

CareerSource North Florida



Workforce Innovation and Opportunity Act Local and Regional Workforce Plan

January 1, 2025 – December 31, 2028

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INTRODUCTION

These instructions provide direction for local and regional workforce development plans (plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\) and Chapter 445.003, Florida Statutes](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. If the local workforce development area (local area) is part of a planning region, the LWDB will submit its regional plan as part of the local plan and will not submit a separate regional plan. The local and regional plan provides the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA, pursuant to 20 Code of Federal Regulations (CFR) 679.500 and 20 CFR 679.540.

Additionally, local and regional plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate local and regional plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local and regional plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local and regional plans. Chief local elected officials, LWDB members, core program partners, combined planning partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core and combined programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state's WIOA combined plan and [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Director's (state board) business and market-driven principles to be the global leader for talent. These principles include:
 - Increasing the prosperity of workers and employers.
 - Reducing welfare dependency.
 - Meeting employer needs.
 - Enhancing productivity and competitiveness.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, and the following combined state plan partner programs (per WIOA § 103(a)(1) and (2)):

- **Temporary Assistance for Needy Families (TANF)** authorized under 42 United States Code (U.S.C.) § 601 et seq. (Florida Department of Children and Families (DCF)).
- Employment and training programs in the **Supplemental Nutrition Assistance Program (SNAP)** authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. § 2015(d)(4)). (DCF).
- **Work programs authorized under Section 6(o) of the Food and Nutrition Act of 2008** (7 U.S.C. § 2015(o)). (Florida Department of Commerce (FloridaCommerce) and DCF).
- **Trade Adjustment Assistance for Workers** program authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. § 2271 et seq.). (FloridaCommerce).
- **Jobs for Veterans State Grants (JVSG)** program authorized under 38 U.S.C. § 4100 et. seq. (FloridaCommerce).
- **Unemployment Insurance (UI)** programs, known as Reemployment Assistance in Florida, (UI Federal-State programs administered under state unemployment compensation laws in accordance with applicable federal law). (FloridaCommerce).
- **Senior Community Service Employment Program (SCSEP)** authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. § 3056 et seq.) and updated by the OAA Reauthorization Act of 2016, Pub. L. No. 114-144. (Florida Department of Elder Affairs).
- **Employment and training activities carried out under the Community Services Block Grant (CSBG)** Act (42 U.S.C. § 9901 et seq.). (FloridaCommerce).

D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, SNAP and TANF benefit recipients, individuals with disabilities, and individuals residing in rural areas.

E. Set forth a strategy to utilize all allowable resources to:

- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
- Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
- Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including SelectFlorida in relation to:
 - Job training;
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes (F.S).
 - The attainment of a postsecondary degree or credential of value; and
 - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
- Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
- Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
- Identify barriers to coordinating and aligning workforce-related programs and develop

solutions to remove such barriers.

- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the systemwide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Achieve greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on simplified access to quality customer service.

KEY DATES

Florida Combined Plan Public Comment	February-March 2024
Florida Combined Plan Reviewed by Federal Agencies.....	April-June 2024
Local Plan Guidelines Issued	April 29, 2024
Final Revisions and Approval of Florida Combined Plan.....	July-August 2024
Regional and Local Plans Due.....	October 2, 2024
Regional and Local Plans Approved by State Board.....	December 2024
Regional and Local Plans Effective.....	January 1, 2025

PUBLIC COMMENT PROCESS

Prior to the date on which the LWDB submits a local and regional plan, the LWDB must provide an opportunity for public comment on the development of the plan. To provide adequate opportunity for public comment, the LWDB must:

- (1) Make copies of the proposed plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1) and 20 CFR 679.550(b)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA §108(d)(2) and 20 CFR 679.550(b)(2)).
- (3) Provide no more than a 30-day period for public comment on the plan(s) before its submission to FloridaCommerce, beginning on the date on which the proposed plan is made available (WIOA §108(d)(2) and 20 CFR 679.550(b)(1)).
- (4) Submit any public comments that express disagreement with the plan to FloridaCommerce. WIOA §108(d)(3) and 20 CFR 679.550(b)(1).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan in coordination with the regional plan, as appropriate, required attachments and contact information for primary and secondary points of contact for each plan submitted via the state's established method for WIOA plan submissions. **Hard copies of plans or attachments are not required. All local and regional plans must be submitted no later than 5:00 p.m. (EDT) on Wednesday, October 2, 2024.**

Please carefully review these instructions prior to submitting plans.

Prior to plan submission, please ensure:

- The LWDB members and chief local elected official(s) reviewed the plan.
- The LWDB chair and the chief local elected official signed the appropriate documents. For regional planning purposes, the chief local elected officials of all units of local government that make up the planning region must sign the regional plan to demonstrate that the request specific to the regional planning area is the consensus of all the units of local government involved.
- The name of the LWDBs are on the plan cover page.
- The plan submitted date as well as primary and secondary points of contact are on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- The plan and all attachments are submitted in a searchable PDF format.²
- The plan is posted online for public comment and submitted in a format compliant with Section 508 of the Rehabilitation Act (29 U.S.C, Section 794) and is accessible to people with disabilities.³
- Responses to all questions are informative and concise. Questions should not be altered or rephrased and the numbering should follow the plan instructions format.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

ATTACHMENTS

Please provide a link to the local board's website showing the attachments described below or upload attachments in a searchable PDF file with the local and regional plan:

- Executed interlocal agreement** that defines how parties carry out roles and responsibilities of the chief local elected officials (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B).
- Executed agreement between the chief local elected official(s) and the LWDB.**
- Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official(s).**
- Current by-laws** established by the chief local elected official(s) to address criteria

contained in 20 CFR 679.310(g) and [Administrative Policy 110 –Local Workforce Development Area and Board Governance](#).

- 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.
- F. **Organizational chart** that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:
 - (a) Regional Security Officer.
 - (b) Chief Ethics Officer.
 - (c) Custodian for purchased property and equipment.
 - (d) Personnel Liaison.
 - (e) Public Records Coordinator.
 - (f) Equal Opportunity Officer.
 - (g) Person who promotes opportunities for persons with disabilities.
- G. **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, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.
- H. **Executed Memoranda of Understanding** for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).
- I. **Executed Infrastructure Funding Agreement** with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).
- J. **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. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.
- K. **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.** The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

- L. Planning Region Agreements** between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.

PLAN APPROVAL

FloridaCommerce will review each local and regional plan for the requirements outlined in these guidelines using a plan review checklist that aligns with requirements outlined in these guidelines. If there are questions or concerns, FloridaCommerce will notify the contact(s) included in the plan.

FloridaCommerce will recommend complete and fully compliant local and regional plans to the state board for approval.

Where deficiencies exist or clarity is required, FloridaCommerce will notify the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The plan does not align with the state's WIOA combined plan, strategies and operations approved by the state board, core and combined state plan partners- including alignment of specific programs, additional goals described in Section II of the state's WIOA combined plan, state strategic and administrative policies, and negotiated performance indicators that support the state plan and workforce investment system in accordance with WIOA section 102(b)(1)(E), 20 CFR 676.105, and [Chapter 445.003, F.S.](#)

The plan, including plan modifications, will be considered to be approved upon written notice by FloridaCommerce advising of state board approval or at the end of the 90-day period beginning the day FloridaCommerce receives the plan, or plan modification, unless, in accordance with 20 CFR 679.570, any deficiencies referenced above are identified by FloridaCommerce in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of plans should be submitted to FloridaCommerce at: WIOA-LocalPlans@commerce.fl.gov.

ORGANIZATIONAL STRUCTURE

The local plan must describe the organizational structure and delivery systems in place in the local area, including:

(1) Chief Local Elected Official(s)

(a) Identify and list the chief local elected official(s) by name, title, mailing address, phone number and email address.

<u>County</u>	<u>Name</u>	<u>Title</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Hamilton	Richie McCoy	Member	2140 NW 86 th Blvd., Jasper, FL 32052	386-855-5479	district5@hamiltonbocc.org
Lafayette	Lisa Walker	Member	PO Box 88, Mayo, FL 32066	386-294-1600, 386-590-7751	lwalker@lcamayo.org
Madison	Ronnie Moore	Chair	6573 NW Lovett Rd., Greenville, FL 32331	850-948-2043, 850-464-1605	district3@madisoncountyfl.com
Suwannee	Maurice Perkins	Member	206 Lewis Blvd, Live Oak, FL 32064	386-362-7873, 386-208-2058	commissioner2@suwgov.org
Taylor	Jim Moody	Vice Chair	5960 Potts Still Rd., Perry, FL 32348	850-838-6528	jmoody@taylorcountygov.com

(b) Describe how the chief local elected official(s) was involved in the development, review and approval of the local plan.

All county administrators were sent the link for plan review to be shared with the full commissions. Additionally, the CLEO's held a Consortium meeting to approve the plan. In this meeting, the Executive Director highlighted changes from the previous version.

(c) If the chief local elected official is a consortium, identify the members of the consortium and which member(s) has authority to sign on behalf of the consortium.

Commissioner Ronnie Moore, as Chair, may sign on behalf of the Consortium. The Vice Chair, Jim Moody, may also sign in the absence of Chair.

(2) Local Workforce Development Board

(a) Identify the chairperson of the LWDB by name, title, term of appointment, mailing address, phone number and email address. Identify the business entity and industry the chairperson represents.

<u>Business</u>	<u>Name</u>	<u>Title</u>	<u>Term</u>	<u>Industry/Areas of Representation</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Madison County Development Council	Doug Brown	Chair	2024-2026	Business Representative (appointed by business org)	2552 E. US Hwy 90, Madison, FL 32340	850-673-7219	dbrown@makeitmadisonfl.com

(b) If applicable, identify the vice-chairperson of the LWDB by name, title, term of appointment mailing address, phone number and email address. Identify the business or organization the vice-chairperson represents.

<u>Business</u>	<u>Name</u>	<u>Title</u>	<u>Term</u>	<u>Industry/Areas of Representation</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Nutrien	DeAnn Cruz	Vice-Chair	2023 - 2025	Manufacturing/Mining	13054 167 th Rd, Live Oak, FL 32060	(386) 397-8564	Deann.cruz@nutrien.com

(c) LWDB member roster which includes name, title, term of appointment mailing address, phone number and email address. Identify the business that the board member represents.

<u>Business</u>	<u>Name</u>	<u>Title</u>	<u>Term</u>	<u>Industry/Areas of Representation</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Duke Energy	Danny Collins	Past Chair	2024 - 2026	Utilities	425 East High Street, Monticello, FL 32344	(850) 544-1997	daniel.collins@duke-energy.com
Madison County Community Bank	Chris Day		2023 - 2025	Banking	PO Box 834, Madison, FL 32341	(850) 973-2400	ChrisDay@mccbflorida.com
Big Bend SHRM/TCD A	Tracy Givens		2024 - 2026	Manufacturing	341 SE Bunker St, Madison, FL 32340	(402) 917-2928	givenstracy@gmail.com
Nammo	Elizabeth Eastman		2024 - 2026	Manufacturing	10625 Puckett Road - Perry, FL 32348	850-690-0241	elizabeth.eastman@nammo.us
Nutrien	DeAnn Cruz	Vice Chair	2023 - 2025	Mining, Manufacturing	13054 167 th Rd, Live Oak, FL 32060	(386) 397-8564	deann.cruz@nutrien.com
Circle of Life Assisted Living	Michelle Norris		2024 - 2026	Healthcare	201 Ranchera Street Live Oak, FL 32064	386-209-1440	ed.risingoaksalf@gmail.com
Lippert (Curt Group)	Mac McMullen		2024 - 2026	Apprenticeship, Manufacturing	606 Industrial Dr, Perry, FL 32348	(850) 584-3448	mac.mcmullen@curtgroup.com

SREC	Matt Pearson	Treasurer	2023 - 2025	Private, Not for Profit	Po Box 70, Live Oak, FL 32064	(386) 208-5769	mattp@suwanneeec.net
Walt's Live Oak Ford	Bryan Blair		2024 - 2026	Retail, Automotive	1109 Ohio Avenue North, Live Oak, FL 32060	(615) 587-0320	bryan.blair@waltsautogroup.com
USW	Ronnie Moore		2024 - 2026	Labor Organization	6513 Nw Lovett Rd, Greenville, FL 32331	(850) 464-1605	district3@madisonfl.com
Madison County Development Council	Doug Brown	Chair	2024 - 2026	Business Representative (appointed by business org)	2552 E. US Hwy 90, Madison, FL 32340	850-673-7219	dbrown@makeitmadisonfl.com
North Florida College	David Dunkle	EC at large		Higher Education	6065 Puckett Road, Perry, FL 32348	(850) 973-9440	dunkled@nfc.edu
Big Bend Technical College	Jodi Tillman			Adult Education	1320 Vista Rd, Monticello, FL 32344	(386) 314-1728	jodi.tillman@taylor.k12.fl.us
Vocational Rehabilitation	Bonnie Burgess			Florida Department of Education	Po Box 111, Alachua, FL 32616	(386) 362-5463	bonnnurg@gmail.com
Taylor County Development Authority/The Forestry Company	Michele Curtis			Government Economic Development	103 E. Ellis St., Perry, FL 32347	850-838-6827	mrc1218@hotmail.com
FloridaCommerce	TBA (vacant)						

(d) Describe how the LWDB members, including those described in Public Law 113-128 § 107(b)(2), were involved in the development, review, and approval of the local plan.

All Board members were sent the link for plan review. Additionally, the members held a meeting to approve the plan. In this meeting, the Executive Director highlighted changes from the previous version. (See Attachment E)

(e) Describe how the LWDB convened or obtained input from local workforce development system stakeholders including LWDB committee members, combined state plan partners,

education, industry and representatives of disability populations and those with barriers to employment to assist in the development of the local plan.

Stakeholder, partners, and committee members were sent the link for plan review to be shared with their agencies. Staff met with partners one-on-one in many cases to address questions and collaborate on future plans. (See Attachment K)

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

- (a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official. WIOA § 107(d)(12)(B)(1)(iii); 20 CFR 679.420 and 20 CFR 560(6)(14)

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- (b) Provide the name of the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist the LWDB in carrying out its responsibilities as a board organized under WIOA (20 CFR 679.430).

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(4) One-Stop Operator and One-Stop Career Centers

- (a) Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator. Include the effective date and end date of the current agreement in place between the LWDB and the one-stop operator. (20 CFR 678.605)

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- (b) Describe the steps taken to ensure a competitive process for selection of the one-stop operator(s) (WIOA §121(d)(2)(A) and 20 CFR 678.605).

The Scope of Work was established by the Board of Directors and the RFP was issued. The RFP was made available on our website and was also sent out via email to a list of vendors. It was also promoted through the NAWB site. With no respondents by the deadline, an extension was issued, and the same vendors were made aware. There was one respondent by the deadline. The Executive Committee reviewed the proposal and decided to move forward with the respondent as it met the criteria established and had a successful prior track record as a One-Stop Operator. The Board approved the contract.

- (c) If the LWDB serves as the one-stop operator, provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and provide the approved duration. ([Administrative Policy 093 – One-Stop Operator Procurement](#)).

NA

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator. (20 CFR 678.620)

As the One-Stop Operator (OSO), Educational Management and Services (EMS) will physically

monitor CSNF One-Stops to ensure compliance with state and federal legislation, guidance, and other requirements. This includes, but is not limited to resource room requirements, State and Federal required posting, operating hours, staff development requirements (certifications and CEU's) and activities provided by the Career Center. EMS will also ensure Americans with Disability Act (ADA) and Equal Employment Opportunity (EEO) compliance by inspecting the One-Stops and activities. Additionally, the EMS will ensure all MOU's involving the One-Stop are upheld and information on all required partners are prominently displayed.

- *Coordination with Partners*

The One-Stop Operator will coordinate service delivery with the required One-Stop Partners and other identified partners in the CSNF service area. This includes maintaining, auditing, reconciling, and updating Memorandum(s) of Understanding (MOU) and the Infrastructure Funding Agreement (IFA). Partner Council Meetings should be conducted at least quarterly, as well as partner-staff orientations twice per year. Coordination will also include meeting one-on-one with partners, attending meetings of the partners, creating and disseminating surveys, and responding to surveys or other requests from partners.

- *Career Center Oversight*

The One-Stop Operator will ensure CSNF's Comprehensive Career Center is in compliance with state and federal legislation and other guiding documents. Additionally, the Operator will write, review, and implement (with the assistance of CSNF staff) procedures for the Career Center. This should include not only a customer-centered focus but should also include Sector Strategy Customer Experience.

- *Reporting*

CSNF will work with the Operator to establish how information will be communicated to the Board and to CSNF Staff. This will include but not be limited to checklists, tools, meeting notes, recommendations, drafted/redlined documents, survey results, and narrative reports. CSNF expects, at least, for reports to be submitted prior to quarterly invoice in order to document activity and outcomes.

- (e)** Provide the location (address) and type of each access point, indicating whether it is a comprehensive center⁴, affiliate site or specialized center, as described in [Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

See below.

- (f)** Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday. ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

See below.

- (g)** For each access point, identify how the local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals). ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

See below.

<u>Location</u>	<u>Comp</u>	<u>Satellite</u>	<u>Affiliate</u>	<u>Partner</u>	<u>Hours</u>	<u>Partner Access</u>
705 E. Base St. Madison, FL 32340	X				7:30a-5:30p (M-Th) 8a-4p (F)	physical co-location, electronic methods, referrals
1393 Ohio Ave. N Live Oak, FL 32064		X			8a-5p (M-Th) Closed 12:30p-1p (lunch) 8a-12p (F)	physical co-location, electronic methods, and/or referrals
3233 S. Byron Butler Pkwy Perry, FL 32348 (Rapid Response Center)		X			9a-4p (M-Th) Closed 12:30p-1p (lunch) 8a-12p (F)	physical co-location, electronic methods, and/or referrals
3233 S. Byron Butler Pkwy Perry, FL 32348 (inside Big Bend Technical College)				X	9a-4p (Tues-W) Closed 12:30p-1p (lunch)	electronic methods, and/or referrals
325 NW Turner Dr. Building 13 Madison, FL 32340				X	10a-1p (Thurs)	electronic methods, and/or referrals
1153 N. US Hwy 41 Jasper, FL 32052			X		9a-4p (Tues) Closed 12:30p-1p (lunch)	electronic methods, and/or referrals
114 NW Community Circle Mayo, FL 32066			X		9a-4p (Thurs) Closed 12:30p-1p (lunch)	physical co-location, electronic methods, and/or referrals
1476 SW Main St Greenville, FL 32331				X	9a-4p (Wed) Closed 12:30p-1p (lunch)	electronic methods, and/or referrals
415 Pinewood Dr SW Live Oak, FL 32064				X	10a-1p (Wed)	electronic methods, and/or referrals
1322 Plum St Jennings, FL 32096				X	1p-4p (1 st Thurs of every month)	electronic methods, and/or referrals
16403 Jewett St White Springs, FL 32096				X	1p-4p (2 nd Thurs of every month)	electronic methods, and/or referrals
10655 Dowling Park Dr Dowling Park, FL 32064				X	10a-1p (3 rd Thurs of every month)	electronic methods, and/or referrals
703 Suwannee Ave NW Branford, FL 32008				X	1p-4p (4 th Thurs every month)	electronic methods, and/or referrals

(h) Provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein. ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#)).

CSNF attests to having one Comprehensive One-Stop Career Center located at 705 East Base

Street, Madison, Florida 32340. The Comprehensive One-Stop meets the certification requirements as verified by FloridaCommerce monitoring report and One-Stop Operator review.

- (i) Describe any additional criteria (or higher levels of service coordination than required in [Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#)) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA §121(g)(3)).

CSNF is in continuous pursuit of elevating the customer experience. We look for every opportunity to engage with partners and integrate services to reduce duplicative processes but also to work ONE plan with the customer. One example is coordinated plan development which has occurred with VR, SREC, and our adult education partners in the past.

(5) Provider of Workforce Services

- (a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system. ([Administrative Policy 083-Direct Provider of Workforce Services](#))

North Florida Workforce Development Board, Inc., dba CareerSource North Florida

- (b) Provide the effective date and end date that workforce services will be provided, as defined in the current executed agreement between the LWDB and the provider of workforce services.

NA

- (c) Identify and describe which career services are provided by the selected one-stop operator, if any.

NA

- (d) Identify and describe which career services are provided by the designated provider of workforce services (except training services).

CSNF staff, in conjunction with FloridaCommerce staff, provides labor exchange services. Additionally, CSNF staff provide case management/career counseling services for WIOA, TANF, SNAP, RESEA, and other funded programs.

- (e) If the LWDB serves as the provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.

June 7, 2023 (07/01/2023 – 6/30/2026)

(6) Youth Service Provider

- (a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services ([Administrative Policy 120 Youth Service Provider Selection](#)).

North Florida Workforce Development Board, Inc., dba CareerSource North Florida

- (b) Provide the effective date and end date that youth services will be provided, as defined in the current executed agreement between the LWDB and the provider of youth services.

NA

- (c) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services.

