida law including Florida provisions for conflict of law.

PUBLIC ACCESS TO RECORDS

Partner, as a political subdivision of the State of Florida is subject to the provisions of Chapter 119, Florida Statutes regarding public access to records. The parties agree to comply with applicable Florida Statutes as it relates to the maintenance, generation and provision of access to all public records related to this Agreement.

GOVERNING LAW

The validity, interpretation and enforcement of this MOU and IFA shall be governed by the laws of the State of Florida. The parties submit to the jurisdiction and venue of the local state and federal courts located in Duval County, Florida.

Bruce Ferguson, Jr. 6/23/20
Bruce Ferguson, Jr. Date
President & CEO
CareerSource Northeast Florida

VP Jana Kooi 06/22/2020
Jana Kooi Date
Vice President, Online and Workforce Education
Florida State College at Jacksonville

**Partner Contribution per Infrastructure Agreement
Between
Florida State College at Jacksonville and American Job Center
FY 2020 - 2021**

LOCATIONS

Career Source staff at five FSCJ campuses occupy the seven spaces listed below.

Location	Room	Sq. Ft
Downtown	A1120	100*
North	E150A	144
North	E150B	168
Kent	B104A	98*
South	U129	1045
Deerwood	D2401A	110*
Deerwood	D2401B	160

*Office space below the typical square footage on the pricing chart is assessed rent at the 120 sq. ft. rate based on FSCJ 2017/2018 College Rate Table attached. The average office size of the six offices excluding South campus is 130 sq. ft.

FACILITIES RENTAL COST

Descriptions	Estimated Budget
Office Space (120 sf)	\$ 13,392.00
Large Meeting Space	\$ 18,108.00
Custodial Services	\$ 33,600.00
FACILITIES RENTAL TOTAL	\$ 65,100.00

ADDITIONAL COST

Descriptions	Estimated Budget
Security	\$ 25,200.00
Facility Manager	\$ 33,600.00
FACILITIES RENTAL TOTAL	\$ 58,800.00

TOTAL IN-KIND PARTNER CONTRIBUTION

Descriptions	Estimated Budget
Facilities	\$ 65,100.00
Additional	\$ 58,800.00
TOTAL PARTNER CONTRIBUTION	\$ 123,900.00

AFFILIATE BUDGET FLORIDA STATE COLLEGE AT JACKSONVILLE PY20 (as of 6-16-20)

Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	6.00	280.00	6.00	100.00%	\$ 237,120.00
Adult & Family Literacy	DOE, WIOA Title II	FSCJ	0.00	0.00	0.00	0.00%	\$ -
	TOTALS		6.00	280.00	6.00	100.00%	\$ 237,120.00

\$19/hr x 40 hrs/week = \$760/week x six CSNEFL staff = \$4,560/week x 52 weeks/yr = \$237,120/yr

Affiliate Site - FSCJ Campus Sites

INFRASTRUCTURE COSTS

FSCJ Office Space	\$ 13,392.00
FSCJ Large Office Space	\$ 18,108.00
FSCJ Custodial Services	\$ 33,600.00
Total Infrastructure Costs	\$ 65,100.00

ADDITIONAL COSTS

FSCJ Security	\$ 25,200.00
FSCJ Facility Manager	\$ 33,600.00
CS Career Services Staff	\$ -
Total Additional Costs	\$ 58,800.00

SHARED SERVICES

Total Shared Costs	\$ -
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TOTAL INFRASTRUCTURE COSTS

\$ 65,100.00

TOTAL ADDITIONAL COSTS

\$ 58,800.00

TOTAL SHARED SERVICES

\$ -

TOTAL AFFILIATE BUDGET \$ 123,900.00

Less non-cash contribution to the Affiliate IFA \$ 17,611.31

Amount Due From FSCJ \$ -

(FSCJ AIC IFA contribution - FSCJ non-cash Affiliate contribution)

\$17,611.31 - \$123,900.00 = **(\$106,288.69)**

The costs associated with the Comprehensive AIC Infrastructure Funding Agreement and Florida State College at Jacksonville (FSCJ) Affiliate Infrastructure Funding Agreement are combined in order to determine each Partner's contribution to the IFA costs. As such, FSCJ will use its non-cash contribution of facilities and Additional Costs at the Affiliate Center to apply as an offset to FSCJ's fair share of IFA costs at the Comprehensive Center.

Affiliate Calculations

For FSCJ

11 visits/year @ 4 hours/visit = 44 hrs/year

4 CS staff x 44 hrs/year = 176 hrs/year

$$\frac{176 \text{ hours}}{\text{Year}} \times \frac{1 \text{ year}}{52 \text{ weeks}} = 3.38 \text{ hours/week for the total 4 CS staff}$$

CSNEFL Mobile Staff @ \$14.55/hr x 44 hrs/year = \$640.20 per staff

4 CSNEFL Mobile Staff x \$640.20 = \$2,560.80/year

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
JACKSONVILLE HOUSING AUTHORITY**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **JACKSONVILLE HOUSING AUTHORITY** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Rhonda Lattimore
Title: Director of Residence Services
Phone: 904-366-6091
Email: rlattimore@jaxha.org
Address: 1085 Golfair Blvd., Jacksonville, FL 32209

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

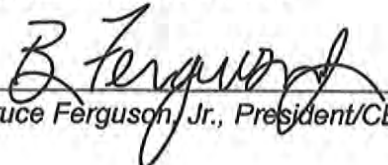
All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL



Bruce Ferguson, Jr., President/CEO

6/15/20
date

Rhonda Lattimore



Authorized Signatory


Director of Resident Services
Printed Name / Title

6/18/20
date

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	
Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL	
INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL	
SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total = \$661,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$27,517.67

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = \$5,503.53

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners **Unemployment Compensation – not in AJC

Note: **JAXHA contribution to support AJC infrastructure cost will be \$0. The proposed in-kind cost of housing the CareerSource NEFL Mobile Unit at Victory Point will offset the JAXHA's commitment of the 0.2 FTE at the AJC.

AFFILIATE BUDGET JACKSONVILLE HOUSING AUTHORITY (PY20) as of 6-16-20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	4.00	3.38	0.09	66.93%	\$ 2,560.80
Employment & Training	DOE, WIOA Title II	Jacksonville Housing Authority	2.00	1.69	0.04	33.07%	\$ 1,716.00
		TOTALS	6.00	5.07	0.13	100.00%	\$ 4,276.80

Affiliate Site - Jacksonville Housing Authority

INFRASTRUCTURE COSTS

Facilities* \$ 4,400.00 11 4-hour visits/year @ \$100/hr = \$4,400.00

Total Infrastructure Costs \$ 4,400.00

ADDITIONAL COSTS

JHA Supervisor (1)* \$ 1,100.00 JHA Supervisor @ \$25/hr = \$1,100/yr
 JHA Admin Support (1)* \$ 616.00 JHA Admin Support @ \$14/hr = \$616/yr
 CSNEFL Career Services Mobile Staff (4) \$ 2,560.80 CSNEFL Career Service Mobile Staff @ \$14.55/hr = \$640.20 per staff or \$2,560.80 for 4 staff

Total Additional Costs \$ 4,276.80

SHARED SERVICES

Total Shared Costs \$ -

TOTAL INFRASTRUCTURE COSTS

\$ 4,400.00

TOTAL ADDITIONAL COSTS

\$ 4,276.80

TOTAL SHARED SERVICES

\$ -

TOTAL AFFILIATE BUDGET

\$ 8,676.80

Less non-cash contribution to the Affiliate IFA

\$ 6,116.00 (JHA Facilities + JHA Supervisor + JHA Admin Support)

(\$4400 + \$1100 + \$616 = \$6116)

Amount Due From JHA

\$ - (JHA AIC PY20 IFA contribution - JHA non-cash Affiliate contribution)
 \$5,503.53 - \$6,116* = **(\$612.47)**

The costs associated with the Comprehensive AIC Infrastructure Funding Agreement and Jacksonville Housing Authority Affiliate Infrastructure Funding Agreement are combined in order to determine each Partner's contribution to the IFA costs. As such, Jacksonville Housing Authority will use its non-cash contribution of facilities and Additional Costs at the Affiliate Center to apply as an offset to Jacksonville Housing Authority's fair share of IFA costs at the Comprehensive Center.