NA

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the youth service provider.

NA

- (e) Describe any additional criteria⁵ the LWDB has established to ensure providers are best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

NA

- (f) Identify and describe the youth program element(s) provided by each provider.

ELEMENT	HOW CSNF PROVIDES
Tutoring	Referrals to local schools or community- based programs, or through contracted professionals.
Alternative School: dropout recovery	A hallmark of CSNF Foundations program, in partnership with all adult education and GED prep programs in all five counties.
Work-Based learning: OJT, internships, experience related to career/training goals	Staff arrange directly, in partnership with regional employers.
Occupational skills training	Referrals to local training providers for specific skills training based on assessment results. This may be in conjunction with Adult Education programming.
Education concurrent with specific skills training	See above. Additionally, staff will find online structured modules if local options do not exist.

Leadership Development	Local and online vendors provide leadership skills development through workshops and group discussion.
Supportive Services	Staff determine needs based on assessment and are stated in IEP/ISS. Supports include training-related expenses, uniforms, adult education tuition, GED testing fees, transportation support, etc.
Adult Mentoring	Staff serve as mentors and refer to worksite supervisors as mentors in the development of work habits and skills.
Follow-up	Staff conduct monthly post-closure follow ups for the first 3 months, then quarterly follow-up contacts with youth for a period of 12 months after exit from the program and offer services as needed/required.
Comprehensive Guidance and Counseling	Staff referrals to appropriate community resources such as the health department, mental health or substance abuse counseling providers, school counselors, etc.
Financial Literacy Training	Staff provide workshop-based training on financial literacy, either in-person or virtually.
Entrepreneurial Skills Training	Provided in person or virtually. Local training providers, chambers of commerce, and other entities can give access to SBCA trainers. Some online curriculum is available.
Labor Market Information	CSNF career centers regularly provide all job seekers with information on jobs currently available and projected job openings, to guide them to training choices. This is required of all youth enrolled in CSNF program.
Transition to Post-Secondary Training	Staff assist with college and technical training program applications, including FASFA and any other scholarships that might be available to youth. In addition, staff will make all introductions possible, and create opportunities for exposure to careers to encourage the transition to post-secondary training.

(7) Career Center Staff

- (a)** List the position title and number of positions that are considered as local county or municipality employees.

NA

ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local plan must describe strategic planning elements, including:

(1) A regional analysis of:

(a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and

Existing Industries

CareerSource North Florida has an extremely diverse mix of industries. Total employment has increased slightly since the last WIOA plan modification was issued in 2022; and, it is expected to continue to expand through 2031 by approximately 2.5%.

At the 2-digit NAICS level (manufacturing codes were segmented), those industries with employment over 500 in 2023 were as follows. Due to the segmentation of the manufacturing industry sectors, it should be noted that all together, they comprise the second largest industry:

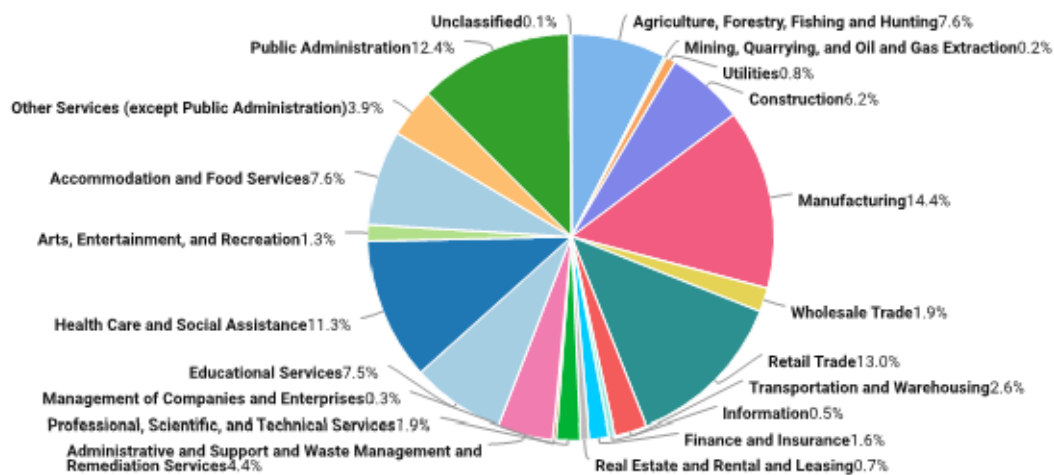
JOBS BY INDUSTRY			
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES			
NAICS Code	NAICS Title	2023	Empl
	Total, All Industries	35,647	
90	Government	7,036	
	Self Employed and Unpaid Family Workers, All Jobs	4,571	
44	Retail Trade	4,265	
62	Health Care and Social Assistance	3,218	
72	Accommodation and Food Services	2,700	
11	Agriculture, Forestry, Fishing & Hunting	1,700	
23	Construction	1,559	
56	Administrative and Waste Services	1,350	
DUR	Durable Goods Manufacturing	1,027	
81	Other Services, Ex. Public Admin	905	
NONDUR	Non-Durable Goods Manufacturing	793	
42	Wholesale Trade	733	
54	Professional and Technical Services	720	
332	Fabricated Metal Product Manufacturing	657	
325	Chemical Manufacturing	648	
52	Finance and Insurance	570	
48	Transportation and Warehousing	549	

There has been slight movement based on Q1 2024 data from JobsEQ, however, overall the industries of high employment have remain constant:

NAICS	Industry	Current	
		Empl	Avg Ann Wages
31	Manufacturing	4,511	\$62,666
44	Retail Trade	4,079	\$34,695
92	Public Administration	3,894	\$53,498
62	Health Care and Social Assistance	3,551	\$43,044
72	Accommodation and Food Services	2,387	\$21,644
11	Agriculture, Forestry, Fishing and Hunting	2,380	\$51,369
61	Educational Services	2,342	\$44,972
23	Construction	1,950	\$51,294
56	Administrative and Support and Waste Management and Remediation Services	1,390	\$39,921
81	Other Services (except Public Administration)	1,232	\$29,822

48	Transportation and Warehousing	808	\$59,563
42	Wholesale Trade	601	\$58,800
54	Professional, Scientific, and Technical Services	601	\$49,378
52	Finance and Insurance	493	\$53,104
71	Arts, Entertainment, and Recreation	404	\$27,411
22	Utilities	238	\$95,300
53	Real Estate and Rental and Leasing	218	\$43,083
51	Information	146	\$57,194
55	Management of Companies and Enterprises	82	\$80,449
21	Mining, Quarrying, and Oil and Gas Extraction	64	\$53,916
99	Unclassified	45	\$42,648
Total - All Industries		31,414	\$46,350

Total Workers for New CSNF by Industry



Source: AduOS® Data as of 2024Q1

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and [imputed](#) where necessary. Data are updated through 2023Q4 with preliminary estimates updated to 2024Q1.

Existing Occupations

Current occupations in the CSNF region are as diverse as the industry composition. At the 6-digit SOC level, occupations with employment levels greater than 500 typically have lower entry requirements and lower entry wage; however that is not the case in every situation.

JOBS BY OCCUPATION

WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES

		Employ
SOC Co	SOC Title	2023
00-0000	Total, All Occupations	35,647
11-9013	Farmers, Ranchers, and Other Agricultural Managers	3,062
41-2011	Cashiers	1,238
35-3023	Fast Food and Counter Workers	857
33-3012	Correctional Officers and Jailers	852
41-2031	Retail Salespersons	811
43-9061	Office Clerks, General	608
53-3032	Heavy and Tractor-Trailer Truck Drivers	594
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	557
49-9071	Maintenance and Repair Workers, General	535
41-1011	First-Line Supervisors of Retail Sales Workers	499

Based on Q1 2024 data from JobsEQ, the largest major occupation group (2 digit) in the CareerSource North Florida is Office and Administrative Support Occupations, employing 3,171 workers. The next-largest occupation groups in the region are Sales and Related Occupations (2,930 workers) and Management Occupations (2,651). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Farming, Fishing, and Forestry Occupations (LQ = 4.89), Protective Service Occupations (2.54), and Production Occupations (1.50).

Occupation groups in the CareerSource North Florida with the highest average wages per worker are Management Occupations (\$97,800), Legal Occupations (\$97,400), Healthcare Practitioners and Technical Occupations (\$84,100), and Architecture and Engineering Occupations (\$84,000). The unemployment rate in the region varied among the major groups from 0.7% among Legal Occupations to 5.5% among Transportation and Material Moving Occupations.

SOC	Occupation	Current				
		Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate
43-0000	Office and Administrative Support	3,171	\$44,900	0.84	126	3.1%
41-0000	Sales and Related	2,930	\$44,000	1.06	183	4.8%
11-0000	Management	2,651	\$97,800	1.13	35	1.3%
51-0000	Production	2,615	\$44,100	1.50	146	4.4%
53-0000	Transportation and Material Moving	2,546	\$42,800	0.93	238	5.5%
35-0000	Food Preparation and Serving Related	2,340	\$33,000	0.92	205	5.4%
25-0000	Educational Instruction and Library	1,732	\$55,100	1.03	40	2.2%
33-0000	Protective Service	1,727	\$45,500	2.54	34	1.9%
47-0000	Construction and Extraction	1,506	\$49,800	1.05	127	4.8%
49-0000	Installation, Maintenance, and Repair	1,477	\$54,200	1.21	52	2.5%
13-0000	Business and Financial Operations	1,288	\$74,900	0.65	26	2.0%
31-0000	Healthcare Support	1,237	\$36,200	0.87	56	3.4%
37-0000	Building and Grounds Cleaning and Maintenance	1,184	\$37,300	1.15	88	4.6%
29-0000	Healthcare Practitioners and Technical	1,136	\$84,100	0.61	21	1.4%
45-0000	Farming, Fishing, and Forestry	905	\$41,200	4.89	49	4.5%
39-0000	Personal Care and Service	777	\$37,500	1.00	33	3.9%
21-0000	Community and Social Service	769	\$48,600	1.35	17	2.3%
27-0000	Arts, Design, Entertainment, Sports, and Media	374	\$62,100	0.65	8	2.8%
15-0000	Computer and Mathematical	332	\$84,500	0.33	6	1.6%
17-0000	Architecture and Engineering	301	\$83,000	0.59	5	1.6%
19-0000	Life, Physical, and Social Science	234	\$62,900	0.85	3	1.5%
23-0000	Legal	182	\$97,400	0.71	1	0.7%
Total - All Occupations		31,414	\$52,700	1.00	1,499	3.7%

To drill further, the 6-digit occupation groups show essentially similar data to that presented above indicating a correlation between the quantity of jobs in the occupation and the wages (the greater the employment number, the lower the wage); the exceptions being Farmers, Ranchers, and Other Agricultural Managers and Heavy and Tractor-Trailer Truck Drivers.

SOC	Occupation	Mean Ann	
		Empl	Wages ²
41-2011	Cashiers	1,125	\$29,700
11-9013	Farmers, Ranchers, and Other Agricultural Managers	945	\$78,400
41-2031	Retail Salespersons	723	\$36,100
35-3023	Fast Food and Counter Workers	683	\$28,800
53-7065	Stockers and Order Fillers	646	\$35,800
33-3012	Correctional Officers and Jailers	602	\$42,700
53-3032	Heavy and Tractor-Trailer Truck Drivers	564	\$54,100
43-9061	Office Clerks, General	528	\$43,500

Emerging Industries

Seventeen of the Top 20 Industries Gaining the Most New Jobs are also on the Top 20 list of Fastest Growing Industries. Wood Product Manufacturing and Local Government have fallen off both lists in North Florida, however both are part of the fabric of the region. Additionally, Wood Product Manufacturing is still a targeted sector for our economic development partners.

INDUSTRIES GAINING THE MOST NEW JOBS						
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES						
Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2023	2031	Growth	
1	452	General Merchandise Stores	836	1,157	321	38.4
2	622	Hospitals	347	480	133	38.3
3	332	Fabricated Metal Product Manufacturing	657	789	132	20.1
4	541	Professional and Technical Services	720	844	124	17.2
5	238	Specialty Trade Contractors	802	900	98	12.2
6	611	Educational Services	316	407	91	28.8
7	624	Social Assistance	896	972	76	8.5
8	444	Building Material & Garden Supply Stores	631	702	71	11.3
9	621	Ambulatory Health Care Services	659	723	64	9.7
10	813	Membership Organizations & Associations	468	522	54	11.5
11	561	Administrative and Support Services	1,266	1,319	53	4.2
12	713	Amusement, Gambling & Recreation Ind	392	442	50	12.8
13	811	Repair and Maintenance	310	359	49	15.8
14	484	Truck Transportation	382	430	48	12.6
15	623	Nursing and Residential Care Facilities	1,316	1,361	45	3.4
16	453	Miscellaneous Store Retailers	140	176	36	25.7
17	111	Crop Production	488	514	26	5.3
18	441	Motor Vehicle and Parts Dealers	421	447	26	6.2
19	721	Accommodation	401	426	25	6.2
20	326	Plastics & Rubber Products Manufacturing	73	96	23	31.5

FASTEST-GROWING INDUSTRIES						
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES						
Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2023	2031	Growth	
1	452	General Merchandise Stores	836	1,157	321	38.4
2	622	Hospitals	347	480	133	38.3
3	326	Plastics & Rubber Products Manufacturing	73	96	23	31.5
4	611	Educational Services	316	407	91	28.8
5	453	Miscellaneous Store Retailers	140	176	36	25.7
6	332	Fabricated Metal Product Manufacturing	657	789	132	20.1
7	541	Professional and Technical Services	720	844	124	17.2
8	811	Repair and Maintenance	310	359	49	15.8
9	531	Real Estate	137	156	19	13.9
10	713	Amusement, Gambling & Recreation Ind	392	442	50	12.8
11	484	Truck Transportation	382	430	48	12.6
12	238	Specialty Trade Contractors	802	900	98	12.2
13	813	Membership Organizations & Associations	468	522	54	11.5
14	444	Building Material & Garden Supply Stores	631	702	71	11.3
15	621	Ambulatory Health Care Services	659	723	64	9.7
16	624	Social Assistance	896	972	76	8.5
17	423	Merchant Wholesalers, Durable Goods	285	306	21	7.4
18	237	Heavy and Civil Engineering Construction	319	340	21	6.6
19	721	Accommodation	401	426	25	6.2
20	441	Motor Vehicle and Parts Dealers	421	447	26	6.2

In the most recently released Employment data (July 2024 release), indicates the Construction (+18.5 percent); Other Services (+16.7 percent); Professional and Business Services (+6.1 percent); and Financial Activities (+2.8 percent); and Manufacturing (+2.7 percent) industries grew faster in the region than statewide over the year. Industries gaining jobs over the year were Construction (+240 jobs); Government (+205 jobs); Manufacturing (+114 jobs); Professional and Business Services (+91 jobs); Other Services (+69 jobs); Education and Health Services (+49 jobs); Leisure and Hospitality (+34 jobs); and Financial Activities (+16 jobs).

Emerging Occupations

Only 6 of the top 20 Occupations Gaining the Most New Jobs List are also on the Top 20 Fastest-Growing Occupations List. This projects a continued trend of needed diversification of labor and skills in the workplace.

OCCUPATIONS GAINING THE MOST NEW JOBS						
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES						
Rank	SOC Code	SOC Title	Employment		Percent Growth	
			2023	2031	Growth	Growth
1	41-2031	Retail Salespersons	811	954	17.6	143
2	53-7065	Stockers and Order Fillers	440	530	20.5	90
3	31-1120	Home Health and Personal Care Aides	340	395	16.2	55
4	53-3032	Heavy and Tractor-Trailer Truck Drivers	594	645	8.6	51
5	37-3011	Landscaping and Groundskeeping Workers	369	416	12.7	47
6	11-1021	General and Operations Managers	485	527	8.7	42
7	21-2011	Clergy	307	347	13.0	40
8	51-4121	Welders, Cutters, Solderers, and Brazers	204	234	14.7	30
9	11-9111	Medical and Health Services Managers	78	104	33.3	26
10	47-2061	Construction Laborers	401	424	5.7	23
11	49-9071	Maintenance and Repair Workers, General	535	558	4.3	23
12	29-1141	Registered Nurses	424	446	5.2	22
13	29-1171	Nurse Practitioners	47	69	46.8	22
14	41-1011	First-Line Supervisors of Retail Sales Workers	499	520	4.2	21
15	31-1131	Nursing Assistants	400	420	5.0	20
16	49-9041	Industrial Machinery Mechanics	209	229	9.6	20
17	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	442	460	4.1	18
18	43-6013	Medical Secretaries and Administrative Assistants	96	114	18.8	18
19	13-2011	Accountants and Auditors	163	179	9.8	16
20	43-4171	Receptionists and Information Clerks	167	182	9.0	15

FASTEST-GROWING OCCUPATIONS						
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES						
Rank	SOC Code	SOC Title	Employment		Percent Growth	Growth
			2023	2031		
1	29-1171	Nurse Practitioners	47	69	46.8	22
2	23-2011	Paralegals and Legal Assistants	28	40	42.9	12
3	11-9111	Medical and Health Services Managers	78	104	33.3	26
4	17-3031	Surveying and Mapping Technicians	44	57	29.5	13
5	29-2010	Clinical Laboratory Technologists and Technicians	21	27	28.6	6
6	17-1022	Surveyors	22	28	27.3	6
7	29-2072	Medical Records Specialists	43	54	25.6	11
8	51-4041	Machinists	41	51	24.4	10
9	53-7065	Stockers and Order Fillers	440	530	20.5	90
10	43-6013	Medical Secretaries and Administrative Assistants	96	114	18.8	18
11	37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	79	93	17.7	14
12	41-2031	Retail Salespersons	811	954	17.6	143
13	11-3031	Financial Managers	74	87	17.6	13
14	13-1161	Market Research Analysts and Marketing Specialists	66	77	16.7	11
15	23-1011	Lawyers	79	92	16.5	13
16	31-1120	Home Health and Personal Care Aides	340	395	16.2	55
17	27-3031	Public Relations Specialists	25	29	16.0	4
18	29-2043	Paramedics	70	81	15.7	11
19	51-4121	Welders, Cutters, Solderers, and Brazers	204	234	14.7	30
20	43-4031	Court, Municipal, and License Clerks	102	116	13.7	14

- (b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

Employers in these industries and of these occupations need employment services of the public workforce system (based on repeated feedback directly and through third-party surveyors):

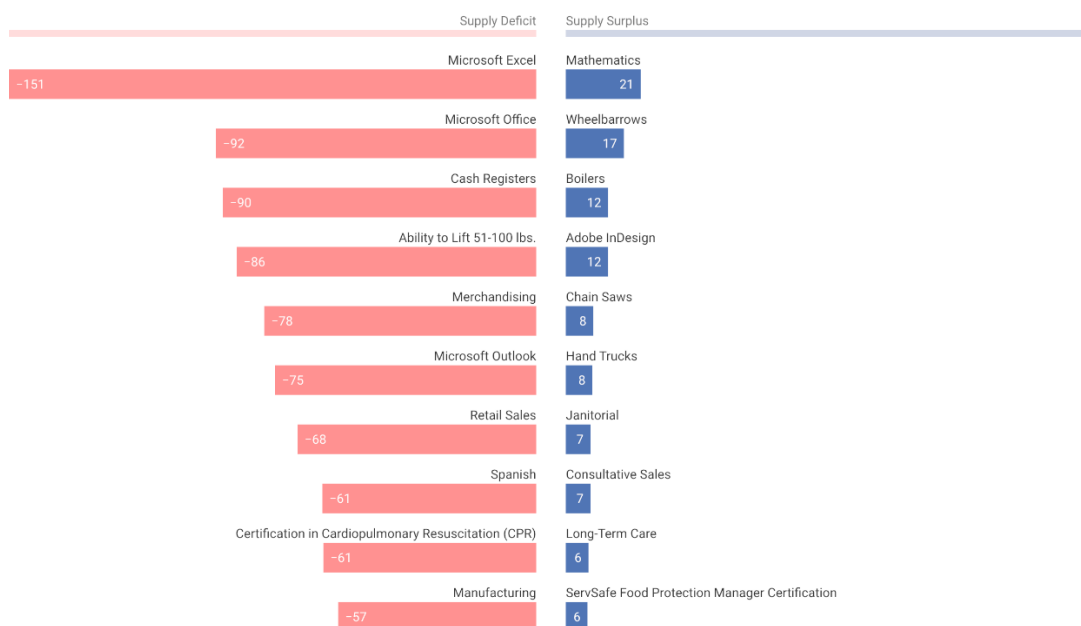
Foundational Skills—Employers across all industries are in a state of panic regarding the lack of basic employability skills. On day one, new hires should be tooled with the fundamental skills of employment: getting along with co-workers, communication, customer service, work ethic, and initiative. Employers feel it is disruptive to their production to have to address these issues when they arise. CSNF works intensively with targeted populations to build the foundational skills employers expect.

Flexible Training Programs—Employers need a network of skills training, secondary and post-secondary, which are employer-advised and -engaged to incorporate the changing needs of employers. This includes customized training and alternate location or time considerations. CSNF coordinates and regularly communicates with local training providers to consider requests and build solutions to the benefit of industry partners. More so in recent years, employers are considering the role apprenticeships may play in creating the talent they desire.

Ample Talent Pipeline—In this rural area, it is challenging to match skills with needs. Second to that is attracting the volume of tooled candidates into vacant positions. Networking within the workforce system to grow the recruiting radius, using predictive reports to anticipate needs, attracting and recruiting new residents to the region, and working with transportation entities to remove barriers are some of the strategies CSNF implements at the administrative level to address this.

Based on skills gap analysis, the skills employers feel are lacking are related to soft (or foundational) skills. However, according to JobsEQ and first-hand accounts, employers need the following hard skills and certifications:

Skill Gaps
Total - All Occupations, New CSNF



Source: JobsEQ®
Data as of 2024Q1; openings and candidate sample compiled in July 2022

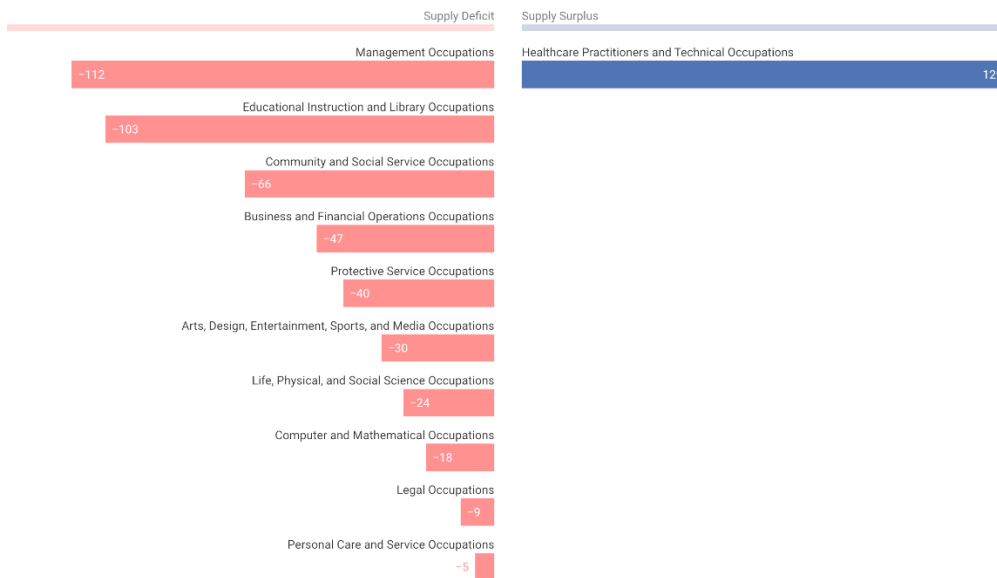
- (2) An analysis of the knowledge and skills, including credentials and licenses, needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

Employers typically look for no less than a High School Diploma for entry-level workers. This is in-line with the educational attainment rates in the area. Most in-demand industries and occupations require some post-secondary training, particularly in the Healthcare and Manufacturing industries of the area. Across all industries is the need for foundational skills which post-secondary providers incorporate well into their curriculum.

However, CSNF has begun to see a loosening of the requirements employers have requested over the past 4 years, due to the tight supply in the labor market; although during recent months CSNF has seen evidence of some re-engagement of supply. CSNF continues to monitor this trend.

Award gaps in the area are seen below:

Award Gaps
New CSNF



Source: JobsEQ®
Data as of 2024Q1

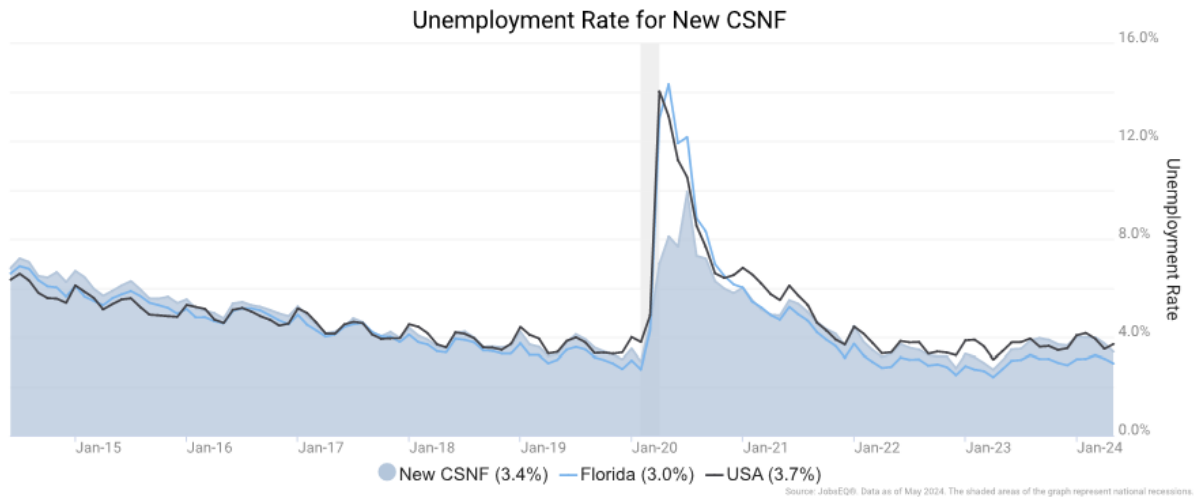
- (3) An analysis of the workforce in the regional area, including current labor force employment and unemployment data, information on labor market trends, the educational and skill levels of the workforce, including individuals with barriers to employment and current skill gaps (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

NOTE: Multiple sources of data have been used for the analysis below, therefore there are differences in timeframes (quarterly v. monthly, quarterly v. annually, or point in time v. over a broad time period) and cannot always be compared but should not be viewed as error. Additionally, as labor market data is a lagging indicator, it should be noted most data will include Jefferson County, however beginning July 2024, CSNF no longer officially serves that county (data from JobsEQ does not include Jefferson County as a flexible boundary could be created). Source notes are provided.

- The current (June 2024) unemployment rate for the LWDA is 4.1%, which is an increase from the year ago rate of 3.5%. This is in the aftermath of a Category 4 hurricane (Idalia) and a significant mass layoff at a cellulose mill which effected the entire region's timber-based industry. The region's June 2024 unemployment rate was 0.6 percentage point above the state rate of 3.5 percent. The labor force was 41,906, up 73 (+0.2 percent) over the year. However, June 2024's rate is lower than the national rate (4.3%). There were 1,696 unemployed residents in the region.

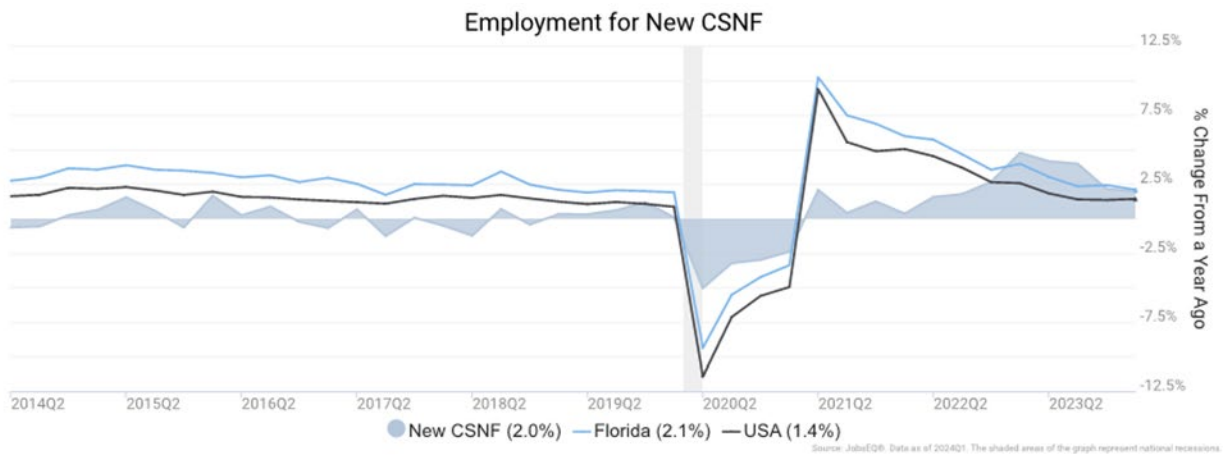
Unemployment Rates (not seasonally adjusted)	Jun-24	May-24	Jun-23
CareerSource North Florida	4.1%	3.4%	3.5%
Hamilton County	4.8%	4.0%	4.3%
Lafayette County	4.1%	3.5%	3.3%
Madison County	3.9%	3.3%	3.2%
Suwannee County	4.1%	3.4%	3.6%
Taylor County	3.7%	3.3%	3.3%
Florida	3.5%	2.9%	3.1%
United States	4.3%	3.7%	3.8%

Source: <http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-datareleases> (June 2024)



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through May 2024.

- Employment in the local area in December 2023 was 27,867, up 2.1% from the December 2022 rate, equating to 578 new jobs. Per the JobsEQ data series, the overall trend since the COVID-19 pandemic is upward, however a slower growth than the state or nation.

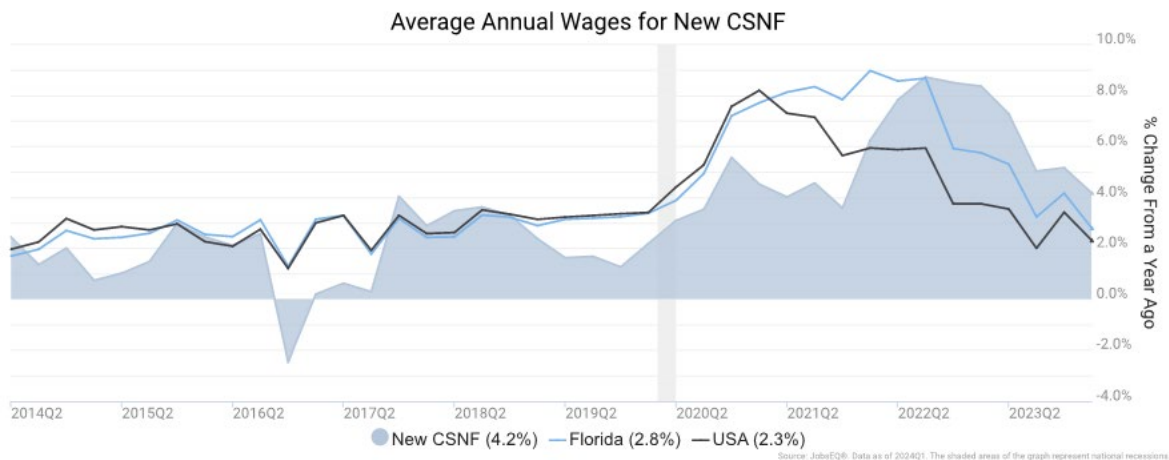


Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2023Q4 with preliminary estimates updated to 2024Q1.

Employment by Industry Covered by Unemployment Compensation (not seasonally adjusted)	CareerSource North Florida Region			
	Dec-23	Dec-22	change	percent change
Total Employment	27,867	27,289	578	2.1
Natural Resources and Mining	1,278	1,412	-134	-9.5
Construction	1,539	1,299	240	18.5
Manufacturing	4,388	4,274	114	2.7
Trade, Transportation and Utilities	5,131	5,251	-120	-2.3
Wholesale Trade	575	607	-32	-5.3
Retail Trade	3,876	3,939	-63	-1.6
Transportation, Warehousing, and Utilities	680	705	-25	-3.5
Information	128	137	-9	-6.6
Financial Activities	592	576	16	2.8
Professional and Business Services	1,585	1,494	91	6.1
Education and Health Services	3,388	3,339	49	1.5
Leisure and Hospitality	2,667	2,633	34	1.3
Other Services	483	414	69	16.7
Government	6,641	6,436	205	3.2

- Wages in North Florida are up 7.8% per the most recently released data (2022 average annual wage). The 2023Q2 quarterly models from JobsEQ however, indicate wages are up over the preceding four quarters by 4.2%. Both these trends are due to the increase of minimum wage in the state of Florida and adjustment made to salaries to recruit talent in a tight labor market. Even though the percent of wage increase has out-paced the state and nation, North Florida's average wages lag behind the state by approximately 30%, partly due to the lower cost of living in North Florida.

Average Annual Wage	2022	2021	change	percent change
CareerSource North Florida	\$44,235	\$41,032	\$3,203	7.8
Hamilton County	\$53,374	\$49,337	\$4,037	8.2
Lafayette County	\$42,887	\$38,275	\$4,612	12.0
Madison County	\$39,829	\$37,254	\$2,575	6.9
Suwannee County	\$42,806	\$39,614	\$3,191	8.1
Taylor County	\$46,248	\$43,095	\$3,153	7.3
Florida	\$63,781	\$60,313	\$3,469	5.8



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2023Q4 with preliminary estimates updated to 2024Q1.

Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
New CSNF	\$46,350	85.7	\$54,055
Florida	\$64,873	103.1	\$62,935
USA	\$70,857	100.0	\$70,857

Source: JobsEQ®
Data as of 2024Q1

Cost of Living per COLI, data as of 2023Q3, imputed by Chmura where necessary.

- Educational attainment has stayed steady since the previous American Community Survey, with only slight increases in residents with High School Diplomas and Associate's Degrees. The trend remains with High School Graduates describing the highest percentage of the region's residents. (Data from American Community Survey 2018-22)

	Percent			Value		
	New CSNF	Florida	USA	New CSNF	Florida	USA
Educational Attainment, Age 25-64						
No High School Diploma	18.5%	10.0%	10.1%	10,140	1,100,916	17,373,867
High School Graduate	41.0%	26.9%	25.1%	22,431	2,978,879	43,176,248
Some College, No Degree	19.4%	19.0%	19.7%	10,614	2,104,160	33,916,989
<u>Associate's Degree</u>	7.8%	11.0%	9.2%	4,253	1,216,834	15,886,884
Bachelor's Degree	8.5%	21.5%	22.4%	4,645	2,377,784	38,451,123
Postgraduate Degree	4.8%	11.6%	13.4%	2,641	1,280,627	23,058,233

- The Labor Force Participation Rate, for the LWDA, according to the American Community Survey (calculated regionally by JobsEQ), is 44.9%. Labor Force Participation Rate represents the proportion of all persons 16 years old and over who are in the labor force, but the rate is at 57.5% participation for those of “Prime Age” (25-54). American Community Survey data shows at 26.4% Labor Force Participation Rate for working age persons with a Disability which is down 2% since the previous survey. The Veteran’s Labor Force Participation rate is only 52.7% for the region—a slightly lower rate than the previous report, though significantly lower than the national and state rates.

	Percent			Value		
	New CSNF	Florida	USA	New CSNF	Florida	USA
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	44.9%	59.2%	63.3%	38,984	10,555,633	167,857,207
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	57.5%	82.3%	82.8%	22,960	6,658,319	106,380,520
Armed Forces Labor Force	0.1%	0.4%	0.5%	55	74,060	1,236,378
Veterans, Age 18-64	5.7%	5.1%	4.3%	3,529	647,586	8,636,019
Veterans Labor Force Participation Rate and Size, Age 18-64	52.7%	75.1%	77.1%	1,860	486,152	6,656,238
Median Household Income ²	—	—	—	\$48,176	\$67,917	\$75,149
Per Capita Income	—	—	—	\$23,624	\$38,850	\$41,261
Mean Commute Time (minutes)	—	—	—	25.9	27.9	26.7
Commute via Public Transportation	0.2%	1.3%	3.8%	79	128,338	5,945,723

	Percent			Value		
	New CSNF	Florida	USA	New CSNF	Florida	USA
Social						
Poverty Level (of all people)	17.7%	12.9%	12.5%	16,515	2,725,633	40,521,584
Households Receiving Food Stamps/SNAP	18.5%	13.0%	11.5%	6,755	1,084,253	14,486,880
Enrolled in Grade 12 (% of total population)	1.9%	1.2%	1.4%	1,965	264,656	4,476,703
Disconnected Youth ³	4.0%	2.6%	2.5%	207	25,933	430,795
Children in Single Parent Families (% of all children)	45.7%	38.3%	34.0%	8,319	1,533,240	23,568,955
Uninsured	12.4%	12.3%	8.7%	11,723	2,620,725	28,315,092
With a Disability, Age 18-64	17.3%	10.0%	10.5%	9,182	1,265,090	20,879,820
With a Disability, Age 18-64, Labor Force Participation Rate and Size	26.4%	43.4%	45.5%	2,427	549,199	9,492,098
Foreign Born	4.6%	21.1%	13.7%	4,866	4,574,432	45,281,071
Speak English Less Than Very Well (population 5 yrs and over)	2.5%	11.9%	8.2%	2,538	2,436,852	25,704,846

- The LWDA takes other demographic characteristics into consideration when strategizing services. The rate of Disconnected Youth, (16-19 years old, not in school, not a high school graduate, and/or either not employed or not participating in the labor force), is 4% according to the American Community Survey, which is a 0.7% increase from the prior survey. Also, average commute time for the residents of the region is 25.9 minutes—a downward trend from the last report and also slightly under the state and national minutes.

- (4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).

Workforce development activities of the Local Area are multi-fold:

Job Seekers. One-on-one work is done with the career seekers accessing in-person services at CSNF. Each person requesting service is registered in Employ Florida to the degree commiserate with the level of service(s) being requested. This includes a “full” registration and including assessments and resumes, which give staff information it needs to best assist the individual. It also provides reflection and self-assessment for the job seeker. Staff is able, with this information, to make quality referrals (to jobs, to partners, and to other internal programs), make recommendations, provide data and information, lead career exploration, distribute training provider information, and help build a comprehensive career plan with the job seeker. Additionally, CSNF is able to use the data to strategize services to businesses. Job seekers receive referrals to partner councils and agencies, training, assessments, workshops, planning, and counseling in addition to labor exchange services in order to address barriers and meet the goals outlined in their career plans. Job seekers accessing labor exchange services exclusively, can benefit from job matching, job referral services, and in limited cases job development.

In order to receive more intensive Wagner-Peyser services, job seekers are assessed and identified as one of three broad industry groupings, which ultimately assists staff in developing and carrying out a plan of service. They may, at that point, choose to work one-on-one staff who can assist them in career planning in a more industry-concentrated way. Job seekers receive career guidance specific to their industry of choice and their employment plans will reflect industry-specific ladders.

Business. CSNF has a unit specifically designed to serve the needs of the employers in the Local Area. Much like job seekers, a business is assessed and then a plan of service is created to address their needs. Services include labor market information, recruiting assistance, business planning and development, HR consulting, referrals, retention strategies, layoff aversion and rapid response, and office space use. Additionally, businesses are served with training grants, including locally-funded On the Job Training (OJT) and Customized Training (CT).

Business Development staff provide a conduit for information to come into and out of CSNF offices. This information better equips Career Development staff in advising job seekers and also arms Business Development staff knowledge of skills and other real time labor market information that may be relayed to employers.

CSNF is able to obtain feedback from employers at various types of convened meetings held at locations throughout the region in addition to staff participating on Councils and Boards. Additionally, CSNF has formalized its Competitive Talent Council (Education and Industry Consortium) which informs decisions of the Board. This gives the LWDB the ability to be in front of the business community, hear continuous dialogue and respond to requests. Together with partners, CSNF can then strategize to fill in the gaps and develop relevant services for our customers, both job seekers and businesses.

Partners. Other agencies actively partner with CSNF to enable the LWDB mission and One-Stop design to be fully carried out. These agencies provide wrap around services to career seekers and resources to

employers so both are able to be more productive. In some cases, these agencies also provide business services which CSNF is actively facilitating contact and assisting in follow-up when requested.

Capacity. CSNF's new local area consists of 3,987 square miles. With a limited footprint, it is not possible to provide all services to all job seekers and employers. A modular staffing plan allows out-posting at partner and affiliate sites as well as with our mobile career center. Services may be accessed over the phone, via Employ Florida website, or virtually for those who are unable to come in. Businesses are served by staff out in the field however businesses may see gaps in contact if they are not actively engaged with their representative.

Training Providers. CSNF staff serve in a consulting capacity for providers of postsecondary training in the region via advisory councils and information exchange. Additionally, CSNF engages with the Consortium of school districts providing industry training to secondary students. CSNF shares data, opportunities, and other analysis of the local labor market to inform the providers of gaps in training and other opportunities to serve the business customers of the region.

Economic Development. Having Board seats on some of the Economic Development Organizations in the region, including the larger, regional EDO, CSNF is uniquely-situated to be the subject matter expert on workforce with these organizations. CSNF is highly regarded as responsible, receptive, and responsive to the needs for workforce data and expertise within the EDO's. This positions CSNF to work with ED projects, site selectors, and practitioners to develop strategies to attract and staff new and expanding companies.

LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure LWDBs are responsive to Florida employers' demand for qualified workforce talent.

- (1) Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on primary indicators of performance described in WIOA § 116(b)(2)(A) and (20 CFR 679.560(a)(5)).