Affiliate Calculations

For JHA

11 visits/year @ 4 hours/visit = 44 hrs/year

2 JHA staff x 44 hrs/year = 88 hrs/year

$\frac{88 \text{ hours}}{\text{Year}} \times \frac{1 \text{ year}}{52 \text{ weeks}} = 1.69 \text{ hours/week}$ for the 2 JHA staff

JHA Staff hourly rates:

JHA Supervisor (1) @ \$25/hr x 44 hrs/year = \$1100/year

JHA Admin (1) @ \$14/hr x 44 hrs/year = \$616/year

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
JACKSONVILLE JOB CORPS**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **JACKSONVILLE JOB CORPS** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Paul Wykoff

Title: Center Director

Phone: 904-632-5401

Email: Wykoff.Paul@jobcorps.org

Address: 4811 Payne Stewart Drive, Jacksonville, FL 32209

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O. 12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL

Bruce Ferguson, Jr. 5/29/20
Bruce Ferguson, Jr. President/CEO date

Paul Wykoff
 5-29-2020
Authorized Signatory date

Paul E Wykoff Center Director
Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	
Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7/1/20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule FY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated Youth Formula Grants	DOL WIOA Title I	CSNEFL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOI JV5G	CSNEFL	3.00	120.00	3.00	12.47%	\$62,553.01
Senior Community Employment Service Program	DOI Older Americans Act Title V	Nations Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.06%	\$13,758.84
Trade Adjustment Act, TAA	DOL Trade Act Chapter 2 Title B	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.87
Wagner Peyser	DOI WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.87
Vocational Rehabilitation	DOI Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.87
Adult Education and Family Literacy	DOI, WIOA Title II	FSCJ	1.00	25.50	0.64	2.60%	\$17,611.31
Employment and Training	HHS Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL Older Americans Act Title V	AARP Foundation SCSEP	1.00	7.00	0.08	0.32%	\$2,201.41
Division of Blind Services	DOI Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.06	0.33%	\$2,201.41
Employment and Training*	HHS HUD	Jacksonville Housing Authority	0.00	6.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	6.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOI Second Chance Act	Operation New Hope	0.00	6.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total = \$661,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$27,517.87

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 6 hours/week (2 FTE) of time for access through technology

Direct Linkage = \$55,035.30

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - not in AJC

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center) IFA Budget PY 20(AJC One-Stop Operating Budget)	Effective 7-1-20
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ADDITIONAL COSTS	
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One Stop Operator	\$70,000.00
TOTAL SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-20

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Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peysner	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
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Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
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Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total = \$661,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$27,517.67**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,503.53**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - not in AJC

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
NATIONAL CAUCUS AND CENTER ON BLACK AGING, INC.**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **NATIONAL CAUCUS AND CENTER ON BLACK AGING, INC.** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Gwen Morse
Title: Program Manager
Phone: 850-665-9043
Email: gmorse@myncba.com
Address: 6055 Doctor's Park Rd. Milton, FL 32570

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center) IFA Budget PY 20(AJC One-Stop Operating Budget)	Effective 7-1-20
Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL	\$279,800.00
INFRASTRUCTURE COSTS	
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL	\$192,000.00
SHARED COSTS	
TOTAL INFRASTRUCTURE COSTS	
TOTAL ADDITIONAL COSTS	
TOTAL SHARED SERVICES	
TOTAL ONE-STOP OPERATING BUDGET	
	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total =

\$661,800.00

Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$27,517.67**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,503.53**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners **Unemployment Compensation – not in AJC

Note: NCBA contribution to support AJC will be \$0. The in-kind cost will be covered by NCBA Sponsored Participants in the AJC.

May 28, 2020

The National Caucus and Center on Black Aging, Inc. (NCBA) will cover the PY20 MOU/IFA contribution with two Participants serving 20 hours (0.5 FTE)/week in the American Job Center to assist at the Greeter's Station, Information Center and other areas specified by the CSNEFL Gateway Center Director and One-Stop Operator.

Required Program Partner	Governance	Local Grantee	# of Staff	Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84

In addition, one or more representatives from the organization will support customers per the Partner Schedule for 20 hours/week from July 1, 2020 through June 30, 2021.

The table below provides the cost for two NCBA participants for the year (July 1, 2020 through June 30, 2021).

Program Contribution Per Participant (One Participant @ 20 hours per week equates to 0.50 FTE)	2020 Pay Rate	Hours Per Week	Weeks Per Year	Annual Sub Total	7.65% Benefits (FICA 6.2%, Medicare 1.45%)	Annual Total
Participant	\$8.56	20	52	\$8,902.40	\$681.03	\$9,583.43
Participant	\$8.56	20	52	\$8,902.40	\$681.03	\$9,583.43
Total NCBA Costs						\$19,166.86

Gwen Morse
 NCBA Program Manager
 850-665-9043
gmorse@myncba.com

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
NORTHEAST FLORIDA COMMUNITY ACTION AGENCY**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **NORTHEAST FLORIDA COMMUNITY ACTION AGENCY** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Kimberly Cobb-Ray

Title: Executive Director

Phone: 904-398-7472 Ext. 210

Email: kcray@nfcaa.org

Address: 4070 Boulevard Center Drive, Bldg 4500, Suite 200, Jacksonville, FL 32207

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL

Bruce Ferguson, Jr. 6/23/20
Bruce Ferguson, Jr., President/CEO date

Kimberly Cobb-Ray

Kimberly Cobb-Ray 6/14/2020
Authorized Signatory date

Kimberly Cobb-Ray
Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	Estimated Budget
Description	
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-23

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNEFL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.18%	\$27,517.67
Wagner Peyser	DOL WIOA Title III	CSNEFL	1.00	40.00	1.00	4.18%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.18%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	8.00	0.15	0.60%	\$4,127.85
Senior Community Employment Service Program	DOL Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	861.50	34.65	100%	\$661,800.00

Estimated Infrastructure Budget Total = \$661,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = \$22,317.87

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology

Direct Linkage = \$5,863.55

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - not in AUC

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
for ONE-STOP CAREER CENTER**

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TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
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FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment B - Partners On-site Representation Schedule

As of 7-1-20

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Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
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Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total = \$661,800.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$27,517.67**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,503.53**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners

** Unemployment Compensation - not in A/C

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
OPERATION NEW HOPE**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **OPERATION NEW HOPE** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Peggy Boord

Title: Chief Financial Officer

Phone: 904-407-3730 Ext. 103

Email: pboord@operationnewhope.org

Address: 4070 Boulevard Center Drive, Bldg 4500, Suite 200, Jacksonville, FL 32207

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEG 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL

Bruce Ferguson, Jr. 6/18/20
Bruce Ferguson, Jr., President/CEO *date*

Peggy Boord

Peggy L Boord 6-10-2020
Authorized Signatory *date*

Peggy L. Boord/ Chief Financial Officer

Printed Name / Title

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	Estimated Budget
Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	Estimated Budget
Description	
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
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IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL	\$279,800.00
INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL	\$192,000.00
SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
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**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule**

As of 7-1-20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total =

\$661,800.00

Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE =

\$27,517.67

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage =

\$5,503.53

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners **Unemployment Compensation – not in AJC

**MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
ONE-STOP CAREER CENTER**

**BY AND BETWEEN
CAREERSOURCE NORTHEAST FLORIDA
AND
DIVISION OF VOCATIONAL REHABILITATION**

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **DIVISION OF VOCATIONAL REHABILITATION** (hereafter referred to as the "Partner") and **CareerSource Northeast Florida** (hereafter referred to as "CareerSource NEFL").

The contact information for the Partner is as follows:

Name: Andreas Glover

Title: Area Supervisor – Area 2

Phone: 904-365-2674

Email: Andreas.glover@vr.fldoe.org

Address: 330 Crossing Blvd., Orange Park, FL 32073

II. TERM

This Agreement shall commence on **July 1, 2020** and remain in effect through **June 30, 2023**, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource NEFL and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 08 (LWA 08), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the American Job Center (AJC) One-Stop customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system.

In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 08.

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

IV. PROVISION OF SERVICES

CareerSource NEFL is designated as the administrative entity by the First Coast Workforce Development Consortium as the grant recipient, administrative entity, and fiscal agent for LWA 08.

A. CareerSource NEFL will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource NEFL core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

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

2. Coordinate with CareerSource NEFL to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource NEFL for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop System.
5. Provide CareerSource NEFL with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource NEFL management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource NEFL staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local AJC network,
2. Develop materials summarizing their program requirements and making them available for Partners and customers,
3. Provide a paragraph regarding a description of services with website link to organization /entity to be placed on CareerSource NEFL website for ease and consistency of referrals.
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs,
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
7. Commit to robust and ongoing communication required for an effective referral process, and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

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

VII. DATA SHARING

CareerSource NEFL will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource NEFL will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
5. Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs, and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the One-Stop operating budget the master budget necessary to maintain the high standard One-Stop delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One Stop Centers. This plan identifies all costs associated with operating the local AJC One-Stop system, as outlined in **Attachment A – One-Stop Operating Budget**.

All required Partners agree to provide access to their programs in the comprehensive One-Stop Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B – Partners On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are

allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis.

Required Partners who have not elected to have staff co-located in the AJC will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co-located staff can assist in providing information and referrals to the direct-linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week.)

CareerSource NEFL selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the AJC and relative benefits received.