CSNF is the engine that keeps North Florida working. By ensuring steps are taken to support the business community and by developing talent, CSNF helps create a supportive and responsive environment to keep industry locating and remaining in the area. As a Board of Directors, CSNF developed the following to guide decisions and strategic undertakings:

Vision.

North Florida will be home to a skilled workforce and vibrant economy.

Mission.

To develop an innovative talent development ecosystem to sustain a thriving community of business and job seekers.

Goals.

- Meaningfully engage business and industry to gain a complete understanding of the skills and competencies demanded by regional employers.
- Dedicate resources and capacity to job seekers' skill development based on industry Demand, especially youth.
- Provide holistic services to job seekers through a collaborative CSNF talent development system.
- Encourage and support the development of an entrepreneurship atmosphere to increase access and success of future job creators.

Principles.

1. Purposeful Communication
2. Data-Driven Systems and Initiatives
3. Outcome-Based Policies
4. Collaborative One-Stop Design
5. Development of Strong System Advocates

- (2) Taking into account the analyses described in (1) through (4) in **Section B. Analysis of Need and Available Resources** above, describe the local area's strategy to work with entities that carry out the core programs and combined state plan partner programs to align resources available to the local area, to achieve the strategic vision and goals described in number (1) above (20 CFR 679.560(a)(6)).

CSNF works closely with its partners on a local level. The contracted One-Stop Operator provides oversight and monitoring of the coordination of services among the one-stop partners. In 2021, CSNF began quarterly meetings with decision-makers from partner agencies. These meetings are collaborative in nature to ensure continuous dialogue among the partners. Additionally, CSNF hosts annual orientations for the staff of partner agencies so as there is turnover, CSNF can train those agency personnel on CSNF processes and policies so that efficiencies and non-duplication of services can benefit mutual customers.

By purposefully communicating, ideas are shared and knowledge is gained by all partners of the One-Stop. Together we are able to strategize with partner agencies on business development and create products that are relevant and data-driven. CSNF, with its convening partners, will work with training institutions to ensure opportunities are offered at all levels of learning ability and all barriers incurred have a remedy by which it can be overcome. CSNF adamantly advocates for these conversations to occur at all levels of the organizations, guided by the MOU. All together these synergies build a stronger, more cohesive One-Stop system, in service to the employers and job seekers in North Florida.

- (3) Describe the LWDB's strategies to work with core and combined partners to contribute to the following statewide goals:

(a) Increase local labor force participation.

CSNF has sought out and developed relationships with our partners to engage shared (or potentially-shared) customers in a way that entices them to want to reap the benefits of a work lifestyle. This includes partners like Suwannee River Economic Council (CSBG) and NCBA (SCSEP) who work often with individuals who have not been in the labor force in quite some time. We also work with other partners like Veteran Service Officers to ensure there is a path to employment for our veterans transitioning from active duty.

(b) Ensure local jobseekers and employees aged 25-70 have a credential of value.

CSNF's close-knit relationship with the three local, post-secondary training providers creates a holistic approach to ensure there is "something for everyone" when it comes to increasing skill documented by credential(s) in hand. Regardless of which "door" the job seeker walks through (provider or career center), they have an array of options open to them to upgrade their current level of education and skill. Additionally, CSNF looks for other emerging opportunities job seekers can take advantage of with grant partnerships. CSNF supports any endeavor with a credentialed outcome.

(c) Median wages greater to or equal to 75% of the median hourly wage in Florida.

This approach is multi-pronged in North Florida:

- Publishing and educating employers and job seekers regarding current wage trends, local labor market information, and the value of credentials, as well as sharing with our core partners.
- Educating employers and job seekers about the fiscal cliff using tools like the CLIFF Dashboard, as well as sharing the tool with our core partners.
- Working with economic development partners to develop strategies associated with increasing the median wage for the area through their marketing and outreach efforts.

(d) Increase the second quarter after exit employment rate by 10% for each of the following populations:

a. Individuals 55 years and older

CSNF coordinates with one-stop partner NCBA (C-SEP) to refer qualifying 55+year olds for learning and working opportunities to gain new skills. Also, CSNF provides guided access to technology learning platforms for these customers to grow their skills related to hardware and software they may use on the job.

b. Youth

CSNF's Foundations (WIOA youth) has developed written procedures to ensure Work Experience activities are a part of every youth's strategy to achieve employment. CSNF will also train Business Development staff to ensure all employers are made aware of the opportunity of this program and how they can benefit. This will ensure entry level pathways for the youth and qualified and reliable employees of the future for the employers.

c. Individuals receiving SNAP and TANF benefits

CSNF works closely with community resources, including Hope Florida and even in-house workforce programs to provide holistic support of the customers specific needs. Additionally, since the inception of HB1267, CSNF uses the CLIFF Dashboard to provide financial planning and literacy to these customers so they are better equipped to make positive decisions about employment.

d. Individuals without a high school diploma or speakers of other languages

All customers without a high school diploma are referred to local Adult Education core partners. ESOL services are available in Suwannee County to which Spanish-speakers are referred. CSNF Business Development staff also are intentional about working with Spanish-friendly employers who provide opportunity for this population.

e. Individuals with disabilities

CSNF has Vocational Rehabilitation on-site weekly in the comprehensive one-stop to better coordinate and provide support to customers with disabilities. CSNF's Business Development Managers also work closely with VR's business staff to create worksites, training opportunities, and other work pathways for these customers.

Ultimately, through employer education, job seeker education, and outreach, CSNF is developing content and collateral to share with each of these targeted populations and partners who serve them:

- How to keep employees, through training investment and other development opportunities,
- Why to stay in a job, through soft-skills training including Florida Ready to Work modules, and
- Outreach and social media campaigns promoting the benefits of steady employment.

(e) Increase total newly registered apprentices annually.

As employers in the local area become more receptive to and seeing the benefits in registering their training programs with the state DOE, CSNF staff are able to discuss how they work and guide job seekers to opportunities which fit their assessment results.

(f) Increase registered apprenticeship programs.

The Business Development Unit at CSNF, which includes Local Veterans Employment Representatives, are trained and well-versed in apprenticeships to help navigate the sometimes rocky terrain of the apprenticeship landscape. CSNF also has a working relationship with the regional ATR who can answer questions thoroughly when the time comes. CSNF provides targeted apprenticeship outreach to business in key industry sectors to promote the value of apprenticeships and when the time comes, guidance to these business is provided in order to begin the registration process. CSNF also provides general outreach to educate residents about the benefits of apprenticeships.

(g) Increase registered pre-apprenticeship programs.

In addition to the response above (in goal (f)), staff strategize with training providers to develop “tag along” opportunities for youth (and others) through dual enrollment and other feed-in programs.

(h) Increase percentage of 12th grade secondary career and technical education enrollment.

CSNF contributes to the long-standing North Florida Career Pathways Consortium which does just that. Comprised of secondary and post-secondary providers, this group creates strategies to grow and stabilize CTE enrollment in the local high schools and colleges, and increasing the number of articulation agreements in the Area. This relationship as well as work together on each District’s CAPE Plan, provides CSNF access to implement strategic outreach and recruitment efforts to increase the percentage of 12th grade secondary enrollment into career and technical education.

(i) Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials that directly support the sector.

By working directly with our economic development partners, CSNF can ensure potential or new sectors are discovered in their embryotic stage. Upon detection, CSNF and its network of partners, especially training providers, will develop an implementable strategy to funnel resources and job seekers to the industry.

To build a talent pipeline for targeted new and emerging industries, CSNF coordinates partners to identify emerging trends and skill requirements. Training programs aligned with the needs of targeted industries are

developed and certifications vetted. Talent development initiatives such as internships, co-op programs, and work-based learning opportunities in emerging industries are implemented. Employed worker /skill upgrade learning is also supported. Additionally, CSNF works with local chambers of commerce to create more and broader employment opportunities.

DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as core and combined state plan partners (described in Introduction Section C, above) including, but not limited to TANF, SNAP Employment and Training (E&T), JVSG, SCSEP, CSBG programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

(1) Workforce Development System Description: Describe the local workforce development system, including:

(a) All the programs included in the system; and

The One-Stop service delivery is comprised of the partnerships between CSNF and

- Vocational Rehabilitation,
- Adult Education (in each county),
- State College (locally through North Florida College),
- Technical Colleges (locally through Big Bend and RiverOak Technical Colleges),
- SC-SEP (provided locally through NCBA),
- Blind Services, and
- Community Service Block Grant (provided locally through SREC).

(b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and [Chapter 445.003, F.S.](#).

See (c) below

(c) How the LWDB works with entities carrying out core and combined programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).

These partners contribute staff, travel, training, technology, and other support as needed to provide a stellar One-Stop for the job seekers in North Florida. CSNF has only one Comprehensive Center but partners provide service throughout the CSNF-Network footprint including co-locations.

Partners meet quarterly to work through the plan and ensure all provisions of the MOUs are undertaken as well as reporting in order to better reconcile the Infrastructure Funding Agreements

which have only been executed with those partners who provide services in the county of the only Comprehensive One-Stop (Madison).

CSNF staff are trained extensively on the services provided by partners and are well-versed in making referrals to those entities. Additionally, CSNF provides training to partner-staff to ensure they are up-to-date on program offerings and updated referral instructions.

All partners are represented in the One-Stop either by brochure, poster, direct link, or referral. CSNF will post QR codes in the One-Stop with direct link to partner agency websites.

(2) Adult and Dislocated Worker Employment and Training Activities:

(a) Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(6)).

Services provided to Adult and Dislocated Workers are in-depth and tailored to fit each individual determined eligible and suitable for service. LWDB 6 follows a proven continuum approach to Adult and Dislocated Worker. This model has been determined to be a best practice by CSNF.

The WIOA eligible adult must meet one or more of the following categories of an individual with a barrier to employment: displaced homemakers; non-self-sufficient individuals; individuals with disabilities; older individuals; lacking training in desired occupation; ex-offenders; homeless individuals; single parents (including single pregnant women); individual lacking post-secondary training in demand/targeted occupations and industries within the local area; long-term unemployed individuals.

All persons requesting services should be vetted through this policy to ensure the neediest persons are served first. If no one is awaiting services in the next tier up, then service may be provided to a WIOA program applicant in a lower tier. For example, if no one who has been categorized as Level 1 or 2 is awaiting services, staff may enroll a Level 3 participant.

Career Services through WIOA begin and end with assessment. Through analyzing the assessments with the customer, the Career Development Specialist is able to visualize the interests, values, experiences, skills, and aptitude of the job seeker. Assessments may be formal skills tests or informal conversations and interviews regarding the individual's past experiences, labor market attachment, documented certifications, and desired outcomes of their services. Together, staff and job seekers plan services to address the individual's needs. Services include rendering additional assessments if there are gaps in information, providing information to assist the job seeker in the decision-making process including Targeted/Demand Occupations, procuring support services to overcome moderate barriers, and training on employability skills including resume and interview assistance.

Dislocated Workers are provided service through WIOA, typically in conjunction with RESEA services. This is not an exclusive entry point into WIOA, however the RESEA mechanism provides an avenue for staff to assess the job seeker and with them, create a plan of service. Their progress otherwise resembles that of an Adult customer.

Participant files are closed when it has been assessed they have completed fulfillment of their plan, or it is assessed they are no longer in need of services. Follow-up touchpoints happen at the 30-, 60-, and 90-day markers, and further if the job seeker does not refuse additional services.

- (b)** Provide a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. 20 CFR 679.560(b)(21)

Enrollment Priority of Service, per CSNF policy, is as follows:

1st Priority: Covered persons (veterans and eligible spouses) who are low income (including underemployed), recipients of public assistance, or who are basic skills deficient.

2nd Priority: Non-covered (non-veteran or their eligible spouse) persons who are low income (including underemployed), recipients of public assistance, or who are basic skills deficient.

3rd Priority: Veterans and eligible spouses who are not low income, not recipients of public assistance, and not basic skills deficient.

4th Priority: Individuals (non-covered persons) who do not meet the above priorities. On an exception basis, WIOA eligible individuals (non-covered persons) who do not meet the WIOA Program eligibility for priorities 1, 2 or 3 may be served under the 4th priority. The request for 4th Priority must be documented in an individual's file or case notes.

- (3) Training Services:** Describe how training services outlined in WIOA section 134 are provided, including:

- (a)** A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs.

If Occupational Skills Training becomes a goal in the plan, as the customer does not have the requisite skills for their desired occupation, the job seeker is made aware of funding availability, and may then request training assistance through an ITA.

CSNF begins financial support of training after the successful completion of the first semester of study. If the training program is short-term (less than 1 semester), CSNF will pay up to 80% of tuition, books, and fees. In addition to increased positive outcomes, this approach provides access to partners to also provide services to the student which increases the services available to the customer without duplication.

ITA's are currently limited to \$7,000 for all programs except Registered Nurse (APN) which is capped at \$7,500. Less-than-one-semester programs are capped at 80% of the total cost.

- (b)** If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs.

CSNF does not use contracts for training services, other than OJT and Customized Training agreements.

- (c)** How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(18)).

The Eligible Training Provider List in conjunction with the Targeted and Demand Occupations Lists are shared with the customer as well as performance data obtained from each provider. Alternative training options, when present, are also discussed with the customer. This ensures informed customer choice in the process of selecting a training provider if the customer has not yet decided on their path.

- (d) How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

Per CSNF policy, “[Approved providers] Except for registered apprenticeships, offer training programs for occupations on the Targeted Occupations List (in LWDA 6, this includes the state-issued Demand Occupations list) in order to receive training funds under Section 133(b)WIOA.”

Annually, CSNF looks at the state-issued occupations list and compares it to the ETPL applications that have been received to ensure alignment.

- (e) How the LWDB incorporates/includes work-based training activities in the local area’s service delivery model.

OJT, Customized Training, and work experience may be offered if the customer’s path is more suited to immediate work/wages and hand-on learning, or the training request is for an occupation for which there is no local training. CSNF staff work together to develop employer partnerships to ensure comprehensive training can be undertaken at the worksite.

These training options may also be initiated by the employer-customer requesting training for the current labor force or new entrants into occupations.

- (4) Youth Workforce Investment Activities:** Provide a description and assessment of the type and availability of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

- (a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).

CSNF is a 75% out-of-school, 25% in-school program model. This means CSNF engages with youth with no current attachment to school services except Adult Education. In some cases, the student may be a high school graduate but needs further services due to being basic skills deficient. Staff provide systematic case management and work-based learning programs that include all the required elements of WIOA. With these services, Youth are empowered and enabled to complete education goals and to obtain employment either in a full-time or part-time status.

- (b) Include the local area’s design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

For out-of-school youth, CSNF focuses on GED® attainment and entry into post-secondary training. Leadership development, financial literacy, and Work Experience are also significant portions of the

programmatic design. In-school youth services concentrate on occupational skill development and credential laddering.

We receive referrals from our partners in reference to adult recovery for the Adult Education program. We receive internal referrals from our program managers and providers for in-school youth some come in from our SYEP program under Welfare Transition and are considered at-risk in need of additional assistance. Some come from providers who are either home schooled or under the age of 18 who are enrolled in Occupational Skills Training who are need of additional services like the training or supportive service.

Partners are essential to the delivery of services to Youth. Disabled Youth are typically co-managed with Vocational Rehabilitation or other community partner. Co-managing provides essential services that are coordinated and not duplicated. Services may range from foundational skills training to short-term work-based training. Post-secondary schools provide industry recognized training and certifications. Other community-based organizations contribute to preparing youth for the workforce. However, services are not always accessible due to transportation and other barriers. While not specific to the youth population, these barriers are compounded by other barriers youth in rural areas face.

CSNF has found success in Youth participants being co-enrolled in Adult Education and technical education simultaneously. This not only provides the youth “the why” behind getting their diploma, but also gives them motivation to attend class and stay on track.

Program applicants are made aware of the 14 elements available through the program at the time of application, by providing an acknowledged list. Acknowledgement is also captured in the case note supporting enrollment. Program elements:

ELEMENT	HOW CSNF PROVIDES
Tutoring	Referrals to local schools or community- based programs, or through contracted professionals.
Alternative School: dropout recovery	A hallmark of CSNF Foundations program, in partnership with all adult education and GED prep programs in all five counties.
Work-Based learning: OJT, internships, experience related to career/training goals	Staff arrange directly, in partnership with regional employers.
Occupational skills training	Referrals to local training providers for specific skills training based on assessment results. This may be in conjunction with Adult Education programing.
Education concurrent with specific skills training	See above. Additionally, staff will find online structured modules if local options do not exist.
Leadership Development	Local and online vendors provide leadership skills development through workshop and group discussion.

Supportive Services	Staff determine needs based on assessment and are stated in IEP. Supports include training-related expenses, uniforms, adult education tuition, GED testing fees, transportation support, etc.
Adult Mentoring	Staff serve as mentors and refers to worksite supervisors as mentors in development of work habits and skills.
Follow-up	Staff conducts monthly post-closure follow ups for the first 3 months, then quarterly follow-up contacts with youth for a period of 12 months after exit from the program and offers services as needed/required.
Comprehensive Guidance and Counseling	Staff referrals to appropriate community resources such as health department, mental health or substance abuse counseling providers, school counselors, etc.
Financial Literacy Training	Staff provides workshop-based training on financial literacy, either in-person or virtually.
Entrepreneurial Skills Training	Provided in person or virtually. Local training providers, chambers of commerce, and other entities can give access to SBDA trainers. Some online curriculum is available.
Labor Market Information	CSNF career centers regularly provide all job seekers with information on jobs currently available and projected job openings, to guide them to training choices. This is required of all youth enrolled in CSNF program.
Transition to Post-Secondary Training	Staff assist with college and technical training program applications, including FASFA and any other scholarships that might be available to youth. In addition, staff will make all introductions possible, and create opportunities for exposure to careers to encourage the transition to post-secondary training.

- (c) Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [Administrative Policy 095 – WIOA Youth Program Eligibility](#).

As CSNF is focused on providing services to disconnected, high school dropouts, it is seldom necessary to determine basic skills levels. However, in the event a high school graduate seeks WIOA services, CSNF will obtain basic skills information to determine their functioning level.

Per CSNF policy, basic skill deficient is defined as “a youth or adult individual that has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.”

To make this determination staff will take into account the youth’s latest TABE, CASAS, or Pert scores. Scores must indicate the youth is functioning at less than an eighth-grade level. If standardized test scores are not available or accessible, staff

will work with other providers the youth may be working with to determine if there have been other assessments undertaken that may determine if the youth is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the family, or in society. Other assessments may include Florida Ready to Work in addition to the battery of background questions included in the individual profile within the data management system and therefore become evident by self-disclosed, observation, or discovered through initial assessment. Additionally, assessments may include a mental health evaluation to determine learning disabilities, or medical diagnosis of brain or spinal trauma(s), for example.

As basic skills deficient, the youth's plan must reflect a goal to overcome this barrier. Together with the CDS, the youth will determine steps to take and supports needed for success.

(d) Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).

“A youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society” is defined as a youth who:

- does not meet a 8th grade level in Language and/or Reading on the TABE, regardless of their first/primary language,
- has a non-standard high school diploma, or
- has experienced an accident resulting in diminished cognitive ability.

(e.) Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).

Per CSNF policy, in order to be considered as “requiring additional assistance to complete an education program or to secure or hold employment, a WIOA Youth should fall within at least one of the following categories:

- Is at risk of dropping out of high school due to grades/credits/attendance/not passing proficiency exam or has had an out-of-school suspension or expulsion from school (for In-School Youth only);
- Has a court/agency referral mandating school attendance (for In-School Youth only);
- Is attending an alternative school/education program or has been enrolled in an alternative school within the past 12 months (for In-School Youth only);
- Is or was a Ward of the State;
- Has been referred to or treated by an agency for substance abuse or psychological problems;
- Has been a victim of domestic abuse or violence;
- Has a currently incarcerated parent(s);
- Has neither the work experience nor the credentials required for an occupation in demand for which training is necessary and will be provided (for Out-of-School Youth only);
- Is pregnant or parenting;
- Is in the custody of/living with a family member other than biological parents;
- Has been fired from a job within the 6 months prior to receiving WIOA services (for Out-of-School Youth only); or
- Has never had a full-time job (30+ hours per week) for more than 13 consecutive weeks (for

Out-of-School Youth only).

(5) Self-Sufficiency Definition: Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Describe the definition of “self-sufficiency” used by your local area for:

(a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and

Self-sufficiency (WIOA employed Adult)—having income equal to or exceeding 250% of the average hourly wage (annualized) for the LWDA. All Adult employed workers must earn less than this amount to be considered for training. This may be through individual (ITA) request or employer request (CEWT or OJT).

Self-sufficiency (WIOA unemployed at participation)—Adjusted Lower Living Standard Income Level (LLSIL) currently in effect for the Area. To be considered self-sufficient, individuals should be placed into a position at this wage rate. This is also the WIOA self-sufficiency rate.

Self-sufficiency (WIOA underemployed at participation)—for underemployed workers, self-sufficiency is defined as greater than the State’s average wage. Wages should be considered on a weekly or monthly basis, not just per hour. To be eligible for an individual (ITA) through WIOA, an employed worker requesting career and training services must earn less than this amount. Underemployed individuals do not need an employer statement to support training.

(b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).

Self-sufficiency (WIOA Dislocated Worker)—having income 90% or above the wage at dislocation. All Dislocated Workers who are working “income maintenance” jobs (a job with lower rate of pay than the job or dislocation) should not exceed earnings of this percent of their dislocation wage in order to be considered for training. Example: If a person earned \$50,000 at dislocation, and are now making \$42,000, they may be considered to not be self-sufficient because their current wage is not at least 90% of their wage at dislocation.

(c) If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of “self-sufficiency” used for those programs as well. NOTE: If the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area’s self-sufficiency standard.

Other self-sufficiency definitions, per policy:

Self-sufficiency (WTP)—having income at or above 200% of the Federal Poverty Rate currently in effect.

Rationale for self-sufficiency definitions:

These broader definitions allow CSNF to provide intensive and training services to individuals undergoing career development, including those

who want to upskill or change careers. These expanded definitions also allow employers to move their current labor force from self-sufficient to family-sufficient which in turn leads to increased employment retention.

(6) Supportive Services and Needs-Related Payments: Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local area must align with the supportive services outlined in [CareerSource Florida Administrative Policy 109 – Supportive Services and Needs-Related Payments](#).

The support service limit for each participant is set annually based on approved budget. The Program Manager may authorize a case-by-case increase of the limit by \$500 if the additional support services allocation would significantly benefit the participant's ability to continue and/or complete the program or benefit the participant in job retention or wage progression. Additionally, the Executive Director may authorize additional expenditure to exceed \$1,000 of stated limit in the event of times of emergency, disaster, or extreme hardship.

Training related expenses for WIOA eligible Adults, Dislocated Worker, or Youth that may be covered by an Individual Training Accounts (ITA) does not count against the support services limit for each registered participant. ITA related training expenses may include but are not limited to assistance with the purchase of tools required for a specific course, fees required by the training provider, books and supplies, and testing and licensing fees such as NCLEX and DOH.

Support Services are limited to services and items to assist the participant in overcoming barriers and must be stated in their IEP. The following list provides examples of support services and is not intended to be an exhaustive or exclusive list of allowable services:

- Assistance with local transportation costs/gas mileage reimbursement;
- Assistance with uniforms or other appropriate work or training attire, and other work or training related costs;
- Assistance with work and training related licenses and permits;
- Assistance with accommodations for disabilities for employment purposes;
- Assistance with educational testing and accommodations;
- Assistance with job search; and
- Others may be considered on a case-by-case basis.

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

Through CSNF's robust network of partners (both formal and informal), CSNF is best able to serve customers with disabilities through communication, co-case management, and process design.

Physical Design: The local area facilities and equipment are designed for ease of access with offices and career centers on first floors. All entries into buildings are on street level with ramps. The mobile unit is equipped with handicap access entries and staff is trained in its use. All CSNF workstations are equipped to assist individuals who are hearing or vision impaired and staff is trained on its use.

Staff Awareness: At least once a year, CSNF staff is trained or retrained to keep up to date

on methods and principles of serving individuals with special needs. In addition, once each quarter, CSNF requires all staff to attend a training workshop on various topics, which may include serving the special needs population.

Technology Access: CSNF has a referral process through Crosswalk which is used by partners to refer their customers to CSNF services. Program orientations are also online which provide continual access through an accommodating platform.

Access via technology is available 24/7. During normal business hours staff is on-site to assist customers, on-site or virtually. Web-based services include applications for programs and feedback instruments that customers are able to complete and submit without printing.

Prior to new processes being created or implemented, leadership staff takes into consideration the design element for all customer groups, typically piloting new initiatives to fully-understand total impact and evaluate prior to full implementation. This practice ensures time for feedback and process adjustments.

(8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs: Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(c) and 20 CFR 679.560(b)(3)(iv)).

In the career centers unemployment insurance services are mostly linked to Wagner-Peyser programing as claimants are simultaneously enrolled into Employ Florida when they complete their UI application. Claimants have access to information on all programs offered in the Career Center including all programs offered by our partners. Essentially, claimants are provided intensive Wagner-Peyser services once their needs are assessed which may intertwine with RESEA services if the claimant engages in those services. Through the CSNF Career Center services the main goal is rapid reemployment for the claimant.

The One-Stop delivery system plays a part in moving people from UI to employment. UI helps to fund the public workforce system which is the key to building a talent pipeline for industry, which funds UI programs. CSNF tightens these links by engaging businesses and other stakeholders to ensure policies and programs are delivered locally through the One-Stop system to address their needs.

Partners and programs in the One-Stop system support recipients of UI by referral to overcome barriers that may exist and setting them on a path to reemployment. Partners and programs support payers of UI by providing support to recipients to assist them in retooling before or after a layoff event, or to prevent a layoff event. Additionally, employers benefit from paying into UI by using the infrastructure and various funding streams within the network for develop its current and future human resource needs.

The linkage between the local career centers and the unemployment insurance program is further linked due to the lack of other resources for unemployed individuals to find help. CSNF's Career Centers provide infrastructure for recipients to claim their benefits, but additionally RESEA one-on-one sessions provide these job seekers with assessment analysis and information to assist them in quickly returning to their career path. Staff base guidance on the intelligence provided by the CSNF Business Development Unit.

(9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB's

strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

All Veterans and covered persons receive priority of service at CSNF. Upon entering the door, every customer is asked if they or their spouse has ever served in the US Military. If the answer is yes, the customer is provided an assessment to determine if they may qualify for veteran services, based on SBE criteria.

However, it is the mantra of CSNF that all staff are veteran staff and all staff will assist any veteran at any time. Staff are well versed in veteran-specific barriers and veteran specific needs. This ensures IEP's address the special circumstances related to the veteran and veteran's family members.

(10) Entities Carrying Out Core Programs and Combined State Plan Partner Programs:

Describe how the LWDB works with entities carrying out core and combined state plan partner programs to:

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; (20 CFR 679.560(b)(2)(i))
- (b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; (20 CFR 679.560(b)(2)(ii) and
- (c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii), to include credentials contained on Florida's Master Credentials List.

A hub and spoke model with CSNF at the center, the workforce development system in the Area, serves an entirely rural, though vibrant community. And although at the center, CSNF serves in various facets depending on situational circumstances:

- Convener. CSNF brings together willing partners and stakeholders to develop strategies that will lead to innovative initiatives and common-sense solutions.
- Leader. CSNF is often seen as the flag-bearer for knowledge, performance, and initiative for the Area. CSNF continues to refine its collective skill set to best serve and benefit North Florida.
- Implementer. Regardless of lead, CSNF plays an integral role in providing services and carrying out special initiatives in the region. This ranges from mandated federal grants to other shorter-term services with more targeted outcomes.
- Participant. In some instances, CSNF may serve a single function around a broader initiative or project. CSNF may participate as a provider of knowledge, data, or systems to support partners or other system stakeholders.

Within each core program offered through CSNF, service design is consistent with assessment of the job seeker, plan development with the job seeker, and implementation of the plan. It is through this process where the needs of the job seeker are discovered and, further, their need for partner services. Common linkages between CSNF programs and partner programs are listed below, however this is not all inclusive:

- WIOA Youth programming is substantially dependent on providers of Adult Education.

- SNAP job seekers have found additional services from Vocational Rehabilitation helpful in achieving their goals.
- Wagner-Peyser and RESEA services are often supplemented by C-SEP to better assist older workers develop purposefully.
- TANF and SNAP recipients find sustaining services through CSBG providers.
- WIOA coordinates with CSBG providers as well to extend services where WIOA may not be an immediate option.

CSNF works with partner providers of workforce and support services to ensure mutual customers' plans are aligned and shared when possible and payment for services/training/transportation/support are coordinated with staff in these agencies to ensure there is no duplication of services and funding.

In addition, each individual being considered for enrollment in training programs funded by WIOA are led through an assessment and exploration process to facilitate the best decision by the job seeker. Training decisions are impacted by consideration of factors like:

- Is it the right path at this time for the individual?
- Will it deliver quality results?
- Is staff adequately trained to guide the process?
- Are there adequate resources to support the plan through to the end?

Since the inception of WIOA, partners were given a referral form they may send to CSNF (more recently this is done through Crosswalk) but are also well versed in the application process for WIOA services, however, CSNF provides accommodations or assistance in the application process. CSNF trains partner service agencies on program services and procedures so they can better refer and reinforce next steps. CSNF staff working in other programs within the Career Center are also trained on how to refer someone to WIOA services.

Staff from these coordinating agencies and programs are included in the enrollment and planning stages of a job seekers' tenure in WIOA. This allows for more coordination and more access for all job seekers. Bringing together partner programs/agencies helps get information into the hands of the job seekers who need the services the most, including those with disabilities. Once enrolled in WIOA (Adult, Dislocated, or Youth), the job seeker's plan will include steps to overcome barriers in coordination with the referring agency/program and steps leading to high-skilled or high-wage occupations whenever possible within career pathways which they may not have had access to otherwise.

CSNF delivers services closely with local training providers Big Bend Technical College, North Florida College, and RiverOak Technical College. These providers are necessary to carrying out industry strategies and each plays a unique, but vital, role in the workforce development process for the region. CSNF engages with these providers on any number of levels:

Education and Industry Consortium (Competitiveness Talent Council): This council provides a platform for industry partners to voice their needs to education partners. Specifically together, they consider impacts of the innerworkings of CSNF, gaps in skills, and other impacts on the labor market to develop and recommend solutions.

Business and School Advisory Boards: Meeting schedules depend on the school and program schedule, but includes meeting with other business leaders, training partners, economic development leaders, and legislative representation to discuss, evaluate, and plan for meeting business needs with skilled workers. CSNF is active on these committees at Big Bend Technical College, North Florida College, and RiverOak Technical College.

Career Pathways Consortium: Representation from all five local school districts including postsecondary providers, all recipients of Carl Perkins funding. This consortium reviews and approves articulation agreements between the secondary and post-secondary programs. It also provides a forum for assessing need and promoting solutions for skills development. CSNF receives a copy of all grant submittals in this regard and is available for consultation regarding the development of new programs. CSNF collaborates with these partners to ensure the certifications offered are in-demand by industry partners.

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

- (a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; (20 CFR 679.560(b)(3(i)) and
- (b) Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3(ii))
- (c) Utilize community-based information related to educational programs and industry needs contained in the quarterly reports submitted to the LWDB by the local area's education and industry consortium. (CareerSource Florida Strategic Policy 2023.09.19.A.2)

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, [U.S. Chamber of Commerce Foundations' Talent Pipeline Management](#), utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

Personal contact is made by Business Development Managers (BDM) with employers in all industries and of all sizes located in the area, however intensive activities are focused in identified sectors. The BDM assesses the needs of the organization and develops a plan of service in some combination of Recruitment, Retention, Research, or Retraining services.

Through the network of partners and stakeholders previously described, honest and straightforward dialogue is on-going to assess and evaluate the needs of business. Business Development staff meets with employers and industry representatives to assess their needs which, in turn, lead to the development of a service strategy. CSNF engages partner agencies to share the assessment findings and plan for service. CSNF also engages training partners to look at training program design and content as well as addressing a need to develop new programs or discontinue others.

CSNF firmly believes in upskilling and continuous learning opportunities for employed workers, and as such makes available training opportunities to employer-partners. Through local and state training grants, CSNF creates a clear path for growing a diversified labor force responsive to the needs of industry.

CSNF leadership is engaged and involved with economic development projects throughout the area. Economic Developers are engaged in CSNF's sector strategy conversations and provide BR&E information to staff for action. CSNF provides research and training information to EDO's with which to respond to leads. There is an Economic Developer on the CSNF Board and the CSNF Executive Director is active on local and regional development councils.

CSNF is members of each local Chamber of Commerce and also participate in industry and labor discussions with unions, manufacturing groups, and apprenticeship sponsors to ensure all voices are heard and considered in service design and delivery.

CSNF participates in the Perkins CLNA process with all providers. CSNF provides data and also input from statewide sources like the Florida Chamber. Through community input backed with objective data, work is coordinated to address needs like soft skills, more diversified programming, and even outreach to stakeholders, underrepresented populations, and partners.

Through these means of day-to-day employer interactions by CSNF's Business Development Unit and engagement with Economic Development practitioners and other business groups, CSNF is able to ascertain industry insights to develop strategies and also balance published labor market predictions to clearly understand the local labor picture and how to refine a more relevant and responsive system.

CSNF is presented with the Education and Industry Consortium Quarterly Reports each quarter during their meetings. The Board may use these quarterly reports to develop strategies to address the specific needs outlined in the reports as guideposts to better assess service gaps among providers of workforce services. To date, the Consortium reports have not contributed to policy change however, it is likely for initiatives to be created in the future through this process.

(12) Enhancing Apprenticeships: Describe how the LWDB enhances the use of registered apprenticeships to support the local economy and comply with [CareerSource Florida Strategic Policy 2019.02.13.A.1 – Registered Apprenticeship Strategic Policy](#). Describe how the LWDB and apprenticeship navigators work with industry representatives, education partners, and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners.

Describe strategies and operations that promote and support statewide apprenticeship goals that include, but are not limited to:

- (a) Increasing total number of new apprentices and pre-apprentices per year
- (b) Increasing total number of registered apprenticeship programs and program occupations
- (c) Increasing total number of registered pre-apprenticeship programs
- (d) Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.
- (e) Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.

When a job seeker is open to training (or retraining), CSNF presents Apprenticeships as an option. While there is only one RAP in the CSNF area at the time of plan writing, programs in neighboring areas are also promoted. Training-seekers are referred to the Apprenticeship listing on the DOE website and made aware of this training avenue and its value. CSNF staff can share a number of

online resources with job seekers to help answer all their questions regarding the advantages of apprenticeship. CSNF also promotes Apprenticeships through outreach content and collateral. CSNF may use funding to assist a trainee or business in this endeavor. Job seekers are made aware CSNF can assist in their pursuit of being an apprentice by way of ITA or support services, through WIOA funds.

To date, CSNF has worked with multiple organizations to grow apprenticeships in the region. By the end of PY 2024-25, CSNF's goal is to increase by three registrations (or local implementations of already registered programs). CSNF actively seeks out local employers and other organizations to establish Registered Apprenticeships through Florida Department of Education. CSNF has entered into conversations regarding expanding opportunities with employers, including manufacturers and even law enforcement agencies. CSNF trains all Business Development staff as Apprenticeship Navigators so they can help companies by educating them on the benefits of registering their program and also facilitating the meeting and exchange of information with DOE's local ATR. CSNF also, through its training grants, can provide employers with reimbursement of the costs of training whether it be for time on the job or time in the classroom.

CSNF works with partners and employers to develop pre-apprenticeship offerings in the local area. This includes training providers, K12, correctional facilities, and others who can provide baseline industry training that can feed directly into an apprenticeship program.

A testament to its commitment to Apprenticeships, CSNF sponsored and registered its own Apprenticeship for the Career Development tiered positions. As an offshoot of this process, CSNF is gaining vital organizational knowledge but also process knowledge so it is able to advise and consult with other organizations wishing to do the same. Because of this sponsorship, CSNF has developed close ties with DOE Apprenticeship staff and work well with them to answer employer questions in real time.

CSNF leverages partnerships across the region to engage employers and educational institutions expanding in emerging industries within the region. Between Chambers of Commerce and Economic Development organizations, CSNF builds partnerships with businesses in new and emerging sectors which in turn creates opportunities to provide in-demand services for talent development in those industries.

DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

(a) Describe how WIOA core partners and combined state plan partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.

The One-Stop service delivery is comprised of the partnerships between CSNF and

- Vocational Rehabilitation,
- Adult Education (each county's school district),
- SC-SEP (provided locally through NCBA),
- State College (locally through North Florida College),
- Technical Colleges (locally through RiverOak and Big Bend),

- Division of Blind Services, and
- Community Service Block Grant (provided locally through SREC).

These partners contribute staff, travel, training, technology, and other support as needed to provide a stellar One-Stop for the job seekers in North Florida. CSNF has only one Comprehensive Center but partners provide service throughout the CSNF-Network footprint.

Partners will be able to review this plan and contribute to subsequent strategic planning at the local and regional levels. Partners meet quarterly to work through the plan and ensure all provisions of the MOUs are undertaken. They also provide input and brainstorm for problem solving and efficiencies.

Further description is provided throughout this plan.

(b) Identify any optional/additional partners included in the local one-stop delivery system and how their inclusion in the local system achieves state and local strategies, operations and performance outcomes.

CSNF does not have formal MOUs with these partners for one-stop services, CSNF works closely with them to be sure both the job seeker customer and the employer customer receive the best outcomes:

- Department of Corrections (Community Control/Probation and Parole)—through referral, job seekers receive coordinated services at CSNF to help achieve their employment goals. This helps facilitate a coordinated and seamless re-entry for justice-involved individuals. CSNF also works with DOC staff to introduce second-chance employers.
- Early Learning Coalitions (of the Big Bend and of Florida's Gateway)—coordinating with CSNF's Welfare Transition, Youth, and WIOA services, these agencies provide assistance to parents through childcare subsidies so they can go to training and participate in other work activities. Without these services, many parents would not be able to jump the fiscal cliff to family-sufficient employment.

(2) Customer Access: Describe actions taken by the LWDB to fully implement [CareerSource Florida Strategic Policy 2021.09.15.A.1 – Availability of Services to Floridians](#) and promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.

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

The local area provides an ADA-compliant environment, with access to accommodations for both hearing and vision-impaired customers. The buildings are evaluated by the One-Stop Operator and FloridaCommerce. All partners must comply with the standards set for the CSNF Comprehensive Career Center in order to promote their services, events, and use space made available to them by CSNF. Any associate or partner site where staff meet with job seekers must also be in compliance. CSNF's website complies with the latest regulations, as does its printed materials. Most CSNF services can be accessed remotely, via an internet-enabled device or telephone. While the CSNF

area does not contain an ILC, staff communicates with the designated ILC's for the area to review benefit information and other safety net programs. Partners and other agencies provide training to staff on working with customers with additional needed supports and accommodations. CSNF also teaches the customer to self-advocate if they do not feel staff are understanding their needs or limitations.

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

CSNF incorporates universal design from multiple perspectives. Stated earlier in this plan, the local area facilities and equipment are designed for ease of access with offices and career centers on first floors. All entries into buildings are on street level with inclines. The mobile unit is equipped with handicap access entries and staff are trained in its use. All CSNF workstations are equipped to assist individuals who are hearing or vision impaired and staff are trained on its use.

CSNF has a referral process within Crosswalk used by partners to give access to their customers for our services. Those without Crosswalk access may reach out directly to CSNF or use a paper form for referral. Program orientations are also online which provide continual access through an accommodating platform.

Prior to new processes being created or implemented, leadership staff takes into consideration the design element for all customer groups, typically piloting new initiatives to fully-understand total impact and evaluate prior to full implementation. This practice ensures time for feedback and process adjustments.

At least once a year, CSNF staff are trained or retrained to keep up to date on methods and principles of serving individuals with special needs. In addition, once each quarter, CSNF requires all staff to attend a training workshop on various topics, which may include serving the special needs population.

Most important is accessibility. Access via technology is available 24/7. During normal business hours staff are on-site to assist customers but may also engage via chat or email during this time. Web-based services include applications for programs and feedback instruments that customers are able to complete and submit without printing.

(c) Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B) and 20 CFR 560 (b)(5)(ii)).

CSNF has a supported website which serves customers perpetually. This includes online orientations, program applications, forms, and other helpful information. To serve communities in our area outside a 30-mile radius of the Comprehensive Center, there is a satellite center in Live Oak, and affiliate/partner sites in Hamilton, Lafayette, and Taylor Counties. Additionally, the mobile unit is used to outreach to far outlying areas where individuals have difficulty transporting to another site. This practice could expand to other counties/towns as sites are vetted and determined appropriate.

Additionally, staff have become proficient in holding virtual appointments and serving customers over the phone, through email, and even text messages. In providing this flexibility for customers also provides more opportunity for successful outcomes.

(3) Integration of Services: Describe how one-stop career centers implemented and

transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop career center partners (WIOA §108(b)(21)).

All services are integrated through the use of a case management and service tracking systems. All customers are provided personal account information, and staff have privileges in these systems on a need-to-know basis. When partners outside the LWDB need information pertaining to a customer's activities, a Release of Information is acknowledged by the customer so open communication and co-case management can occur. Staff also co-manage job seekers via Teams, email or face-to-face. Co-management begins with initiating agency assessing and determining the needs of the job seeker. Partner agencies staff are versed in services provided by CSNF and vice-versa, so quality hand-offs are made and the job seekers seamlessly receive services.

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

The LWDB follows its procurement procedures provided in its Administrative Plan and complies with WIOA requirements in order to secure the most cost-effective fiscal arrangement and the highest performance expectations possible.

The Executive Committee, as necessary, serves as the finance/procurement committee. As such, they develop and approve any RFP's, review responses, and make recommendations to the full Board for next steps.