The costs of the infrastructure of AJC One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the One-Stop operator,
2. Joint planning, policy development, and system design processes,
3. Commitment to the joint goals, strategies, and performance measures,
4. The use of common and/or linked data management systems and data sharing methods, as appropriate
5. Leveraging of resources including other public agency and non-profit organization services.
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the AJC as described above and in **Attachment B – Partners On-site Representation Schedule**. These amounts vary based on each Partner's election to have their representatives in the One Stop on a full or part-time basis, or not have their representatives in the One Stop but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating a local One-Stop delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
 - a. Cash – Funds provided to CareerSource NEFL or its designee by the Partners, either directly, by interagency transfer, or by a third party.
 - b. Non-Cash – Expenditures incurred by the Partner on behalf of the One-Stop, or Non-Cash contributions, good, or services contributed by the Partner and used by the One-Stop.
 - c. Third-party In-kind – Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with One-Stop operations, by a non-One-Stop partner that supports the One-Stop in general or the proportionate share of One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource NEFL will submit invoices to the

Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource NEFL will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

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

XV. MERGER

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

XVI. THIRD PARTY BENEFICIARY

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

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource NEFL, its Board of Directors and the First Coast Workforce Consortium. Pursuant to the Act, CareerSource NEFL shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource NEFL Administrative Policy, Section V, Complaint Policy and Procedures.

If an issue arises involving this Agreement, parties will make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource NEFL and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource NEFL and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource NEFL or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies,
2. Those laws, regulations, and policies are properly enforced,
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
4. Outcomes are assessed and analyzed to ensure performance goals are met,
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be

conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the CareerSource NEFL and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of CareerSource NEFL or the One-Stop operator.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29

C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O. 12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

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

APPROVED BY:

CAREERSOURCE NEFL

Bruce Ferguson, Jr. 6/19/20
Bruce Ferguson, Jr., President/CEO date

DIVISION OF VOCATIONAL REHABILITATION

Allison Flanagan, VR Director

/s/ Allison Flanagan
Authorized Signatory

Allison Flanagan
Printed Name / Title

6/22/20
date

Richard Coreoran, Commissioner of Education

[Signature]
Authorized Signatory

J. Alex Kelly Chief of Staff
Printed Name / Title

8/21/20
date

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING
AGREEMENT
for ONE-STOP CAREER CENTER**

Attachment A - One-Stop Operating Budget

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)	Effective 7-1-20
IFA Budget PY 20(AJC One-Stop Operating Budget)	
Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$188,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$10,700.00
Copy machine usage / maintenance	\$16,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$20,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, telephones, etc.)	\$14,000.00
TOTAL	
INFRASTRUCTURE COSTS	\$279,800.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (7)	\$190,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$46,000.00
One Stop Operator	\$70,000.00
TOTAL	
SHARED COSTS	\$192,000.00
TOTAL INFRASTRUCTURE COSTS	\$279,800.00
TOTAL ADDITIONAL COSTS	\$190,000.00
TOTAL SHARED SERVICES	\$192,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$661,800.00
FTEs Supporting the AJC (as of 7-1-20)	24.05
Cost Per FTE = \$661,800/24.05 FTEs (as of 7-1-20)	\$27,517.67
Direct Linkage = 0.2 x Cost Per FTE (as of 7-1-20)	\$5,503.53

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule**

As of 7-1-20

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY20							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	16.00	640.00	16.00	66.53%	\$440,282.74
Jobs for Veterans	DOL, JVSG	CSNEFL	3.00	120.00	3.00	12.47%	\$82,553.01
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	3.00	20.00	0.50	2.08%	\$13,758.84
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.16%	\$27,517.67
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	40.00	1.00	4.16%	\$27,517.67
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	2.66%	\$17,611.31
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.62%	\$4,127.65
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.33%	\$2,201.41
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.33%	\$2,201.41
Employment and Training*	HHS, HUD	Jacksonville Housing Authority	0.00	8.00	0.20	0.83%	\$5,503.53
Job Corps*	DOL WIOA Title I	Job Corps	0.00	8.00	0.20	0.83%	\$5,503.53
Reentry Employment Opportunities*	DOL, Second Chance Act	Operation New Hope	0.00	8.00	0.20	0.83%	\$5,503.53
Unemployment Compensation**			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			29.00	961.50	24.05	100%	\$661,800.00

Estimated Infrastructure Budget Total =

\$661,800.00

Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total / Total FTEs

Estimated Cost per FTE = **\$27,517.67**

Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours /week (.2 FTE) of time for access through technology.

Direct Linkage = **\$5,503.53**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total #FTEs

Notes:

* Direct Linkage Partners **Unemployment Compensation – not in AJC

**AMENDMENT NUMBER #2
PROGRAM YEAR 2022 – 2023
TO
ORIGINAL MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
BY AND BETWEEN
AARP Foundation SCSEP
AND
CAREERSOURCE NORTHEAST FLORIDA**

THIS IS **AMENDMENT #2** entered into by and between **CareerSource Northeast Florida**, herein after referred to as CareerSource NEFL, with administrative offices located at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and **AARP Foundation SCSEP**, having its principal office at 3300 SW Archer Road, Suite 210, Gainesville, FL 32608, hereinafter referred to as PARTNER, to begin on **July 1, 2022**, the date this amendment is to be executed by the parties, through **June 30, 2023**.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning **July 1, 2022 – June 30, 2023** based on the estimated costs for the AJC One-Stop Operating Budget and the Partner's Contribution based on the On-Site Representation Schedule.

WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective **July 1, 2020** and,

NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER's Agreement as follows:

1. Attachment A – One Stop Operating Budget – updated with budgeted amounts for **Program Year 22 (PY 22)**, based on estimates and actual historical costs, for the Operations of the AJC from **July 1, 2022 – June 30, 2023**.
2. Attachment B – Partners On-Site Representation Schedule – updated for **PY 22, July 1, 2022 – June 30, 2023** to indicate Partner Contribution for **PY 22**.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be **July 1, 2022**.

EXECUTION PAGE

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

AS TO AARP Foundation SCSEP:

BY: DocuSigned by:
Demetri Antzoulatos
623F499E66E1430...
Signature

TITLE: VP, Finance, Grants, & Operations

DATE: 6/27/2022

AS TO CAREERSOURCE NORTHEAST FLORIDA:

BY: 
Signature

TITLE: President

DATE: 8/11/22

BY: 
Larry Harvey, Commissioner,
Putnam County

TITLE: FCWD Consortium Chair

DATE: 8/11/22

Attachment A – One Stop Operating Budget **2022 - 2023**

Attachment B – Partners On-Site Representation Schedule **PY 22**

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
ATTACHMENT A
Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$8,000.00
Copy machine usage / maintenance	\$10,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$16,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (4)	\$300,000.00
TOTAL ADDITIONAL COSTS	\$300,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$75,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
TOTAL ADDITIONAL COSTS	\$300,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00
FTEs Supporting the AJC	21.04
Cost Per FTE = FTEs	\$39,215.78
Direct Linkage = 0.2 x Cost Per FTE	\$7,843.16

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	15.00	600.00	15.00	71.30%	\$588,306.60
Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	1.00	20.00	0.50	2.38%	\$19,610.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.36%	\$2,941.53
*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total = \$825,100.00 Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = \$39,215.78

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

***Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = \$7,843.16

Notes: *Direct Linkage Partners

**FLORIDA DEPARTMENT OF EDUCATION
CONTRACT NO. SA-007
AMENDMENT NO.3**

This AMENDMENT to the Florida Department of Education Contract Number SA-007 A-3 is entered into by and between CareerSource Northeast Florida authorized to do business in the State of Florida, with its principal office at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and the Florida Department of Education, Division of Blind Services, having its principal office at 1809 Art Museum Drive, Suite 201, Jacksonville FL 32207, hereinafter referred to as PARTNER, to begin on July 1, 2022, the date this amendment is to be executed by the parties, through June 30, 2023.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning July 1, 2022 – June 30, 2023 based on the estimated costs for the AJC One-Stop Operating Budget and the Partner’s Contribution based on the On-Site Representation Schedule.