- (5) Service Provider Continuous Improvement:** Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

By way of Quality Control, CSNF has implemented an intense program of monitoring and oversight of reporting for programs under the administration of CSNF. Since implementation, CSNF has experienced significantly improved external monitoring. CSNF has also tiered staff and cross-trained them in the various programs so any one staff member can serve any job seeker, regardless of job seeker program eligibility. This model provides opportunity for additional resources and opportunities to serve customers as well as more knowledgeable staff to better serve each job seeker.

CSNF uses a modified version of the state-issued monitoring tool, but also monitors local items of emphasis to ensure continuous improvements. In more recent years, leadership staff have involved front-line staff in developing corrective action plans and strategic conversations to ensure all angles and perspectives are considered. Additionally, the One-Stop Operator provides quarterly customer service survey results and reports which assist in making modifications to the career center processes.

COORDINATION OF SERVICES

- (1) Coordination of Programs/Partners:** Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers. 20 CFR 679.560.

CSNF has co-located partners in the Comprehensive One-Stop Career Center and CSNF has restructured its facility to enable partners to be available for collaborative efforts when assisting job seekers. Using Crosswalk (an online referral system), partners can send referrals to CSNF or receive referrals from CSNF to assist job seekers when needs are discovered or need for more help is made known. All partners are aware we serve common customers, and the communication lines remain open among them all. The primary focus of communication is coordination of services to ensure holistic, yet non-duplicative services. To this end, the One-Stop Operator convenes a partnership meeting each quarter. Adult Education/Literacy and Vocational Rehabilitation are also represented on the local Board of Directors. VR, C-SEP, and other partners participate regularly in the Comprehensive One-Stop.

CSNF obtains a Release of Information from program participants and referred customers so we can better serve shared customers in a “co-case management” model. Case managers and teachers from partner agencies interact on a regular basis regarding mutual customers which helps reduce duplication of services.

TANF services are administered by CSNF which not only include work activity oversight, but also preventative services for at-risk youth, as there are typically gaps in workforce-related services to that population through WIOA and other partner services.

Adult Education is offered in each county of the region. Classes are held three times a week at the Comprehensive One-Stop, additionally CSNF services (Wagner-Peyser, WIOA) are offered to Adult Education students in each county.

CSNF also offers coordinated training so staff is well-acquainted with partner agencies, their staff, and services. This occurs essentially once per quarter during CSNF 5th-Friday Training sessions with all staff.

- (2) Coordination with Economic Development Activities:** Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

Local area staff and Board members participate in economic development work, providing workforce data, serving as team members when prospective companies are working through the processes of due diligence as they consider moving or expanding to our area.

CSNF knows it is important to be at the table for discussions of ways to make jobs projects compatible with the local area. EDO's also participate in discussions around training needs and sector strategies. Economic Development is also represented on the Board of Directors, as well as The Workforce Alliance, multi-state initiative.

For those companies who need training on business start-up, plans, and financing for their businesses, they work with our Business Development Unit, training providers, and other partners like the SBA or SBDC.

In addition, CSNF staff is engaged in IEDC training with plans to earn the CEcD certification. This will

further integrate CSNF with its Economic Development partners throughout the region and state. Local staff also serves on the Board of Directors for the North Florida Economic Development Partnership (NFEDP), the regional organization serving the 14-county North Central Florida Rural Area of Opportunity (RAO).

- (3) Coordination with Rapid Response:** Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7)). The description must include how the LWDB implements the requirements [in CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System](#) and [CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration](#).

CareerSource North Florida is a vital part of the business community in the 6-counties (and the broader region) it serves. As such, CSNF stands ready to respond to the needs of the business and workers effected by a significant downturn of local business operations. Through rapid response services, CSNF is able to advise the employer on best practices and help ensure the needs of the worker are addressed and held paramount in the process.

CSNF's Rapid Response plan begins with Assessment of the event which allows CSNF staff to determine:

- Stage of the event. Locally defined stages include early warning, aversion/planning, pending WARN, WARN issuance, and no prior notice.
- Program involvement. The RRC will determine which programs are effected and should be involved in the response (WIOA, TAA, Veterans, etc.). In the event TAA standards are met, the TAA coordinator may be the first to respond instead of the RRC or BDM.
- Rapid Response Team members. Based on the assessment of programs, the RRC will name team members for the event.
- Resources and Services available. With the RRT, the RRC will consider the number of effected workers and determine the services needed and resources available for response.

Once a stage has been established, the Rapid Response plan then moves into a planning phase. The plan will be developed with and shared with the employer to ensure buy-in and relevance.

The final stage of the RRP is implementation which is monitored by the RRC and BDM. Depending on the stage, size, and scope of the plan, all staff members will be apprised of the plan and their role in implementation.

CSNF follows the Strategic and Administrative Policies in the following ways:

(a) Strategic planning, business intelligence data gathering, and analysis designed to predict, prepare for, and mitigate layoff events.

To accomplish this, CSNF staff gather data from a number of sources, including JobsEQ, Econovue, and Florida Insights on a monthly basis. This data is shared with the leadership team and the business development staff to further trend and analyze. Additionally, staff set alerts for key employer and industries so emerging stories and corporate matters are watched and responded to should there be cause for concern.

Employer plans vary, from a simple on-site visit for observation and an offer of services, up to and including a plan for layoff services. The business development manager will assess the stage of the concern and determine the appropriate response.

(b) Strategies designed to maintain effective business engagement with companies of all sizes and industries within the community.

CareerSource North Florida offers a variety of no cost services to the employer community. Services are offered through Business Development Managers who serve as the main point of contact for employers. Similar to job seeker services, employer needs are assessed, a plan of service is developed, and the BDM works with the business to implement the plan.

BDM's are monitored and measured for success based on not only the number and variety of employers touched, but also the level of services offered.

(c) Outreach and education regarding the provision of comprehensive, employer-based Layoff Aversion services to include Short-Time Compensation, federal emergency grant 2 and loan programs, local and community assistance programs, and incumbent worker training to avert layoffs and facilitate connections to other support services.

CSNF over the past year has been a part of Florida's Rapid Response professional development network. This has been an essential learning tool for BDM and supervisory staff to understand the options available to struggling businesses. These services are included in regular BDM on-boarding training but are also reframed and retrained annually with BDM and supervisory staff. BDM staff are competent to discuss these services with employers.

(d) Establishing early warning systems to identify businesses that may be at risk of closing, so that immediate support may be provided to avoid layoffs. Establishing local points of contact within the early warning system network to communicate and be accountable for Rapid Response services.

In addition to items stated in (a) above which provides data and narrative intelligence, CSNF is constantly receiving feedback from employers, job seekers and workers, and the community and community officials in order to take in valuable information that may trigger further or more intensive services with an employer or group of employers. This information comes to the Executive Director for strategic implementation planning and to ensure the proper actions are carried out in compliance with the Administrative Policy, should certain standards be met. The Executive Director is the Rapid Response Coordinator for the Region and oversees all response activities, however it is only a few needs that are initially found at this level. It is through the day to day work of the BDM's with the businesses and the community at large the information surfaces and needs are identified.

(e) Defining quantitative outcomes sought including but not limited to return on investment, employees retained or positions filled, business market penetration, and number of established partnerships.

CSNF has a defined matrix and report for large scale Rapid Response projects which tracks all the items listed to ensure proper use and accountability of funds. Weekly, CSNF also tracks Business Development Services to determine proportionate use of time and resources.

CSNF has not yet had the occasion to utilize the modules in EF to track a Rapid Response incident, however, upon review it appears to be an excellent source of managing the event, including the inputs and outcomes.

(f) Defining service level standards and response times when notified of pending layoffs.

In most cases, CSNF has been notified of a WARN prior to issuance, which further reiterates the relationships developed with the communities we serve. This is always preferred as CSNF is able to get a "jump start" on services and ensure the Rapid Response Team is assembled and ready.

In the case of WARN being issued and subsequently CSNF is notified, The Executive Director will immediately within the hour, reach out to the effected employer and establish a time for a planning meeting to include the BDM and other RRT members depending on the circumstances surrounding the event. Once CSNF is made aware of the WARN, the timeframe for response is entirely in the hands of the employer as CSNF immediately shifts priorities to be available to be "all hands-on deck."

CSNF responds similarly even to those instances where the event does not necessitate a WARN.

(4) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §108(b)(4)(A)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy. Describe how:

The table below contains the industries of continuing focus in the local area. North Florida is an industry-diverse part of the state which is reflected in our grouping of targeted sectors:

Industry	NAICS CODE	Priority*	Fastest-Growing	Most New Jobs	TWA	NFEDP
Manufacturing	31, 32, and 33	1	*	*	*	*
Transportation, Warehousing, and Logistics	48, 49	1	*	*	*	*
Healthcare	62	1	*	*	*	*
Retail and Wholesale Trade	42, 44, and 45	2	*	*		
Leisure and Hospitality	70, 71, and 72	2	*	*		*
Mining, Utilities, and Construction	21, 22, and 23	2	*	*		
Other Services	52, 53, 54, and 56	3	*	*		*
Agriculture, including Logging and Timber	11	3		*		*
Public Administration/Public Safety	92	3		*		

*Prioritization helps define how the LWDB will invest WIOA funds in training for specific industry jobs. Investment of training funds includes on-the-job and customized training agreements with employers, as well as Individual Training Agreements.

Due to the continuing exodus of the Boomers in addition to “full-employment” within the labor market, the LWDB must focus on skills training and upgrades to fill vacancies with new talent, or back-fill entry level vacancies due to “churning.” CSNF is working with all of these industries through a continuous process of discussing, examining, and planning how to answer the needs of business in the LWDA. The local strategy includes, but certainly will not be limited to, roundtable meetings, engaging businesses, training, economic development, legislative, and other partners with CareerSource that are led by business needs.

Priorities will grow and shift over time, even as the sectors will change from time to time. The LWDB, with its partners, will adjust and shift with the needs of business, and continue to be the convener of conversations, planning and actions to meet the talent needs of the area.

Above, mutual industries of focus for The Workforce Alliance as outlined in its Summer 2019 Strategic Action Plan, and the North Florida Economic Development Partnership (NFEDP) as outlined in its Regional Workforce Study & Economic Development Strategic Plan, are notated to indicate industry alignment with partner organizations.

(a) Selected industries or sectors are driven by high-quality data (cite data source used);

CSNF uses current and projected data provided by FloridaCommerce’s Bureau of Labor Market Statistics’ data as well as Chmura Economics’ Jobs EQ to develop Targeted Sectors list.

Additionally, CSNF uses first-hand intelligence, garnered from on-site visits or job openings in EF, to expand upon the data gathered in order to adequately build a list of targeted-industries for sector-strategy service delivery.

(b) Sector strategies are founded on a shared, regional vision;

As CSNF is nestled within the 9-Area region of The Workforce Alliance, and the 14-county region of the North Florida Economic Development Partnership, it is vitally important to incorporate the sectors and strategies of the work groups into CSNF's Vision and goals for the future to the extent possible. This is due to growing commuting radiuses and greater capacity for telecommuting.

(c) The local area ensures that sector strategies are directed by industry;

See above. In addition, CSNF incorporates the feedback from and intelligence derived from surveys, conversations, meetings, etc. to refine and modify processes to best serve industry.

(d) The local area ensures that sector strategies are aimed at strategic alignment of service delivery systems;

CSNF leadership staff assess and develop strategies to ensure targeted industries are served and to track progress on implementation of strategies. In this way, leadership staff are a resource to partners and staff. CSNF leadership staff set a baseline in 2018 of performance measures it felt associated with sector strategies. Annual review, data gathering, and planning show where progress is occurring and strategies are developed to address any shortcomings.

Staff meet, case manage, and engage in professional development with their co-workers in these groups. These groups also assist in the customer experience design for job seekers by providing input on assessment, activities, training, pathways, and industry information to pass on to the job seeker.

(e) The local area transforms services delivered to job seekers/workers and employers through sector strategies; and

CSNF has moved from a program-alignment of services to sector-alignment. In this model, within the comprehensive and satellite One-Stop Career Center, services are provided based on knowledge of sectors, not programs. Staff are trained in each program administered by CSNF but specialize in a particular sector grouping and CareerSource North Florida deliver services based on the sector the job seeker or employer identifies most with.

The developed strategies are fundamental to service delivery at CSNF. Each staff member is assigned to an industry grouping which allows them to have a sector (or multi-sector) specialty. In addition, remote services and events are designed and marketed based on the industry of focus. ITA's, as well as employer training grants, are prioritized based on sector.

CSNF works with employers within the prominent industries to develop recruiting and service delivery models to engage workers who are likely to work in those sectors and those workers those sectors want to recruit into their industry who have been under-utilized or marginalized in the industry. CSNF will engage partners in this process.

- (f) The sector strategies are measured, improved and sustained.

CSNF measures performance based on placements within industries, increased wages in the industries, and retention and career development within the industries. Baseline data has been identified and improvement monitored annually. This data is used to prioritize existing sectors and reveal emerging sectors.

CSNF is in a continual improvement model of service. CSNF solicits feedback from job seekers and employers, as well as partners and staff, through formal and informal means. Using this information, CSNF's iterative process highlights best practices and gaps to fill. As a small Board with limited staff, CSNF has an advantage in quickly implementing needed change.

In order to sustain the strategies, CSNF provides professional development for staff ongoing and ensures policies and procedures address internal processes in light of a key sector approach. CSNF continues to cultivate relationships in the industries and formalize the avenues of communication to ensure the latest information is relayed to CSNF about occurrences and needs of the industry.

- (5) Coordination with Relevant Secondary and Postsecondary Education:** Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities (including activities related to the Credentials Review Committee, as appropriate) to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

CSNF works collaboratively with local training providers, including the school districts, to assure communication with all partners regarding training resources and needs. Postsecondary education partners are part of business services and economic development groups, and regularly seek input when they consider starting new training programs.

CSNF provides workforce projection data, feedback from employers, and any other information helpful to meet mutual goals. Additionally, when obtained, partner schools share input they have collected from employers with CSNF.

Through WIOA (Adult, Dislocated, and Youth), CSNF is able to provide funding for eligible students to complete occupational skills programs with post-secondary providers. CSNF also supports students with wrap around services and referrals. Career Development Specialists provide foundational skills training for all students.

CSNF works closely with local training providers, including the school districts through the North Florida Career Pathways Consortium, to assure communication with all partners (front-line and administrative staff) regarding training resources and needs. This communication ensures there is no duplication of services.

- (6) Coordination of Transportation and Other Supportive Services:** Describe how the LWDB coordinates WIOA Title I workforce investment activities with the provision of transportation assistance, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11) and 20 CFR 679.560(b)(10)).

____ CSNF maintains open communications with transportation providers as well as providers and vendors

for support services needed for successful completion of goals. Staff also sit on the Transportation Disadvantage Coordination Boards throughout the Area.

The first option for transportation needs is the public transit service provided by Big Bend Transit, Suwannee Valley Transit, and Suwannee River Economic Council under the Transportation Disadvantaged Program or other programs those providers have available, depending on the eligibility of the customer. These agencies work with the CSNF Program and Business Development staff to develop solutions, including rideshare options, depending on the needs of the job seeker and employers.

CSNF also provides transportation related support services, reimbursing program participants for part of their transportation costs to complete activities required to fully-participate in programs. Other forms of Support Services provided may include uniforms or other work appropriate attire, tools, testing and licensing fees, and background check costs. Support Services requests are considered on a case-by-case basis but based on an annually updated menu of eligible supports and must relate directly to the employment goals set by the job seeker within their Individual Employment Plan (IEP). To the extent possible, CSNF coordinates support services with partners, as often partners can serve co-managed job seekers with the same or more extensive services. Support services provided by CSNF must assist the job seeker in program participation and/or barrier removal.

- (7) Coordination of Wagner-Peyser Services:** Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided in the local area through the one-stop delivery system (WIOA §108(b)(12) and 20 CFR 679.560(b)(11)).

The Local Area has an agreement with FloridaCommerce to provide oversight and supervision of Wagner-Peyser services and staff in the local One-Stop system. All services are provided by LWDA staff in cooperation with jointly-managed staff posted in the One-Stop Career Centers. The Wagner-Peyser program is monitored regularly along with all other programs operated in the local area. Career Center staff (State and LWDA) work hand-in-hand with all programs offered at CSNF and in conjunction with partners to develop individual employment strategies for job seekers in order to avoid duplication among programs and providers.

More specifically, all job seekers accessing CSNF for services are first considered as WP customers, as CSNF services are for persons seeking employment or training. Once enrolled in WP, the job seeker may access any of the other services offered by CSNF or One-Stop partners housed in the center. Through WP, an initial assessment is provided which gives staff the information it needs to make referrals to other programs and begins building the customer's plan of service during enrollment.

- (8) Coordination of Adult Education and Literacy:** Describe how the LWDB coordinates WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB carries out the review of local applications submitted under Title II WIOA § 108(b)(10), consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA § 232 (20 CFR 679.560(b)(12)).

It is the continuing practice of CSNF to participate in the career pathways consortium made-up of representatives of adult education and literacy services in addition to CTE coordinators in all five counties of the area. Most recently, the local board is coordinating with both Adult Education regions (3 & 4) outlined by DOE to engage in planning and coordinating services for the expanded regions. CSNF anticipates this process will draw more attention to local best practices like we have embarked

on with our partners. In addition, the local board has a presence on the School Advisory Committees for all three post-secondary training institutions and provides input for planning of program offerings which often includes discussions of coordinating with Adult Education programs.

The work of the local board with individual Adult Education programs ranges from referring high school dropouts to the programs and providing case management to providing workshops for Adult Education students and hosting on-going programs. Additionally, an Adult Education representative has a seat on the CSNF Board of Directors.

The local board receives copies of all Adult Education grant applications from the five-county service area and reviews them to ensure compliance with this WIOA plan. CSNF wants to ensure Adult Education is offered in every available capacity, with credible and capable administrators and instructors, in safe environments in which adults can learn. This includes those most underrepresented populations in the workforce, including those with disabilities, over 55, and with background concerns. CSNF encourages Spanish-speaking customers to take advantage of English and literacy classes where they may be available.

CSNF values industry training alongside adult education. CSNF will work closely with school districts and technical colleges to develop programs needed by industry so adult education graduates can move quickly into employment or post-secondary programming to supplement previously acquired training.

Currently, Madison County District Schools provide Adult Education at the Comprehensive One-Stop in the evenings. CSNF also is a Pearson-Vue testing location for the GED to provide more access within the rural region to this critical service.

(9) Reduction of Welfare Dependency: Describe how the LWDB coordinates workforce investment activities to reduce welfare dependency, particularly regarding how services are delivered to TANF/Welfare Transition and SNAP E&T participants, to help individuals become self-sufficient. This description must include:

- (a) How the CLIFF suite of tools is used to support the case management of participants, consistent with CareerSource Florida Strategic Policy 2023.06.07.A.5;
- (b) Information and data on activities related to initiatives in the local area that support the self-sufficiency of public benefit recipients (i.e., Hope Florida); and
- (c) Strategies and services used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620.

CSNF works through many of its programs and funding streams to address the goal of reducing welfare dependency.

TANF/SNAP. Once a referral is made from DCF, the customer completes WP registration and orientation and intake specific to the TANF and SNAP programs. CSNF quickly engages this population to assign them to activities commensurate with the employment plan developed by the participant in conjunction with staff. When not already obtained, CSNF provides a pathway for these participants to immediately enroll in an Adult Education program. If work experience is limited, then after being afforded training in foundational skills, the participant is referred to a worksite to demonstrate those skills. CSNF refers participants to Vocational Rehabilitation, Blind Services, CSBG, early learning coalitions, and other community agencies if the job seeker is found to need of those services.

CSNF provides workshops and resources to job seekers on job retention and career planning, and also works with job seekers to set short and long term goals, which includes training for in-demand occupations. CSNF has also implemented demonstration of the CLIFF Dashboard with our benefit-dependent populations in order to provide a broader visual representation of their path and planning.

Through TANF, CSNF also serves in-school, at-risk youth to prevent future dependency by building foundational skills and exposing them to career opportunities in targeted-industry sectors. This has been implemented through CSNF's Summer Youth Employment Program (SYEP) which builds year after year, ultimately resulting in bona fide job skills and work experience in addition to soft skills and personal management skills. After enrollment in SYEP, some students are referred to CSNF's WIOA Youth program for any additional assistance they need to overcome barriers related to being a new high school graduate who may still be basic skills deficient or unable to work in a regular capacity.

Wagner-Peyser. In general, CSNF staff counsel job seekers on career development by using labor market and earnings information. CSNF also works with job seekers on retaining employment (e.g., dispute resolution, communication with co-workers). This strategy imparts the importance of working and the value of continued work in lieu of receiving benefits. Additionally, follow-up with participants in all programs is key to reiterating the value of staying on the job and in career

development mode.

Youth. CSNF's Foundations programs directly impact welfare dependency by breaking down barriers for young adults, giving them exposure to the world of work, and providing them access to post-secondary education. The Foundations program targets out-of-school youth, with a focus on dropout recovery. When possible, CSNF co-enrolls TANF recipients and older children into Foundations.

WIOA Adult/DW. As CSNF counsels job seekers, staff bring to life career possibilities based on career pathways (e.g., CNA to LPN to RN to BSN). CSNF supports occupations and training programs with proven records of placement and family- sufficient wages to prevent a need for future public assistance. Individuals receiving public assistance are given priority of service in CSNF's Career and Training (WIOA) programs.

CLIFF. CLIFF tools have become an integral part of program introduction and ongoing conversation with all enrolled participants. These tools help explain the "why?" behind the services provided by CSNF. In addition to TANF and SNAP, CSNF use the tools with WIOA Training participants and RESEA customers. As a whole, CSNF is able to show customers the "cliff" and develop strategies to decrease the depth and breadth of the drop off of benefits to family-sufficiency.

Hope Florida information and data. Hope Florida is CSNF's lifeline to ensure our customers in crisis are provided the resources they need to overcome their, sometimes multitude of, barriers and start on a path to self-sufficiency. Once a customer is identified as an individual who may benefit from Hope Florida's services, the customer is provided with the necessary information to facilitate a connection with Hope Florida. If that customer does not have access to a telephone, we facilitate the call in the office. We also follow up with the Northeast and Central Region Hope Florida Program Administrator after each referral to ensure that no customer in need of help is overlooked. From January 2024 through July 2024, CSNF received seven referrals from Hope Florida and CSNF made nine referrals to Hope Florida. Once an individual is referred to CSNF from

Hope Florida, that individual is contacted immediately to determine the type of intensive services required.

Co-enrollment. CSNF provides co-enrollment opportunity to all WT and SNAP participants—as part of CSNF eligibility process, all participants are considered for other and all avenues and possibilities to co-enrollment. CSNF maximizes resources through co-enrollment opportunities when an WT or SNAP customer chooses to participate and has developed their plan with their CDS. The CDS can recommend enrollment into WIOA programing for Individualized Career Services providing intensive assessments and career planning usually leading to occupational skills training in demand occupations from one of our providers allowing this demographic to get on a career pathway beyond self-sufficiency. CSNF also co-enrolls through the WIOA-funded programs (typically, Adult and Youth) to provide additional benefits and services for eligible participants.

PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and chief local elected official(s) with WIOA § 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))

Negotiated levels of Performance were as follows for the most recent two years. Performance has not been negotiated or approved for the current PY (2024-25) at the writing of this Plan:

LWDB 06 CareerSource North Florida WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	93.1%	93.1%
Employed 4th Qtr. After Exit	88.8%	88.8%
Median Wage 2nd Quarter After Exit	\$8,470	\$8,470
Credential Attainment Rate	88.9%	88.9%
Measurable Skill Gains	81.8%	81.8%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	81.7%	81.7%
Employed 4th Qtr. After Exit	78.8%	78.8%
Median Wage 2nd Quarter After Exit	\$6,834	\$6,834
Credential Attainment Rate	80.1%	80.1%
Measurable Skill Gains	81.0%	81.0%

Youth:		
Employed 2nd Qtr. After Exit	81.2%	81.2%
Employed 4th Qtr. After Exit	76.0%	76.0%
Median Wage 2nd Quarter After Exit	\$3,200	\$3,200
Credential Attainment Rate	52.2%	52.2%
Measurable Skill Gains	73.9%	73.9%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	65.5%	65.5%
Employed 4th Qtr. After Exit	66.1%	66.1%
Median Wage 2nd Quarter After Exit	\$4,356	\$4,356

- (2) Actions the LWDB will take toward becoming or remaining a high- performing board, consistent with the factors developed by the state board pursuant to WIOA §101(d)(6).

CSNF whole-heartedly complies with each item stated in Strategic Policy on Board Governance and Leadership adopted 12/2021. Additionally, CSNF undergoes the following practices:

- The Chairman of the Workforce Consortium and the Chairman of the Board of Directors meets (separately) with the Executive Director no less than monthly. These conversations are invaluable to accountability and effectiveness of the Operations of CSNF.
- The Board agenda includes more conversation on program performance and improvements, as well as outreach efforts to declining or underserved populations to supplement the labor market and services.
- Staff and Board members alike are trained on performance of each program. Both groups provide input into service improvements and suggest strategies for long-term effectiveness while also innovating.
- Staff and Board members annually review the Code of Ethics, Sunshine laws, and other accountability documents to ensure compliance and ethical standards are met.
- The Board annually reviews the performance of the Executive Director to ensure high expectations are being met and the current year's goals are in progress.

- (3) How the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

The One-Stop Operator provides survey results quarterly which are provided to the Board of Directors. Feedback may also be provided via a webform which is accessible by the Leadership Team and taken under consideration. Additionally, prior to procedural change, staff are required to engage with end-users to determine efficiency, design, and interfaces (in-person, technological, etc.). Staff feedback of their own experience and the experience of others they have interacted with is considered. Because of CSNF's small size, it is able to adapt and integrate new models of services.

- (4) Actions the LWDB took to implement and assess the use and effectiveness of the following WIOA waiver(s) in effect for Florida, if applicable.

- (a) Waiver associated with the requirement at WIOA § 129(a)(4)(A) and 20 CFR 681.410 that State and local areas expend 75 percent of local formula youth funds on out-of-school

youth.

During the 2023-24 PY, CSNF altered local policy to allow for up to 50% of WIOA Youth expenditures to be spent on In-School eligible youth expenditures. Performance below is based on 4 year results available at the time of writing:

The response should include programmatic outcomes including the increase of:

- a. Youth that attained a measurable skill gain;
272
- b. Youth that attended post-secondary education;
20
- c. Youth that participated in occupational skills training;
20
- d. ISY who participated in work experience opportunities; and
5
- e. Youth that earned an industry-recognized credential.
16

- (b)** Waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY). The response should include programmatic outcomes including:

This waiver, while available has not been used to its' fullest capacity. CSNF has an open door and a clear path for all youth, including in-school youth which includes work experience if an ITA is being implemented as part of their service plan. At the time of writing, CSNF has one in-school youth approved for ITA in the Fall.

- a. Improved response of the LWDB and youth providers' to the workforce needs of ISY;

CSNF has a clear picture of the needs of In-School Youth and work with training providers and partners and even internal programs to identify those who are the targeted focus of In-School Youth services. CSNF is open to further collaboration as needs evolve and new barriers arise for this population.

- b. Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;

To keep the rate of expenditures in balance, on average CSNF can enroll four In-School Youth per year with an ITA. All ITAs are written with the outcome of industry-recognized, post-secondary credentials as the goal. To enroll, barriers and services for these youth must be only or best remedied through WIOA Youth services. Otherwise, enrollment into another grant program where their needs are better addressed will occur.

- c. Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and

CSNF performs outreach in conjunction with many of our training providers on a regular basis to reach younger or in-school youth. Using assessments like CareerOneStop.org as well as virtual reality career exploration software, CSNF can encourage younger populations

to engage. Also, CSNF uses feeder programs like Summer Youth (SYEP) or High School High Tech (HSHT) into WIOA Youth. These programs and populations are the target of In-School enrollment.

- d. Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.

CSNF will continue monitor performance and track occupational skills training in Demand Occupations and industries.

REGIONAL PLAN REQUIREMENTS

LWDBs in an identified planning region will have to work together to formulate a regional plan as an addendum to each of their local plans. Once identified, planning regions will remain in effect if federal and state requirements for planning regions continue to be met. With each submission of the regional plan to the state, the respective LWDBs and chief local elected official(s) will certify that the requirements to be identified as a planning region continue to be met. The regional plan must include:

At this time, CareerSource North Florida is not a part of a Regional Planning Area.

END OF LOCAL AND REGIONAL PLAN

**INTERLOCAL AGREEMENT CONTINUING
THE NORTH FLORIDA WORKFORCE CONSORTIUM**

THIS INTERLOCAL AGREEMENT (“Agreement”), made and entered into pursuant to the authority of Section 163.01, Florida Statutes, by and between the FIVE (5) Counties: Hamilton, Lafayette, Madison, Suwannee, and Taylor, of the State of Florida, for the purposes of continuing the North Florida Workforce Consortium, hereinafter referred to as the “**Consortium**”, and establishing the roles and responsibilities of the Consortium.

WITNESSETH

WHEREAS, Public Law 113-128, enacted by the Congress of the United States effective July 22, 2014, which act is known as the "Workforce Innovation and Opportunity Act" (hereinafter "WIOA") establishes a program to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment, who are in special need of such training to obtain productive employment; and

WHEREAS, WIOA authorizes expenditures of federal funds for workforce development in areas of the state designated by the Governor as a Local Workforce Development Area (“Local Areas”); and

WHEREAS, The Florida Workforce Innovation Act of 2000, Chapter 445, Florida Statutes, further delineates the roles and responsibilities of all parties in the expenditure of federal funds for workforce development programs in such designated areas; and

WHEREAS, Jefferson County has been realigned from North Florida Workforce Development Board, Inc. (dba CareerSource North Florida) to Big Bend Jobs & Education Council, Inc. (dba CareerSource Capital Region) as designated by the Governor of the State of Florida as provided by CareerSource Florida, effective July 1, 2024; and

WHEREAS, pursuant to the Acts listed above, Counties may execute an Agreement that specified the roles of the Chief Elected Officials (CEOs) as provided by CareerSource Florida and defines the scope of this relationship and responsibilities provided herein; and

WHEREAS, the WIOA creates a partnership among the state, local governments, and the private sector, with primary emphasis upon the coordination of workforce development programs; and

WHEREAS, the Boards of County Commissioners of each of the parties to this Agreement desires that its County be included in an area workforce development plan to avail its citizens of the benefits of the WIOA; and

WHEREAS, the Boards of County Commissioners of each of the parties finds value in forming an undivided network amongst these and other rural counties within the state and strongly advocates for longstanding cohesiveness of rural communities; and

WHEREAS, the Boards of County Commissioners of each of the parties acknowledge the need for maximization of education, training, and employment resources and the need for a Local Workforce Development Board charged with the responsibility for implementing federal and state policies within the Local Area in order to make the most efficient use of the authority; and

WHEREAS, the parties to this Agreement formed a Consortium to carry out their separate and independent functions described herein in a coordinated and cooperative fashion.

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

1. Re-Authorization of the North Florida Workforce Consortium

A multi-jurisdictional arrangement, the "North Florida Workforce Consortium" or "Consortium" shall continue for the express purpose of carrying out the individual responsibilities of each party to this Agreement under the WIOA and other applicable statutes.

The Consortium shall consist of five (5) members beginning July 1, 2024. The Boards of County Commissioners of each county shall each designate a member of their County Commission to serve as the County's representative on the Consortium.

2. Parties to this Agreement

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

Hamilton County Board of County Commissioners

Jasper, Florida

Lafayette County Board of County Commissioners	Mayo, Florida
Madison County Board of County Commissioners	Madison, Florida
Suwannee County Board of County Commissioners	Live Oak, Florida
Taylor County Board of County Commissioners	Perry, Florida

3. Consideration

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

4. Geographical Area to be Served by this Agreement

The geographical areas which will be served by this Agreement are the entire geographical areas of each of the five (5) member counties, which geographical areas are legally described in Chapter 7, Florida Statutes.

Pursuant to the Governor's designation and alignment of 2023, the five members constituting the North Florida Workforce Consortium and North Florida Workforce Development Board, Inc. shall be the Counties of Hamilton, Lafayette, Madison, Suwannee, and Taylor.

5. Size of Population to be Served

The population of the five-county area to be served by this Agreement is 105,468, based upon the 2020 Census.

6. Federal and State Requirements

The Consortium intends to incorporate into this Agreement the duties and obligations governing programs under WIOA, Florida Workforce Innovation Act of 2000, Personal Responsibility and Work Opportunity Reconciliation Act of 1996, and any other applicable state and federal rules and regulations.

7. Joint Understanding

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

8. Membership

- a. The Consortium consists of the five (5) member governments represented

by elected officials designated to serve by their respective Commission. The elected official may designate an alternate to serve in the elected official's absence. The alternate shall also be an elected official to the same County Commission and have the same voting rights as the originally-designated appointment when serving as an alternate.

- b. The officers of the Consortium shall include a Chair and a Vice-Chair. Officers shall be elected from among and by the membership of the Consortium until a successor is duly elected. The Chair shall also serve as the Chief Local Elected Official (CLEO) for the LWDA. The Chair of the Consortium will have authority to sign documents on behalf of the Consortium. The Chair will review, acknowledge, and execute contracts and other records on behalf of the Consortium in accordance with all federal, state, and local laws and within the terms and conditions of this Agreement. In the absence or unavailability of the Chair, the Vice-Chair shall assume the same authority and responsibility as the Chair.
- c. A quorum of the Consortium will consist of three (3) members of the actual appointed membership. In the absence of a quorum, no official action may be taken. Consortium meetings can be hybrid, with virtual and in-person attendance. A quorum of the Consortium requires three (3) members be present at the publicly-noticed meeting. Further, any formal action by the Consortium will require a simple majority vote of the members participating in the meeting whether in person or virtual, provided that at least three (3) members must participate in the vote on the action by the Consortium.

9. Duties and Responsibilities of the Consortium

- a. To establish and continue supporting the North Florida Workforce Development Board, Inc. (NFWDB) where such authority is delegated by an individual Board of County Commissioners to its Consortium member.
- b. To appoint the members of the North Florida Workforce Development Board, Inc. (NFWDB), in accordance with the WIOA and other prescriptive legislation. NFWDB shall consist of members as provided for under WIOA:
 - i. The Consortium will make private-sector appointments, assuring a 51% private-sector majority.
 - ii. No single local government elected official may represent a local government on both the Consortium and NFWDB, however any elected official may sit on NFWDB in another professional capacity.
- c. To select a grant recipient (fiscal agent), and administrative entity to

administer WIOA and other applicable statutes/programs/funds (the Consortium selects North Florida Workforce Development Board, Inc. for these functions).

- d. To enter into agreements with each other regarding the LWDA, which is this Interlocal Agreement.
- e. Together with NFWDB, review and approve the Local Workforce Plan, modifications thereto, and submit to the Governor.
- f. To approve Memorandum of Understanding (MOU) and Infrastructure Funding Agreements (IFA) between NFWDB and One-Stop partners.
- g. To approve the NFWDB planning budget for carrying out its duties.
- h. To provide oversight and guidance in conjunction with the NFWDB.
- i. To accept responsibility for compliance and accountability for State and Federal funds.
- j. To empower NFWDB to enter into agreements with the State of Florida Department of Commerce or other entity in order to administer and manage relevant programs.
- k. To establish rules for the conduct of business, provided herein.
- l. To perform any other appropriate duties necessary for the accomplishment, and consistent with the purposes, of this Agreement, the WIOA, and Florida's workforce development initiatives.

10. Meetings

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

11. Financial Support

- a. The Consortium shall support its programs and any costs incidental to the operation of its programs by grant funds appropriated to it by the United

States Department Of Labor under the WIOA or other Workforce Development, Welfare Legislation, or related grants and or by the State through the LWDB or through any other Federal, State or Local source. Additionally, the Consortium is authorized to accept any other grants in aid or assistance funds, from the United States Government or to accept appropriations from any of its members, or any other organization or person, including the acceptance of gifts, grants, or bequests whether it be in the form of tangible or intangible property.

- b. No funds will be required from the treasuries of any of the parties to this Agreement for implementation of workforce development initiatives, including programs funded by WIOA, it being the intent hereof that all funding of the workforce development initiatives and the Consortium shall be accomplished by grants and funds available pursuant to workforce development initiative programs, including the WIOA and any other State and Federal grants or other funding which will further the purpose of the program. The above language does not preclude local governments from expending funds under their jurisdiction on workforce development programs.
- c. In accordance with Section 107(d)(12)(B)(i)(II) of WIOA, each county recognizes that appointing a local Board does not release the local elected officials or the Governor of the State of Florida of the liability for misuse of the grant funds obtained under WIOA. Therefore, the Consortium agrees to be fully responsible for acts and omissions of its agents or employees to the extent permitted by law. Counties will share in the liability based on their proportion of population of the area. Sanctions based on performance will be incurred similarly.

12. Powers of the Consortium

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

- a. The power to create a separate legal administrative entity to carry out Consortium policies and perform as described in Chapter 163 and Section 163.01(7)(b), Florida Statutes.
- b. The manner in which accountability for fund expenditures shall be provided for including an independent audit to be done in accordance with the Florida Statutes, and Federal Circular 2-CFR-200 or any subsequent revision or update.
- c. The acceptance of grants, gifts, or other types of financial assistance as allowed by law.

- d. The manner in which any fee for service income, unrestricted income or surplus funds may be expended.
 - i. Surplus funds, which are characterized as carry over moneys from one grant year to the next, shall be expended in accordance with USDOL or State instructions.
 - ii. Surplus funds, which may be characterized as program income as defined by Federal or State regulations shall, be expended in accordance with applicable regulations.
 - iii. Any other surplus funds which do not have to be expended as per paragraphs i and ii above, or do not have to be expended in the furtherance of programs shall be expended in any manner which would further the public interest as it relates to welfare reform and workforce development, or may be used to repay debts of the Consortium. The decision as to how the expenditures shall be made shall be done at a regularly scheduled public Consortium Meeting by motion and majority vote of the Council.
- e. Approval of contracts for training services, audit, monitoring upon recommendation of the NFWDB.
- f. Authorization of the Executive Director of NFWDB to negotiate, enter into, and execute agreements following approval of the Consortium and NFWDB as appropriate.
- g. Authorization of the Executive Director to enter into and approve Incumbent Worker Training, individual OJT, work experience, community work experience, and customized training or to delegate such responsibilities to the provider approved by the Consortium and NFWDB for the provision of such services in accordance with policies to be established by the Consortium, NFWDB, or the Executive Director, as appropriate.
- h. Authorization of the Executive Director to make purchases in accordance with the procurement and purchasing guidelines approved as a part of the NFWDB Administrative Plan. Purchases shall include services, supplies, consultant agreements, materials, equipment, and leased space.
- i. Authorization of the Executive Director to make and issue policies and procedures.
- j. Authorization of the Executive Director to make emergency decisions which may include the acceptance or application for grants or the entry into contracts or the expenditure of funds in emergency situations where a meeting of the Consortium and/or NFWDB as appropriate cannot be called prior to the time that an action must be executed. Such actions shall be placed on the agenda of the next meeting of the Consortium and NFWDB for ratification by the appropriate entity. All such contracts, purchasing, and expenditures shall be in accordance with established rules and governing State and Federal policies and circulars.

- k. Authorization of the Executive Director to negotiate performance outcomes with Federal and/or State entities.
- l. The manner in which funds shall be disbursed or paid.
- m. The acquisition, ownership, custody, operation, maintenance, lease or sale of real or personal property subject to Federal and State rules.
- n. The disposition, diversion, or distribution of any property acquired.
- o. The composition, membership appointments, and organizational approval of any advisory bodies to the Consortium, as necessary.
- p. The manner in which staff shall be employed to carry out and serve Consortium objectives.
- q. The appointment of the Executive Director upon recommendation of NFWDB, and authorization of the NFWDB Chair to draft personnel rules and policies which shall be approved by the Consortium upon recommendation of NFWDB and which shall provide for the hiring of such staff as is necessary to carry out the duties and responsibilities of the Consortium and NFWDB. The Executive Director shall be responsible for the hiring and termination of staff in accordance with those policies.
- r. To develop procedures and/or administrative rules to effectively carry out the Consortium's policies and decisions so long as they do not conflict with governing federal and state policies, the LWDB rules and regulations.
- s. Any other necessary and proper matters as they may arise and as agreed upon by the consortium members and member governments.

13. Signatory

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

14. Prior Agreements

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

15. Amendment

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

16. Construction

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

17. Invalid Provision/Severability

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

18. Waiver of Rights

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

19. Agreement Not Prohibited by Law

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

20. Legal Requirements

- a. All Federal, State and Local laws shall be complied with by all parties to this Agreement.
- b. All Regional Workforce Development Plans shall be approved by the NFWDB and the Consortium.

21. Duration of Agreement

This Agreement shall have the duration equal to the period that the Workforce Development Area designation remains in effect for the geographical area identified herein. Any parties to the Agreement may withdraw from this Agreement by passing a resolution to such effect and providing thirty (30) days' notice to the other parties to this Agreement. However, the validity, force, and effect of this Agreement shall not be affected by the withdrawal of one (1) or more parties to this Agreement.

22. Applicability and Effective Date

This Agreement replaces the previous Interlocal Agreement continuing the North Florida Workforce Consortium and shall be effective July 1, 2024 upon the execution hereof by the final signatory adopting this Agreement and upon filing the same with the Clerk of the Circuit Court in each County prior to July 1, 2024.