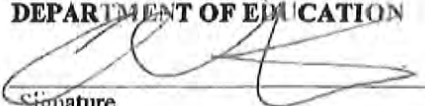
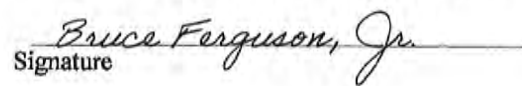
WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective July 1, 2020 and,

NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER’s Agreement as follows:

1. Attachment A – One Stop Operating Budget – updated with budgeted amounts for Program Year 22 (PY 22), based on estimates and actual historical costs, for the Operations of the AJC from July 1, 2022 – June 30, 2023.
2. Attachment B – Partners On-Site Representation Schedule – updated for PY 22, July 1, 2022 – June 30, 2023 to indicate Partner Contribution for PY 22.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be July 1, 2022 regardless of execution date

EXECUTION PAGE IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

<p style="text-align: center;">DEPARTMENT OF EDUCATION</p> <p>By:  Signature</p>	<p style="text-align: center;">CareerSource Northeast Florida</p> <p>By:  Signature</p>
<p>Name: <u>Manny Diaz ^{Konstantinos}</u> <u>Konstantinos</u></p> <p>Title: <u>Chief of Staff</u> <u>Commissioner of Education</u></p> <p>Date: <u>7/19/22</u></p>	<p>Name: <u>Bruce Ferguson, Jr.</u></p> <p>Title: <u>President</u></p> <p>Date: <u>7/25/22</u></p>

DEPARTMENT OF EDUCATION/DBS

CareerSource NEFL / FCWD Consortium

By: 

Signature

BY: 

Larry Harvey, Commissioner,
Putnam County

Name: Robert Doyle

Title: Director of Division of Blind Services

TITLE: FCWD Consortium Chair

Date: 7/22/2022

DATE: 8/11/22

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
ATTACHMENT A
Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$8,000.00
Copy machine usage / maintenance	\$10,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$16,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (4)	\$300,000.00
TOTAL ADDITIONAL COSTS	\$300,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$75,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
TOTAL ADDITIONAL COSTS	\$300,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00
FTEs Supporting the AJC	21.04
Cost Per FTE = FTEs	\$39,215.78
Direct Linkage = 0.2 x Cost Per FTE	\$7,843.16

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	15.00	600.00	15.00	71.30%	\$588,308.60
Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	1.00	20.00	0.50	2.38%	\$19,610.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Wagner Peysner	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.36%	\$2,941.53
*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total =

\$825,100.00

Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = **\$39,215.78**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

***Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = **\$7,843.16**

Notes: *Direct Linkage Partners

SA-270 A-2
PROGRAM YEAR 2022 – 2023
TO
ORIGINAL MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
BY AND BETWEEN
Vocational Rehabilitation
AND
CAREERSOURCE NORTHEAST FLORIDA

THIS IS **AMENDMENT #2** entered into by and between **CareerSource Northeast Florida**, herein after referred to as CareerSource NEFL, with administrative offices located at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and **Vocational Rehabilitation**, having its principal office at 330 Crossing Blvd., Orange Park, FL 32073, hereinafter referred to as **PARTNER**, to begin on **July 1, 2022**, the date this amendment is to be executed by the parties, through **June 30, 2023**.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning **July 1, 2022 – June 30, 2023** based on the estimated costs for the AJC One-Stop Operating Budget and the Partner's Contribution based on the On-Site Representation Schedule.

WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective **July 1, 2020** and,

NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER's Agreement as follows:

1. Attachment A – One Stop Operating Budget – updated with budgeted amounts for **Program Year 22 (PY 22)**, based on estimates and actual historical costs, for the Operations of the AJC from **July 1, 2022 – June 30, 2023**.
2. Attachment B – Partners On-Site Representation Schedule – updated for **PY 22, July 1, 2022 – June 30, 2023** to indicate Partner Contribution for **PY 22**.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be **July 1, 2022**.


EXECUTION PAGE

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

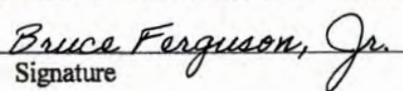
DEPARTMENT OF EDUCATION

By: 
Signature
Name: Augustos Kamoutsas
Typed
Title: Commissioner of Education
Date: 9/2/22

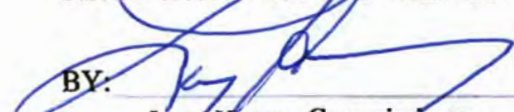
VOCATIONAL REHABILITATION

By: 
Signature
Name: Brent McNeal
Typed
Title: Director
Date: 8/29/22

CAREERSOURCE NORTHEAST FLORIDA

By: 
Signature
Name: Bruce Ferguson, Jr.
Typed
Title: President
Date: 9/7/22

CareerSource NEPL / FCWD Consortium

BY: 
Larry Harvey, Commissioner,
Putnam County
TITLE: FCWD Consortium Chair
DATE: 9-7-2022

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
ATTACHMENT A
Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$8,000.00
Copy machine usage / maintenance	\$10,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$16,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (4)	\$300,000.00
TOTAL ADDITIONAL COSTS	\$300,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$75,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
TOTAL ADDITIONAL COSTS	\$300,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00
FTEs Supporting the AJC	21.04
Cost Per FTE = FTEs	\$39,215.78
Direct Linkage = 0.2 x Cost Per FTE	\$7,843.16

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	15.00	600.00	15.00	71.30%	\$588,306.60
Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	1.00	20.00	0.50	2.38%	\$19,610.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
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*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total = **\$825,100.00** Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = **\$39,215.78**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

***Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = **\$7,843.16**

Notes: *Direct Linkage Partners

AMENDMENT NUMBER #2
PROGRAM YEAR 2022 – 2023
TO
ORIGINAL MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
BY AND BETWEEN
Florida State College at Jacksonville (FSCJ)
AND
CAREERSOURCE NORTHEAST FLORIDA

THIS IS AMENDMENT #2 entered into by and between **CareerSource Northeast Florida**, herein after referred to as CareerSource NEFL, with administrative offices located at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and **Florida State College at Jacksonville (FSCJ)**, having its principal office at 501 West State Street, Jacksonville, FL 32202, hereinafter referred to as PARTNER, to begin on **July 1, 2022**, the date this amendment is to be executed by the parties, through **June 30, 2023**.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning **July 1, 2022 – June 30, 2023** based on the estimated costs for the AJC One-Stop Operating Budget and the Partner's Contribution based on the On-Site Representation Schedule.

WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective **July 1, 2020** and,


NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER's Agreement as follows:

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2. Attachment B – Partners On-Site Representation Schedule – updated for **PY 22, July 1, 2022 – June 30, 2023** to indicate Partner Contribution for **PY 22**.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be **July 1, 2022**.

EXECUTION PAGE

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

AS TO Florida State College at Jacksonville (FSCJ):

BY:  _____
Signature

TITLE: Provost; VP Academic Affairs

DATE: 6/22/22

AS TO CAREERSOURCE NORTHEAST FLORIDA:

BY: Bruce Ferguson, Jr. _____
Signature

TITLE: President

DATE: 6/29/22

BY:  _____
Larry Harvey, Commissioner,
Putnam County

TITLE: FCWD Consortium Chair

DATE: 8/11/22

Attachment A – One Stop Operating Budget 2022 - 2023

Attachment B – Partners On-Site Representation Schedule PY 22

Note: The FSCJ contribution to support AJC infrastructure cost will be \$0.00. The in-kind cost of housing the CSNEFL staff on FSCJ campuses to conduct WIOA services offsets the FSCJ commitment of 0.64 FTE at the AJC.

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
 ATTACHMENT A
 Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
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TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00
FTEs Supporting the AJC	21.04
Cost Per FTE = FTEs	\$39,215.78
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**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
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Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
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Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
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Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.36%	\$2,941.53
*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total = **\$825,100.00** Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = **\$39,215.78**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

***Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = **\$7,843.16**

Notes: *Direct Linkage Partners

AMENDMENT NUMBER #2
PROGRAM YEAR 2022 – 2023
TO
ORIGINAL MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
BY AND BETWEEN
Jacksonville Housing Authority
AND
CAREERSOURCE NORTHEAST FLORIDA

THIS IS **AMENDMENT #2** entered into by and between **CareerSource Northeast Florida**, herein after referred to as CareerSource NEFL, with administrative offices located at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and **Jacksonville Housing Authority**, having its principal office at 1300 N Broad Street, Jacksonville, FL 32202, hereinafter referred to as **PARTNER**, to begin on **July 1, 2022**, the date this amendment is to be executed by the parties, through **June 30, 2023**.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning **July 1, 2022 – June 30, 2023** based on the estimated costs for the AJC One-Stop Operating Budget and the Partner's Contribution based on the On-Site Representation Schedule.

WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective **July 1, 2020** and,

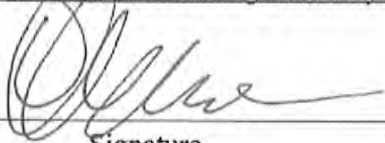
NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER's Agreement as follows:

1. Attachment A – One Stop Operating Budget – updated with budgeted amounts for **Program Year 22 (PY 22)**, based on estimates and actual historical costs, for the Operations of the AJC from **July 1, 2022 – June 30, 2023**.
2. Attachment B – Partners On-Site Representation Schedule – updated for **PY 22, July 1, 2022 – June 30, 2023** to indicate Partner Contribution for **PY 22**.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be **July 1, 2022**.

EXECUTION PAGE

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

AS TO Jacksonville Housing Authority:

BY: 
Signature

TITLE: CEO/President

DATE: June 7, 2022

AS TO CAREERSOURCE NORTHEAST FLORIDA:

BY: Bruce Ferguson, Jr.
Signature

TITLE: President

DATE: 6/29/22


BY: _____
Larry Harvey, Commissioner,
Putnam County

TITLE: FCWD Consortium Chair

DATE: 8/11/22

Attachment A – One Stop Operating Budget 2022 - 2023

Attachment B – Partners On-Site Representation Schedule PY 22

Note: The JAXHA contribution to support AJC infrastructure cost will be \$0.00. The proposed in-kind cost of housing the CSNEFL Mobile Unit team at designated JAXHA sites (schedule TBD) will offset the JAXHA commitment of 0.2 FTE at the AJC.

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
 ATTACHMENT A
 Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$8,000.00
Copy machine usage / maintenance	\$10,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$16,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (4)	\$300,000.00
TOTAL ADDITIONAL COSTS	\$300,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$75,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
TOTAL ADDITIONAL COSTS	\$300,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00
FTEs Supporting the AJC	21.04
Cost Per FTE = FTEs	\$39,215.78
Direct Linkage = 0.2 x Cost Per FTE	\$7,843.16

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	15.00	600.00	15.00	71.30%	\$588,306.60
Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	1.00	20.00	0.50	2.38%	\$19,610.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.36%	\$2,941.53
*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total =

\$825,100.00

Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = **\$39,215.78**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

***Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = **\$7,843.16**

Notes: *Direct Linkage Partners

**AMENDMENT NUMBER #2
PROGRAM YEAR 2022 – 2023
TO
ORIGINAL MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
BY AND BETWEEN
Job Corps
AND
CAREERSOURCE NORTHEAST FLORIDA**

THIS IS **AMENDMENT #2** entered into by and between **CareerSource Northeast Florida**, herein after referred to as CareerSource NEFL, with administrative offices located at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and **Job Corps**, having its principal office at 4811 Payne Stewart Drive, Jacksonville, FL 32209, hereinafter referred to as PARTNER, to begin on **July 1, 2022**, the date this amendment is to be executed by the parties, through **June 30, 2023**.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning **July 1, 2022 – June 30, 2023** based on the estimated costs for the AJC One-Stop Operating Budget and the Partner's Contribution based on the On-Site Representation Schedule.

WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective **July 1, 2020** and,

NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER's Agreement as follows:

1. Attachment A – One Stop Operating Budget – updated with budgeted amounts for **Program Year 22 (PY 22)**, based on estimates and actual historical costs, for the Operations of the AJC from **July 1, 2022 – June 30, 2023**.
2. Attachment B – Partners On-Site Representation Schedule – updated for **PY 22, July 1, 2022 – June 30, 2023** to indicate Partner Contribution for **PY 22**.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be **July 1, 2022**.

EXECUTION PAGE

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

AS TO Job Corps:

BY:  _____
Signature

TITLE: Center Director

DATE: 6-23-22

AS TO CAREERSOURCE NORTHEAST FLORIDA:

BY: Bruce Ferguson, Jr. _____
Signature

TITLE: President

DATE: 6/29/22

BY:  _____
Larry Harvey, Commissioner,
Putnam County

TITLE: FCWD Consortium Chair

DATE: 8/11/22

Attachment A – One Stop Operating Budget 2022 - 2023

Attachment B – Partners On-Site Representation Schedule PY 22

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
 ATTACHMENT A
 Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$8,000.00
Copy machine usage / maintenance	\$10,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$16,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (4)	\$300,000.00
TOTAL ADDITIONAL COSTS	\$300,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$75,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
TOTAL ADDITIONAL COSTS	\$300,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00
FTEs Supporting the AJC	21.04
Cost Per FTE = FTEs	\$39,215.78
Direct Linkage = 0.2 x Cost Per FTE	\$7,843.16

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	15.00	600.00	15.00	71.30%	\$588,306.60
Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	1.00	20.00	0.50	2.38%	\$19,610.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.36%	\$2,941.53
*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total = **\$825,100.00** Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = **\$39,215.78**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

***Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = **\$7,843.16**

Notes: *Direct Linkage Partners

AMENDMENT NUMBER #2
PROGRAM YEAR 2022 – 2023
TO
ORIGINAL MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
BY AND BETWEEN
National Caucus and Center on Black Aging, Inc. (NCBA SCSEP –
Jacksonville Office)
AND
CAREERSOURCE NORTHEAST FLORIDA

THIS IS **AMENDMENT #2** entered into by and between **CareerSource Northeast Florida**, herein after referred to as CareerSource NEFL, with administrative offices located at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and **National Caucus and Center on Black Aging, Inc. (NCBA SCSEP – Jacksonville Office)**, having its principal office at 101 Century 21 Drive, Suite 105A, Jacksonville, FL 32216, hereinafter referred to as PARTNER, to begin on **July 1, 2022**, the date this amendment is to be executed by the parties, through **June 30, 2023**.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning **July 1, 2022 – June 30, 2023** based on the estimated costs for the AJC One-Stop Operating Budget and the Partner's Contribution based on the On-Site Representation Schedule.

WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective **July 1, 2020** and,

NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER's Agreement as follows:

1. Attachment A – One Stop Operating Budget – updated with budgeted amounts for **Program Year 22 (PY 22)**, based on estimates and actual historical costs, for the Operations of the AJC from **July 1, 2022 – June 30, 2023**.
2. Attachment B – Partners On-Site Representation Schedule – updated for **PY 22, July 1, 2022 – June 30, 2023** to indicate Partner Contribution for **PY 22**.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be **July 1, 2022**.

EXECUTION PAGE

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

AS TO National Caucus and Center on Black Aging, Inc. (NCBA SCSEP – Jacksonville Office):

BY: Daisy Davis
Signature

TITLE: Program Manager

DATE: 6/3/22

AS TO CAREERSOURCE NORTHEAST FLORIDA:

BY: Bruce Ferguson, Jr.
Signature

TITLE: President

DATE: 6/29/22

BY: 
Larry Harvey, Commissioner,
Putnam County

TITLE: FCWD Consortium Chair

DATE: 8/11/22

Attachment A – One Stop Operating Budget 2022 - 2023

Attachment B – Partners On-Site Representation Schedule PY 22

Note: The NCBA contribution to support AJC infrastructure cost will be \$0.00. The in-kind cost will be covered by NCBA Sponsored Participants in the AJC.

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
 ATTACHMENT A
 Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$8,000.00
Copy machine usage / maintenance	\$10,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$16,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (4)	\$300,000.00
TOTAL ADDITIONAL COSTS	\$300,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$75,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
TOTAL ADDITIONAL COSTS	\$300,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00

FTEs Supporting the AJC	21.04
Cost Per FTE = FTEs	\$39,215.78
Direct Linkage = 0.2 x Cost Per FTE	\$7,843.16

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	15.00	600.00	15.00	71.30%	\$588,306.60
Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	1.00	20.00	0.50	2.38%	\$19,610.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.36%	\$2,941.53
*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total = **\$825,100.00** Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = **\$39,215.78**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

***Direct Linkage (DL) Infrastructure Contribution**

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = **\$7,843.16**

Notes: *Direct Linkage Partners

AMENDMENT NUMBER #2
PROGRAM YEAR 2022 – 2023
TO
ORIGINAL MEMORANDUM OF UNDERSTANDING &
INFRASTRUCTURE FUNDING AGREEMENT
BY AND BETWEEN
Northeast Florida Community Action Agency (NFCAA)
AND
CAREERSOURCE NORTHEAST FLORIDA

THIS IS AMENDMENT #2 entered into by and between **CareerSource Northeast Florida**, herein after referred to as CareerSource NEFL, with administrative offices located at 1845 Town Center Blvd., Suite 250, Fleming Island, Florida, 32003 and **Northeast Florida Community Action Agency (NFCAA)**, having its principal office at 4070 Boulevard Center Drive, Bldg. 4500, Suite 200, Jacksonville, FL 32207, hereinafter referred to as PARTNER, to begin on **July 1, 2022**, the date this amendment is to be executed by the parties, through **June 30, 2023**.

THIS AMENDMENT is to update the Infrastructure Funding Agreement for the new Program Year beginning **July 1, 2022 – June 30, 2023** based on the estimated costs for the AJC One-Stop Operating Budget and the Partner's Contribution based on the On-Site Representation Schedule.

WITNESSETH THAT:

WHEREAS, CareerSource NEFL and PARTNER entered into an original agreement effective **July 1, 2020** and,

NOW THEREFORE, in consideration of the premises and the mutual covenants and obligations herein contained, and subject to the terms and conditions hereinafter stated, the parties agree to amend PARTNER's Agreement as follows:

1. Attachment A – One Stop Operating Budget – updated with budgeted amounts for **Program Year 22 (PY 22)**, based on estimates and actual historical costs, for the Operations of the AJC from **July 1, 2022 – June 30, 2023**.
2. Attachment B – Partners On-Site Representation Schedule – updated for **PY 22, July 1, 2022 – June 30, 2023** to indicate Partner Contribution for **PY 22**.
3. All provisions of said Agreement, which are not in conflict with this Amendment, shall continue to be enforced in accordance with the terms and conditions therein.
4. The effective date of this amendment shall be **July 1, 2022**.

EXECUTION PAGE

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature:

AS TO Northeast Florida Community Action Agency (NFCAA):

BY: 
Signature

TITLE: Executive Director

DATE: 6.28.22

AS TO CAREERSOURCE NORTHEAST FLORIDA:

BY: 
Signature

TITLE: President

DATE: 6/29/22

BY: 
Larry Harvey, Commissioner,
Putnam County

TITLE: FCWD Consortium Chair

DATE: 8/11/22

Attachment A – One Stop Operating Budget 2022 - 2023

Attachment B – Partners On-Site Representation Schedule PY 22

Comprehensive AJC (CareerSource NEFL-Gateway Career Center)
 ATTACHMENT A
 Estimated IFA Budget PY 22 (AJC One-Stop Operating Budget)

Effective 7-1-22

Description	Estimated Budget
INFRASTRUCTURE COSTS	
Office Rent / Lease	\$225,000.00
Utilities	\$1,000.00
Repairs & Maintenance	\$6,000.00
AJC Common Signage	\$2,000.00
Furniture/Equipment associated with furniture	\$8,000.00
Copy machine usage / maintenance	\$10,000.00
IT Wide Area Network	\$2,100.00
Janitorial Services	\$16,000.00
Supplies	\$10,000.00
Telephones	\$10,000.00
Indirect Program (IT, etc.)	\$14,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
ADDITIONAL COSTS	
Career Services - WSRs in Resource Room (4)	\$300,000.00
TOTAL ADDITIONAL COSTS	\$300,000.00
SHARED SERVICES	
Security	\$76,000.00
Gateway Intake Staff (1)	\$75,000.00
One Stop Operator	\$70,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL INFRASTRUCTURE COSTS	\$304,100.00
TOTAL ADDITIONAL COSTS	\$300,000.00
TOTAL SHARED SERVICES	\$221,000.00
TOTAL ONE-STOP OPERATING BUDGET	\$825,100.00

FTEs Supporting the AJC

21.04

Cost Per FTE = FTEs

\$39,215.78

Direct Linkage = 0.2 x Cost Per FTE

\$7,843.16

**MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT
for ONE-STOP CAREER CENTER
Attachment B - Partners On-site Representation Schedule (PY22)**

As of 7-1-22

CareerSource Northeast Florida One-Stop Career Center Partner On-Site Representation Schedule PY22							
Required Program Partner	Governance	Local Grantee	# of Staff	Total Weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated, Youth Formula Grants	DOL WIOA Title I	CSNFEL	15.00	600.00	15.00	71.30%	\$588,306.60
Jobs for Veterans	DOL, JVSG	CSNEFL	2.00	80.00	2.00	9.51%	\$78,440.88
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	National Caucus and Center on Black Aging, Inc.	1.00	20.00	0.50	2.38%	\$19,610.22
Trade Adjustment Act, TAA	DOL, Trade Act, Chapter 2, Title II	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Wagner Peyser	DOL, WIOA Title III	CSNEFL	1.00	40.00	1.00	4.75%	\$39,220.44
Vocational Rehabilitation	DOE, Rehabilitation Act	Vocational Rehabilitation	1.00	8.00	0.20	0.95%	\$7,844.09
Adult Education and Family Literacy	DOE, WIOA Title II	FSCJ	1.00	25.50	0.64	3.03%	\$25,003.03
Employment and Training	HHS, Community Service Block Grant	Northeast Florida Community Action Agency	1.00	6.00	0.15	0.71%	\$5,883.07
Senior Community Employment Service Program	DOL, Older Americans Act, Title V	AARP Foundation SCSEP	1.00	3.00	0.08	0.36%	\$2,941.53
Division of Blind Services	DOE, Rehabilitation Act	Florida Division of Blind Services	1.00	3.00	0.08	0.36%	\$2,941.53
*Employment and Training	HHS, HUD	Jacksonville Housing Authority	1.00	8.00	0.20	0.95%	\$7,844.09
*Job Corps	DOL WIOA Title I	Job Corps	1.00	8.00	0.20	0.95%	\$7,844.09
Unemployment Compensation*			0.00	0.00	0.00	0.00%	\$0.00
TOTALS			27.00	841.50	21.04	100%	\$825,100.00

Estimated Infrastructure Budget Total =

\$825,100.00

Total required to determine the Cost per FTE.

Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total/Total FTEs

Estimated Cost per FTE = **\$39,215.78**

Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner total # of FTEs

*Direct Linkage (DL) Infrastructure Contribution

Direct Linkage is defined as a minimum of 8 hours/week (.2 FTE) of time for access through technology.

Direct Linkage = **\$7,843.16**

Notes: *Direct Linkage Partners

**Interagency Cooperative Agreement
Employment First Initiative**

Florida Agency for Persons with Disabilities
Florida Department of Education, Bureau of Exceptional Education and Student Services
Florida Department of Education, Division of Vocational Rehabilitation
Florida Department of Education, Division of Blind Services
Florida Department of Economic Opportunity
CareerSource Florida
Florida Department of Children and Families, Substance Abuse and Mental Health Office
Florida Developmental Disabilities Council, Inc.
Florida Association of Rehabilitation Facilities, Inc.
The Arc of Florida, Inc.

I. Parties:

The parties to this Interagency Cooperative Agreement are the Florida Agency for Persons with Disabilities; Florida Department of Education, Bureau of Exceptional Education and Student Services; Florida Department of Education, Division of Vocational Rehabilitation; Florida Department of Education, Division of Blind Services; Florida Department of Economic Opportunity; CareerSource Florida; Florida Department of Children and Families, Substance Abuse and Mental Health Office; Florida Developmental Disabilities Council, Inc.; Florida Association of Rehabilitation Facilities, Inc.; and The Arc of Florida, Inc. The parties may be referred to herein as “Partner” or “Partners.”

II. Background:

On October 8, 2013, Governor Rick Scott signed Executive Order 13-284 mandating the creation of an interagency cooperative agreement among specific state agencies and other disabilities service organizations to ensure the continuation of a long-term commitment to improving employment outcomes for persons with disabilities. A formal five-year interagency cooperative agreement was executed on May 7, 2014 with an effective date of July 1, 2014. CS/HB 7003: Individuals with Disabilities was passed by the Florida Legislature and signed by Governor Rick Scott with an effective date of July 1, 2016. The legislation was codified in Florida Statute as the Employment First Act in section 413.80, Florida Statutes.

III. Legislative Findings and Intent:

The legislative findings and intent state that “employment is the most direct and cost-effective means to assist an individual in achieving independence and fulfillment; however, individuals with disabilities are confronted by unique barriers to employment which inhibit their opportunities to compete fairly in the labor force. It is the intent of the Legislature to provide a

framework for a long-term commitment to improving employment outcomes for individuals with disabilities in this state through the implementation of this act.”

IV. Purpose:

The general purpose of this interagency cooperative agreement, aligned with the Employment First Act, “is to prioritize employment of individuals with disabilities and to change the employment system to better integrate individuals with disabilities into the workforce. This act encourages a collaborative effort between state agencies and organizations to achieve better employment outcomes for individuals with disabilities.” The agencies and organizations that are parties to this agreement are fully committed to working together to improve the number and percentage of growth in competitive employment for individuals with disabilities. For the purpose of this agreement and as defined in Executive Order 13-284, “employment” is defined as integrated employment, including supported employment, customized employment and self-employment, where an individual is paid by an employer at minimum wage or greater or receives earnings through one’s self-employment business, fully integrated in the community workforce, with a goal of maximum self-sufficiency. Employment outcomes shall be based on each individual’s measurable vocational goals, skills and abilities with the intent to also meet the expectations and hiring needs of the employer.

The specific purpose of this interagency cooperative agreement is to outline roles and responsibilities of the Partners to accomplish the desired outcomes. The intent is to:

- Formalize the efforts that have been accomplished to improve employment opportunities for individuals with disabilities;
- Establish a commitment among state agencies and community organizations to maximize resources and coordinate with each other to improve employment outcomes for individuals with disabilities seeking publicly funded services;
- Develop strategic goals and benchmarks to assist the state agencies and organizations in implementing this agreement;
- Identify financing and contracting methods that will help to prioritize employment for individuals with disabilities among the array of services paid for or provided by state agencies and organizations;
- Establish training methods to better integrate individuals with disabilities into the workforce;
- Ensure collaborative efforts between multiple agencies and organizations to achieve the intent of the Employment First Act;
- Update and implement a long-term communications plan to 1) increase employment opportunities for individuals with disabilities by motivating employers to hire, 2) promote a consistent message of awareness among employers about the value individuals with disabilities bring to the workforce, and 3) inform employers about the resources that are available to assist with their hiring needs, including the single point of contact;

- Promote service innovations to better assist individuals with disabilities in the workplace; and
- Identify accountability measures to ensure the sustainability of this agreement.

V. Scope:

The scope of work is statewide. To most cost efficiently coordinate activities within this interagency cooperative agreement, the following structure will be used:

- Employment Partnership/Statewide Stakeholder Coalition (Coalition):
 - Shall be composed of the agency head or organization’s leadership charged with the overall administration of the agency or organization with responsibilities that include employment of individuals with disabilities. Additional members of the Coalition include the Partners, which should be individuals charged with oversight of employment programs and policies.
 - Will meet biannually, in person or via conference call, with the agency head or organization’s leadership or designee participation. The Coalition is charged with advising and making recommendations that will inform the work of the state-level Employment First Collaborative Team and Grassroots Group to achieve the purpose and desired outcomes set forth in this Interagency Cooperative Agreement and to ensure continuous improvement.
- State-Level Employment First Collaborative Team:
 - Shall be composed of program staff assigned by the Partners’ leadership.
 - Shall meet in person or via conference call on a bi-monthly basis.
 - Shall be responsible for identifying systems, practice barriers and potential solutions to address those barriers that prevent or hinder individuals with disabilities from obtaining employment.
 - Shall seek and recommend innovative funding, training solutions, and best practices to close program gaps and ensure continuous improvement.
 - Shall review, create or make recommendations on state statutes, rules, and agency or organizational policies.
 - Shall provide general recommendations to the Coalition for its decision-making process.
- Grassroots-Level Group:
 - Shall be composed of self-advocates and local stakeholders representing a cross section of individuals with various disabilities.
 - Shall meet via webinars or conference calls on a quarterly basis to ensure the voice of stakeholders is heard and to share information.

VI. Specific Roles and Responsibilities of the Partners:

All Partners will:

- Appoint a minimum of one designee to attend Coalition meetings in the absence of the Partners’ leadership.

- Appoint a minimum of one representative to attend State-Level Employment First Collaborative Team meetings.
- Develop and implement methods for identifying and addressing the following:
 - A commitment among Partners' leadership to maximize resources and coordinate with each other to improve employment outcomes for individuals with disabilities seeking publicly funded services;
 - Strategic goals and benchmarks to assist the Partners in implementing this agreement;
 - Financing and contracting methods that will help to prioritize employment for individuals with disabilities among the array of services paid for or provided by the Partners;
 - Training methods to better integrate individuals with disabilities into the workforce;
 - Collaborative efforts between multiple agencies and organizations to achieve the intent of the Employment First Act;
 - A long-term communications plan to 1) increase employment opportunities for individuals with disabilities by motivating employers to hire, 2) promote a consistent message of awareness among employers about the value individuals with disabilities bring to the workforce, and 3) inform employers about the resources that are available to assist with their hiring needs, including a single point of contact; and
 - Promoting service innovation.
- Identify baseline employment outcome data for individuals with disabilities served by their agency or organization, if the Partner is a direct service agency or an organization with contracts for direct services, and set targets for improvement.
- Report annually to the Governor's office and the Coalition on Partner-determined accountability measures and results from targets for improving the employment outcomes of individuals with disabilities.

VII. General Terms of the Interagency Cooperative Agreement:

Term. The term of this Interagency Cooperative Agreement shall begin on July 1, 2019, or the date the last signature is obtained, and end on June 30, 2024. The agreement will require formal renewal to remain in effect beyond June 30, 2024.

Point of Contact. One Partner will serve as the point of contact and assume responsibility for facilitation and coordination. The point of contact shall be determined annually by a majority vote of the Coalition. The Florida Developmental Disabilities Council, Inc., shall be the point of contact for year one, July 1, 2019, or the date the last signature is obtained, through June 30, 2020.

Limited Authority. Nothing in this Interagency Cooperative Agreement is intended to imply that any Partner would provide services to individuals with disabilities beyond the individuals they are mandated to serve as defined in Florida Statute. Nothing in this Interagency Cooperative Agreement shall be construed to give the Partners any authority, express or implied, over the operations of the agencies or organizations involved.

Termination. Any of the Partners may terminate its participation in this Interagency Cooperative Agreement at any time by giving thirty (30) days' written notice to all Partner agencies or organizations of such termination and specifying the effective date thereof.

By signing this Interagency Cooperative Agreement, each Partner is accepting and agreeing to abide by and complete the responsibilities delineated in this Interagency Cooperative Agreement.



Barbara Palmer

Executive Director

Florida Agency for Persons with Disabilities

Date: 8/22, 2019



Monica Verra-Tirado, Ed.D

Bureau Chief

Florida Department of Education

Bureau of Exceptional Education and

Student Services

Date: August 15, 2019



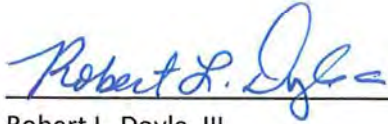
Allison Flanagan

Director

Florida Department of Education

Division of Vocational Rehabilitation

Date: 9/13, 2019



Robert L. Doyle, III

Director

Florida Department of Education

Division of Blind Services

Date: 9/14, 2019



Ken Lawson

Executive Director

Florida Department of Economic Opportunity

Date: 2-18-2020 ~~2019~~

Michelle Dennard

Michelle Dennard

President and Chief Executive Officer

CareerSource Florida

Date: 8/6/19, 2019

Ute Gaziuch

Ute Gaziuch

Director

Florida Department of Children and Families

Substance Abuse and Mental Health Office

Date: 02/03/2020, ~~2019~~ (u)



Valerie Breen

Executive Director

Florida Developmental Disabilities

Council, Inc.

Date: February 18, 2019 - 2020 *VB*

Suzanne Sewell

Suzanne Sewell

President and Chief Executive Officer

Florida Association of Rehabilitation Facilities, Inc.

Date: August 16, 2019



Richard Corcoran

Commissioner of Education

Florida Department of Education

Date: August 30, 2019

Kirk Hall

Kirk Hall

Chief Executive Officer

The Arc of Florida, Inc.

Date: Dec. 6, 2019

David Darm

David Darm

Executive Director

Florida Commission for the Transportation Disadvantaged

Date: December 31, 2019

Addendum to Interagency Cooperative Agreement, Employment First Initiative

Page 1, Heading, is replaced with the following to add the Florida Commission for the Transportation Disadvantaged:


**Interagency Cooperative Agreement
Employment First Initiative**

Florida Agency for Persons with Disabilities
Florida Department of Education, Bureau of Exceptional Education and Student Services
Florida Department of Education, Division of Vocational Rehabilitation
Florida Department of Education, Division of Blind Services
Florida Department of Economic Opportunity
CareerSource Florida
Florida Department of Children and Families, Substance Abuse and Mental Health Office
Florida Developmental Disabilities Council, Inc.
Florida Association of Rehabilitation Facilities, Inc.
The Arc of Florida, Inc.
Florida Commission for the Transportation Disadvantaged

Section I, Parties, is replaced with the following to add the Florida Commission for the Transportation Disadvantaged:

The parties to this Interagency Cooperative Agreement are the Florida Agency for Persons with Disabilities; Florida Department of Education, Bureau of Exceptional Education and Student Services; Florida Department of Education, Division of Vocational Rehabilitation; Florida Department of Education, Division of Blind Services; Florida Department of Economic Opportunity; CareerSource Florida; Florida Department of Children and Families, Substance Abuse and Mental Health Office; Florida Developmental Disabilities Council, Inc.; Florida Association of Rehabilitation Facilities, Inc.; The Arc of Florida, Inc.; and Florida Commission for the Transportation Disadvantaged. The parties may be referred to herein as "Partner" or "Partners."

On the last page of the agreement, a signature block is added for Florida Commission for the Transportation Disadvantaged.



David Darm

Executive Director

Florida Commission for the Transportation Disadvantaged

Date: December 31, 2019

ONE-STOP PARTNERS AND SCHEDULE



A proud partner of the
AmericanJobCenter
network



AARP Foundation SCSEP www.aarp.org/aarp-foundation/

The AARP Senior Community Employment Program is the nation's oldest program to help low-income, unemployed individuals aged 55+ find work.

- Work experience in nonprofits and local agencies
- (If eligible) Supportive services and skills training



The National Caucus and Center on Black Aging <https://www.ncba-aged.org/>

The NCBA Senior Community Service Employment Program (SCSEP) is an employment training program sponsored by the United States Department of Labor to serve seniors 55 and older who meet the federal poverty guidelines.

- Job-related training for unsubsidized employment
- Training in group sessions or at the work site and may involve performing duties at a non-profit, including daycare facilities, faith-based organizations, and senior centers



Division of Blind Services dbs.myflorida.com

The Division of Blind Services ensures blind and visually-impaired Floridians have the tools, support and opportunity to achieve success.

- Assistance with independent living
- Assistance with employment



FSCJ – Adult Education and Family Literacy www.fscj.edu

Adult Education at Florida State College at Jacksonville includes a range of instructional programs that help adults get the basic skills they need to be productive workers, family members and citizens.

- GED® Preparation: High School Equivalency
- Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL)



Jacksonville Housing Authority www.JAXHA.org

JHA offers a variety of programs to fit the needs of low and moderate income families, senior and disabled adults in the greater Jacksonville, Florida area.

- Assistance to move into homeownership
- Staff assistance with education, job training, and counseling



Jacksonville Job Corps www.jacksonville.jobcorps.gov

- Career counseling
- Career technical training program
- Guidance in one of five career paths (Military, Advance Training, Employment, Apprenticeship and College)



Northeast Florida Community Action Agency www.nfcaa.org

NFCAA works to combat poverty in Northeast Florida.

- GED prep and skills training
- Employment assistance
- Supportive services



Vocational Rehabilitation www.rehabworks.org/

Vocational Rehabilitation (VR) is a federal-state program that helps people who have physical or mental disabilities get or keep a job.

- Assessment
- Vocational training
- Employment assistance

ONE-STOP PARTNERS AND SCHEDULE



Partners	Monday	Tuesday	Wednesday	Thursday	Friday	Contact Number
WIOA Adult, Dislocated, Youth Formula Grants	9am-4pm	9am-4pm	9am-4pm	9am-4pm	9am-4pm	904-688-2268
Job Corps	9am-10am	9am-10am	9am-10am	9am-10am	9am-10am	904-360-8228
Wagner Peyser	9am-4pm	9am-4pm	9am-4pm	9am-4pm	9am-4pm	904-688-5682
AARP Foundation SCSEP	–	–	10am-2pm	–	–	352-371-9510
NCBA	–	9am-4pm	9am-4pm	9am-4pm	9am-4pm	904-688-5690
Traded Adjustment Act, TAA	9am-4pm	9am-4pm	9am-4pm	9am-4pm	9am-4pm	904-688-5681
Jobs for Veterans	9am-4pm	9am-4pm	9am-4pm	9am-4pm	9am-4pm	904-688-5613
Unemployment Compensation	9am-4pm	9am-4pm	9am-4pm	9am-4pm	9am-4pm	800-204-2418
Adult Education and Family Literacy (FSCJ)	9am-4pm (in Gateway)	–	9am-4pm (Call Number)	9am-4pm (Call Number)	9am-4pm (Call Number)	904-357-8943
Vocational Rehabilitation	–	9am-4pm	–	–	–	904-688-5870
Jacksonville Housing Authority	10am-11:45am	10am-11:45am	10am-11:45am	10am-11:45am	10am-11:45am	904-366-6097
Northeast Florida Community Action Agency	–	–	9am-3pm	–	–	904-688-5876
Division of Blind Services	–	–	9am-12pm	–	–	904-688-5683

www.careersourcenortheastflorida.com

(904) 356-JOBS (5627)



CareerSource Northeast Florida is an equal opportunity employer/agency. Auxiliary aids and accommodations for people with disabilities are provided. FRS users dial 711.

For program funding details in compliance with the Stevens Amendment, please visit <https://careersourcenortheastflorida.com/about>.

CSNEFL-AJC-One-Stop-072522

CareerSource Northeast Florida
One-Stop Center Gateway
5000 Norwood Avenue, Suite 2
Jacksonville, FL 32208
Phone: (904) 924-1710
Fax: (904) 924-1725

PUBLIC COMMENT PROCESS

First Coast Workforce Development, Inc., (dba CareerSource NEFL) sought input and comments on the draft Workforce Innovation and Opportunity Act (WIOA) 2-Year Plan Update for Local Workforce Development Area 8.

The plan was made available on our website at <https://careersourcenortheastflorida.com/policies-and-initatives/>. Notice and solicitation of comments was sent via email to our Constant Contact general information mailing list as well as local news agencies, area officials, and representatives from regional business and labor organizations.

The draft document was made available for review at our corporate offices and centers at:

1845 Town Center Blvd, Suites 150 & 250, Fleming Island, FL 32003

5000 Norwood Ave, Suite 2, Jacksonville, FL 32208

11160 Beach Blvd, Suite 111, Jacksonville, FL 32246

1184 South 6th St, Macclenny, FL 32063

400 Highway 19 North, Suite 53, Palatka, FL 32177

525 State Road 16, Suite 109, St. Augustine, FL 32084

96042 Lofton Square Court, Yulee, FL 32097

Interested parties were invited to submit comments via the web at <https://careersourcenortheastflorida.com/policies-and-initatives/> from August 26th through September 16th, 2022.

PY 2021-2022 Indicators of Performance

LWDB 08

Measures	PY2020-2021 4th Quarter Performance	PY2020-2021 % of Performance Goal Met For Q4	PY2020-2021 Performance Goals	PY2021-2022 1st Quarter Performance	PY2021-2022 % of Performance Goal Met For Q1	PY2021-2022 2nd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q2	PY2021-2022 3rd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q3	PY2021-2022 Performance Goals
Adults:										
Employed 2nd Qtr After Exit	97.20	108.00	90.00	97.60	108.44	98.30	109.22	98.30	109.22	90.00
Median Wage 2nd Quarter After Exit	\$11,683	114.54	\$10,200	\$12,189	119.50	\$12,675	124.26	\$12,837	125.85	\$10,200
Employed 4th Qtr After Exit	97.10	109.10	89.00	97.10	108.49	97.00	108.38	97.60	109.05	89.50
Credential Attainment Rate	90.30	103.79	87.00	92.10	105.86	93.80	107.82	94.90	109.08	87.00
Measurable Skill Gains	95.20	158.67	60.00	92.40	149.03	90.50	145.97	76.70	123.71	62.00
Dislocated Workers:										
Employed 2nd Qtr After Exit	100.00	117.65	85.00	93.80	110.35	86.70	102.00	89.50	105.29	85.00
Median Wage 2nd Quarter After Exit	\$10,400	130.00	\$8,000	\$10,722	130.76	\$10,722	130.76	\$12,420	151.46	\$8,200
Employed 4th Qtr After Exit	90.90	114.34	79.50	93.80	115.80	92.30	113.95	87.50	108.02	81.00
Credential Attainment Rate	81.80	116.86	70.00	93.80	134.00	92.30	131.86	93.80	134.00	70.00
Measurable Skill Gains	92.60	154.33	60.00	91.40	147.42	88.20	142.26	76.60	123.55	62.00
Youth:										
Employed 2nd Qtr After Exit	81.80	103.54	79.00	83.20	104.65	83.50	105.03	83.80	105.41	79.50
Median Wage 2nd Quarter After Exit	\$4,115	126.62	\$3,250	\$4,026	123.88	\$4,288	131.94	\$3,749	115.35	\$3,250
Employed 4th Qtr After Exit	72.30	96.40	75.00	75.50	99.34	82.70	108.82	83.20	109.47	76.00
Credential Attainment Rate	89.60	114.87	78.00	96.00	123.08	94.00	120.51	93.40	119.74	78.00
Measurable Skill Gains	90.70	156.38	58.00	86.60	144.33	83.60	139.33	79.70	132.83	60.00
Wagner Peyser:										
Employed 2nd Qtr After Exit	65.60	93.71	70.00	62.70	89.57	62.10	88.71	63.90	91.29	70.00
Median Wage 2nd Quarter After Exit	\$6,226	124.52	\$5,000	\$6,500	127.45	\$6,883	134.96	\$7,104	139.29	\$5,100
Employed 4th Qtr After Exit	67.10	98.68	68.00	65.10	95.74	65.10	95.74	65.00	95.59	68.00

Not Met (less than 90% of negotiated)
Met (90-100% of negotiated)
Exceeded (greater than 100% of negotiated)

LWDB 08 CareerSource Northeast Florida WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	91.5%	91.5%
Employed 4th Qtr. After Exit	90.0%	90.0%
Median Wage 2nd Quarter After Exit	\$10,800	\$10,800
Credential Attainment Rate	88.0%	88.5%
Measurable Skill Gains	70.0%	75.0%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	87.0%	87.5%
Employed 4th Qtr. After Exit	80.5%	81.5%
Median Wage 2nd Quarter After Exit	\$9,500	\$9,500
Credential Attainment Rate	72.6%	72.6%
Measurable Skill Gains	75.0%	78.0%
Youth:		
Employed 2nd Qtr. After Exit	80.5%	80.5%
Employed 4th Qtr. After Exit	77.6%	77.6%
Median Wage 2nd Quarter After Exit	\$3,864	\$3,864
Credential Attainment Rate	80.0%	83.5%
Measurable Skill Gains	65.0%	70.0%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	70.5%	70.5%
Employed 4th Qtr. After Exit	68.0%	68.5%
Median Wage 2nd Quarter After Exit	\$5,800	\$5,900



EXECUTION OF LOCAL PLAN

We, the undersigned, hereby endorse and support the execution of this local plan for LWDA 8.

Bruce Ferguson, Jr. 9/26/22
Bruce Ferguson, Jr., President date

L. Wayne McClain 9/26/22
L. Wayne McClain, FCWD Board Chair date

Larry Harvey 10/4/22
Larry Harvey, FCWD Consortium Chair date