23. Dispute Resolution Process

If, during the course of this Agreement, there is a dispute between the parties, the following procedures will apply:

- a. The party which has the dispute shall notify the other parties of the nature of the dispute, in writing, with a copy to the Governor of the State of Florida;
- b. All disputes and controversies of every kind and nature between the parties named above arising out of or in connection with this meaning, performance, nonperformance, enforcement operation, breach, continuance, or termination shall be submitted to non-binding mediation. If the parties cannot agree upon a mutually satisfactory mediator within sixty (60) days of receiving a request for appointment of a mediator from any party to this agreement, then the Chief Judge of the Third Judicial Circuit shall be requested to select a mediator to mediate the dispute. The cost of the mediator shall be shared equally by the parties;
- c. If, after hearing the dispute, accord is not reached on the resolution of the dispute, the party that raised the dispute may, by giving one hundred eighty (180) days written notice, before the end of the program year (before June 30th) withdraw from the Consortium, effective July 1st of the following program year, or at such later time as designated by the Governor of the State of Florida.

IN WITNESS WHEREOF, the parties hereto have executed this Interlocal Agreement on the dates set forth below, and hereby agree to be bound by the terms and provisions set forth herein.


THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK

SIGNATURE PAGE

Hamilton County, Florida

BY: 
County Commission Chairman

DATE: 2-20-2024

ATTEST: 
Clerk of Court

DATE: 2-20-2024

SIGNATURE PAGE

Lafayette County, Florida

BY: 
County Commission Chairman

DATE: 2/27/24

ATTEST: 
Clerk of Court

DATE: 2/27/24



SIGNATURE PAGE

Madison County, Florida

BY:


County Commission Chairman

DATE:

3/13/24

ATTEST:


Clerk of Court

DATE:

3/13/24

SIGNATURE PAGE

Suwannee County, Florida

BY:




County Commission Chairman

DATE:

03.19.24

ATTEST:



Clerk of Court

DATE:

03.19.24

SIGNATURE PAGE

Taylor County, Florida


BY:


County Commission Chairman

DATE:

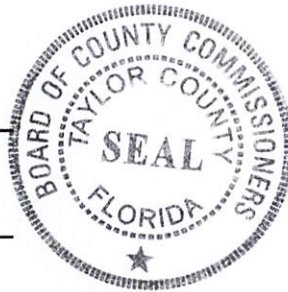
3/4/24

ATTEST:


Clerk of Court

DATE:

3/4/24



SIGNATURE PAGE

North Florida Workforce Development Board, Inc. dba CareerSource North Florida

BY:



North Florida Workforce Development Board, Inc. Chairman

DATE:

4-9-24

ATTEST:

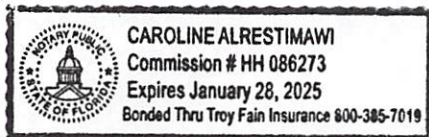


North Florida Workforce Development Board, Inc. Executive Director

DATE:

4-9-24

Caroline Alrestimawi



BYLAWS
OF THE
NORTH FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.
(Revised and Approved May 16, 2024)

ARTICLE I

CREATION AND AUTHORITY

Section 1.1 In accordance with the provisions of the Workforce Innovation and Opportunities Act of 2014 and the and the Florida Workforce Development Bill (Senate Bill 7040) of 2016, the North Florida Workforce Development Board, Inc. was created in accordance with the Interlocal Agreement creating the North Florida Workforce Development Consortium and the North Florida Workforce Development Board adopted by the Counties of Hamilton, Lafayette, Madison, Suwannee, and Taylor in June, 2016.

Section 1.2 The North Florida Workforce Development Board, Inc. shall have the authority to perform any and all duties necessary for the accomplishment of and consistent with the purpose of the Workforce Innovation and Opportunity Act, Welfare Transition Program, and the Interlocal Agreement creating the North Florida Workforce Development Consortium and the North Florida Workforce Development Board, Inc.

ARTICLE II

DEFINITIONS

Section 2.1 “Board” shall mean the North Florida Workforce Development Board.

Section 2.2 “Consortium” shall mean the North Florida Workforce Development Consortium, made up of elected official representatives from the Boards of County Commissioners from Hamilton, Lafayette, Madison, Suwannee, and Taylor Counties.

ARTICLE III

PURPOSES & RESPONSIBILITIES

Section 3.1 To promote the establishment of programs designed to prepare youth and unskilled adults for entry into the labor force and to support state and federal intent under the Workforce Innovation and Opportunity Act for Youth and Adults.

Section 3.2 To promote job training for economically disadvantaged individuals and other individuals facing serious barriers to employment.

Section 3.3 To provide policy guidance and oversight for services and other initiatives mandated by state and federal statutes, or determined to be beneficial to the economic health of the local area.

Section 3.4 To deliver workforce solutions designed to meet the specific needs of employers and job seekers.

Section 3.5 To identify, develop relationships with, and convene partners within the talent development ecosystem to leverage support of local workforce development services.

ARTICLE IV GEOGRAPHIC AREA

Section 4.1 The geographic region to be served by the Board, consists of Hamilton, Lafayette, Madison, Suwannee, and Taylor Counties.

ARTICLE V MEMBERSHIP

Section 5.1 Composition of the Board

5.1.1 The composition of the Board shall meet the requirements set forth in state and federal law.

5.1.2 The Board shall consist of the number of members necessary to meet the federal and state requirements for membership and which is in the best interest of the Board. At no time shall Board membership consist of less than thirteen (13) members. No less than fifty-one (51%) percent of the membership shall be representatives of the private sector. Pursuant to the Workforce Innovation and Opportunity Act of 2014, private sector members must meet two criteria: a) must be an owner, CEO, COO, or have optimum policymaking or hiring authority, and b) must provide employment opportunities in an in-demand industry sector. In addition, local Board members should be users of the local workforce system.

Section 5.2 Membership nominations of private sector representatives shall be the responsibility of Economic Development Organizations or Chambers of Commerce within the region. Appointments shall be the responsibility of the authorized local elected officials of the Consortium in accordance with the provisions of the Interlocal Agreement creating the Consortium and the Board. All appointments shall be subject to final certification by the Governor.

Section 5.3 Any vacancy in the private sector membership of the Board shall be filled in

the same manner as the original nomination if possible. Terms shall be for two years, with consideration for staggered terms to provide for continuity of leadership. Terms shall begin on July 1st and may be filled mid-year as needed for vacancies. Board members may serve no more than four (4) consecutive terms of office (for a total of up to eight (8) consecutive years) and then must sit off of the Board for a minimum of two (2) year. Board members filling statutorily required seats are not bound by term limits. Appointments of new Board members shall be retroactive to the date that the seat was vacated.

Section 5.4 All members of the Board shall comply with the provisions of Chapter 112, Part III, Florida Statutes, relating to Standards of Conduct for Public Officials and Employees, particularly those portions requiring Disclosure of Private Interests for Public Officials and Employees, and those portions requiring that no official use his/her position to secure special privilege or exemption for himself/herself and others.

Section 5.5 Termination

5.5.1 Membership of an individual shall be automatically terminated for failure to attend fifty percent (50%) of Board meetings in a year, or by tendering a resignation. For members filling mandated seats on the Board who fail to attend, a request will be made for replacement by the member's representative entity. In the event of extenuating circumstances, the Executive Committee may review an individual case and may grant excused absences.

5.5.2 Membership shall be automatically terminated for refusal of a member to comply with the financial disclosure requirements of Chapter 112, Part III, Florida Statutes.

ARTICLE VI OFFICERS, COMMITTEES AND STAFF

Section 6.1 Officers

6.1.1 The officers of the Board shall consist of a Chairperson, Vice-Chairperson, Immediate Past Chairperson, and Secretary/Treasurer. Officer selection shall, when possible, be a natural progression from Secretary/Treasurer to Vice Chairperson, then to Chairperson of the Board. Officers shall be elected in accordance with Sections 6.3 and 6.4

6.1.2 The Chairperson shall be a private sector member of the Board. The Chairperson shall perform all duties incident to the office of Chairperson, inclusive of signing of all appropriate Board documents, representing the Board at state and regional meetings as appropriate, and presiding at Board meetings.

6.1.3 The Vice-Chairperson shall act for the Chairperson in the absence of or at

the direction of the Chairperson.

6.1.4 The Secretary/Treasurer, in conjunction with a designated staff member shall keep, or cause to be kept, appropriate Board and committee meeting minutes, and review financial documents to advise Board and staff regarding financial issues.

6.1.5 The Immediate Past Chairperson shall provide transitional support and guidance to the Board. In the event the Past Chairperson is no longer available to serve on the Board (e.g. due to retirement or term limit), the vacant seat on the Executive Committee will be filled by an “at large” member with no officer delineation.

Section 6.2 Executive Committee

6.2.1 The Executive Committee shall consist of five (5) members, geographically dispersed to represent all counties if possible, The Chairperson, Vice Chairperson, Immediate Past Chair Person, and Secretary/Treasurer shall serve. Other Executive Committee members are considered “at large” members.

6.2.2 The Chairperson of the Board shall serve as the Chairperson of the Executive Committee.

6.2.3 The Executive Committee shall be empowered to act, in emergency situations, on behalf of the full membership of the Board, provided that any such action taken by the Executive Committee pursuant to this authority shall be placed on the Board’s agenda to be voted on at the next full Board meeting.

6.2.4 A quorum for any meeting of the Executive Committee shall consist of majority of fifty one percent (51%) of the current voting membership. Any vacant position on the committee shall not be included as part of the total number of the current voting membership for the purpose of determining a quorum.

Section 6.3 Terms of Office for Officers and Executive Committee Members at Large

6.3.1 Officers and Executive Committee Members shall be elected and approved by a majority of the members of the Board. These positions will be for a two (2) year term, and may serve until their successors are elected.

6.3.2 Officers may serve only two (2) consecutive terms of two (2) years in the same elected position, and Executive Committee Members at Large may not serve more than two (2) terms in any given elected position during the same Board membership term.

6.3.3 The terms of office shall commence on the first day of July of each year.

Section 6.4 In the event that an officer or an Executive Committee Member at Large resigns or for any reason cannot complete his/her term of office, a new officer or Executive Committee Member at Large shall be elected at the next Board meeting to fill his/her unexpired term of office. For routine filling of officer or executive committee vacancies, a nominating committee shall be appointed by the Board Chair. Nominations shall also be accepted from the Board at large.

Section 6.5 Standing Committees: There shall be one (1) committee of the Board:

6.5.1 Executive Committee, as outlined in Section 6.2, who shall also serve as the finance, audit, and personnel committee.

6.5.2 Other ad hoc committees or task groups may be appointed by the Chairperson as needed. Committee members may be selected from non-members of the board according to need, knowledge and expertise.

Section 6.6 Administrative Entity Staff

6.6.1 The Executive Director shall be hired by the Board upon a two-thirds (66%) vote of the members present, and serve at the pleasure of the Board. A two-thirds (66%) vote of the members present shall be required to dismiss the Executive Director.

6.6.2 All other Board employees shall be determined and managed by the Executive Director, and governed by personnel policies.

ARTICLE VII RULES OF PROCEDURE MEETINGS, VOTING RIGHTS, AND QUORUM

Section 7.1 Meeting Procedures

7.1.1 Regular Board meetings shall be held at least once each quarter.

7.1.2 Executive Committee meetings may be held at the call of the Chair. Board and Committee meetings may be conducted by any method of telecommunications, provided that the public is given proper notice of the meeting and is given reasonable access to observe and, when appropriate, participate.

7.1.3 Written notice of any Board or committee meeting may be provided by U.S. Mail, email or facsimile to each member at least five (5) calendar days prior to the meeting. The notice shall specify the time, date, location, teleconference number if applicable, and agenda for the meeting. Emergency meetings shall require a notice of twenty-four (24) hours by phone or email.

7.1.4 Minutes shall be kept of all meetings, shall be available to the public, and shall be reviewed and approved at the next Board or appropriate committee meeting.

7.1.5 All proceedings of the Board shall be in compliance with the most current Florida Sunshine Law, Chapter 286.011, Florida Statutes, and in accordance with any other applicable Florida Statutes. As such, all meetings shall be publicly announced and open and accessible to the general public.

7.1.6 All meetings shall be conducted according to a written agenda distributed to each member prior to the meeting. Additional items may be added to the agenda after consideration of public input and majority vote of the members present at the beginning of a meeting.

7.1.7 When parliamentary procedures are not covered by these Bylaws, Robert's Rules of Order, as Revised, shall prevail.

7.1.8 Participation in Board meetings shall be limited to members of the Board and its staff with the following exceptions: (1) regularly scheduled agenda items that call for reports or participation by non-members; (2) comments or other participation by the public deemed to be relevant and material to a matter under consideration by the Board. Public comments, which are not relevant to matters under consideration by the Board, shall be directed to New Business.

7.1.9 Special meetings of the Board shall be called by the Chairperson or at the request of a minimum of five (5) Board members. Special meetings shall be held at a time and place to be determined by the Chairperson and with due public notice.

Section 7.2 Voting

7.2.1 Each member of the Board, including officers, shall have one (1) vote on all matters under consideration by the Board.

7.2.2 Each member of the Executive Committee or any other committee created by the Board shall have one (1) vote on all matters under consideration by the committee.

7.2.3 Unless otherwise specified in the Bylaws, a motion shall be passed or defeated by a majority of those members voting at a meeting where a quorum has been established.

7.2.4 Members electing to abstain from any vote shall state the reason for abstaining.

7.2.5 In the event of a tie, the vote of the Chairperson of the Board or Committee Chairperson shall serve as the tie breaker.

7.2.6 Proxy or absentia votes shall not be accepted.

7.27 Ex officio members of the Board shall have the right to participate in discussions before the Board but have no vote on any matters before the Board.

Section 7.3 A quorum for any meeting of the Board shall consist of forty percent (40%) of the current voting membership inclusive of the Chairperson. Any vacant position on the Board shall not be included as part of the total number of the current voting membership for the purpose of determining a quorum.

ARTICLE VIII COMPENSATION AND EXPENSES OF MEMBERS

Section 8.1 Members shall receive no compensation for their services, but shall be reimbursed for traveling expenses while engaged in specific authorized activities on behalf of the Board. Such reimbursement shall be made in accordance with the prevailing state policies.

ARTICLE IX RESOLUTION OF DISAGREEMENTS WITH THE NORTH FLORIDA WORKFORCE DEVELOPMENT CONSORTIUM

Section 9.1 In the event of a disagreement between the Board and the Consortium, the Chairperson and Vice-Chairperson shall be empowered to negotiate the matter on behalf of the full membership of the Board to the mutual satisfaction of both parties, provided that any such resolution shall not be effective until approved by the full membership of the Board.

ARTICLE X LEGAL STATUS

Section 10.1 Nothing in these Bylaws shall be construed to take precedence over Federal, State or local laws or regulations, or to limit or constrain the rights and obligations of the units of local government party to the Interlocal Agreement creating the Consortium and the Board.

Section 10.2 All matters not specifically designated or delegated herein shall be subject to the action of the Board.

ARTICLE XI
AMENDMENTS

Section 11.1 These Bylaws may be amended or repealed by an affirmative vote of 66% of the membership present and voting thereon, after notice, which shall specify or summarize the changes proposed to be made. Such notice shall be mailed to Board members prior to the meeting at which such amendment or repeal is acted upon. Maintenance and interpretation of these Bylaws shall be vested in the Board attorney.

ARTICLE XII
ENACTMENT PROVISION

Section 12.1 These Bylaws shall become effective upon approval by the Board. Such approval shall require a 66% affirmative vote of the membership present and voting thereon at a meeting of the Board, after notice of the meeting and purpose thereof has been mailed to the membership.

ARTICLE XIII
INDEMNIFICATION

Section 13.1 Any North Florida Workforce Development Board member, staff person, officer, or former Board member, staff person, or officer shall be indemnified for expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit or proceeding, civil or criminal, in which he or she is made a party by reason of being or having been a North Florida Workforce Development Board member, staff person, or officer, except in relation to matters in which he or she was adjudged, in the action, suit or proceeding, to be liable for negligence or misconduct in the performance of his or her North Florida Workforce Development duties.

Section 13.2 The right to indemnification under this article is only available to the extent that the power to indemnify is lawful and to the extent that the person to be indemnified is lawful and to the extent that the person to be indemnified is not insured or otherwise indemnified.

Section 13.3 The Board and the Consortium shall have the power to purchase and maintain insurance sufficient to meet this article's indemnification requirements.
APPROVED AND ADOPTED by the BOARD on this 16th day of May, 2024.



Daniel Collins, Chairperson

5-20-24

Date



Member, Affiliation, Term

- Mr. Danny Collins (Past Chair)*, Business (Duke Energy), 2024-2026
- Mr. David Dunkle*, Higher Education (North Florida College)+
- Mr. Chris Day, Business (Madison County Community Bank), 2023-2025
- Ms. Tracy Givens, Business (Taylor County Development), 2024-2026
- Ms. Bonnie Burgess, Vocational Rehabilitation (Florida Department of Education)+
- Ms. Michelle Norris, Business (Circle of Life Assisted Living Communities), 2024-2026
- Mac McMullen, Apprenticeship (Lippert--Curt Group), 2024-2026
- Ms. Elizabeth Eastman, Business (Nammo), 2024-2026
- Mr. Ronnie Moore, Labor Union (USW), 2024-2026
- Ms. DeAnn Cruz (Vice Chair)*, Business (Nutrien), 2023-2025
- Mr. Matt Pearson (Treasurer)*, Business (SREC), 2023-2025
- Ms. Jodi Tillman, Adult Education & Literacy (Big Bend Technical College)+
- Ms. Michele Curtis, Business (The Forestry Company, Taylor County Development Authority)+
- Mr. Bryan Blair, Business (Walt's Live Oak), 2024-2026
- Mr. Doug Brown (Chair)*, Business (Madison County Development Council), 2024-2026
- TBD, Employment Service (Wagner-Peyser, DEO)

* *indicates Executive Committee*

+ *indicates governmental/agency seats which may not have term limits per REACH Act (2021)*

705 E. Base Street | Madison, FL 32340

careersourcenorthflorida.com

p: 866.367.4758





Meeting of the Board of Directors of the North Florida Workforce Development Board, Inc.

Thursday, August 15, 2024 | 4pm

705 E. Base Street | Madison, FL 32340

Microsoft Teams [Need help?](#)

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Meeting ID: 277 696 848 769

Passcode: tWg2ob

Dial in by phone

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Phone conference ID: 511 646 743#

MINUTES

Welcome and Call to Order by Doug brown, Board Chair at 4:00 pm.

Roll Call for attendance was taken:

Board Members: Bryan Blair, Doug Brown, Bonnie Burgess, Danny Collins, Michele Curtis, Chris Day, David Dunkle, Elizabeth Eastman, Michelle Norris, Matt Pearson

Staff/Guests: Diane Head, Latoria Jackson, Lonnie Saunders (FloridaCommerce)

Public Comments: There were no citizens present.

Consent Agenda

1. Approval of the Agenda
2. Consideration of 5/9/24 Executive Committee Minutes
3. Consideration of 5/16/24 Board Minutes
4. Consideration of 6/21/24 Nominations Committee Minutes
5. Consideration of 7/2/24 Board Minutes
6. Consideration of 2023-24 Expenditure Report
7. Consideration of Quarter 4 One-Stop Operator Report
8. Consideration of FREDA Rural Summit Gold Sponsorship
 - a A motion to approve the Consent Agenda was made by Bryan Blair, seconded by Chris Day. Motion carried.

Items for Action

1. Consideration of the 2025-2028 WIOA Plan
 - a. The Draft Plan was provided to members for review prior to the meeting. Executive Director provided an overview of the 4-year plan, highlighting updates since the last version, including updated labor market information, program and operational changes, and new system requirements and policies.

- b. A motion was made by Chris Day to approve the 2025-2028 WIOA Plan, seconded by Bryan Blair. Motion carried.
2. Consideration of Sub-Grantee Agreement with FloridaCommerce
 - a. A motion was made by Michelle Norris to accept the Sub-grantee agreement with FloridaCommerce, seconded Chris Day. The Motion carried.
3. Consideration of Administrative Plan Updates
 - a. Executive Director explained that the recent updates to the Administration Plan were due to feedback received during our last finance monitoring. The changes included best practices, 2CFR200 language, handling of the subgrantee contracts and administrative updates changing DEO to FloridaCommerce.
 - b. A motion was made by Michelle Norris, seconded by Matt Pearson. Motion carried.
4. Consideration of High School High Tech MOA Renewal
 - a. A motion to approve the High School High Tech MOA was made by Matt Pearson, seconded by Michelle Norris. Motion carried.
5. Consideration of WIOA Funds Transferability
 - a. Executive Director, reminded the Board of the prior year's approval of 90% transferability of funds from Dislocated Worker to Adult. Until recent years, LWDB's could carry out this administrative process without Board approval. However, this is a more open and accountable process to ensure the membership understands and is in favor of the outcome(s) resulting from this process. Last year approximately \$55,000 was transferred from Dislocated Worker to WIOA Adult.
 - b. A motion was made by Bryan Blair to allow 90% of the WIOA Dislocated Worker funds to be used for eligible WIOA Adult expenditures for the current fiscal year (2024-25). Seconded by Michelle Norris. The motion carried.

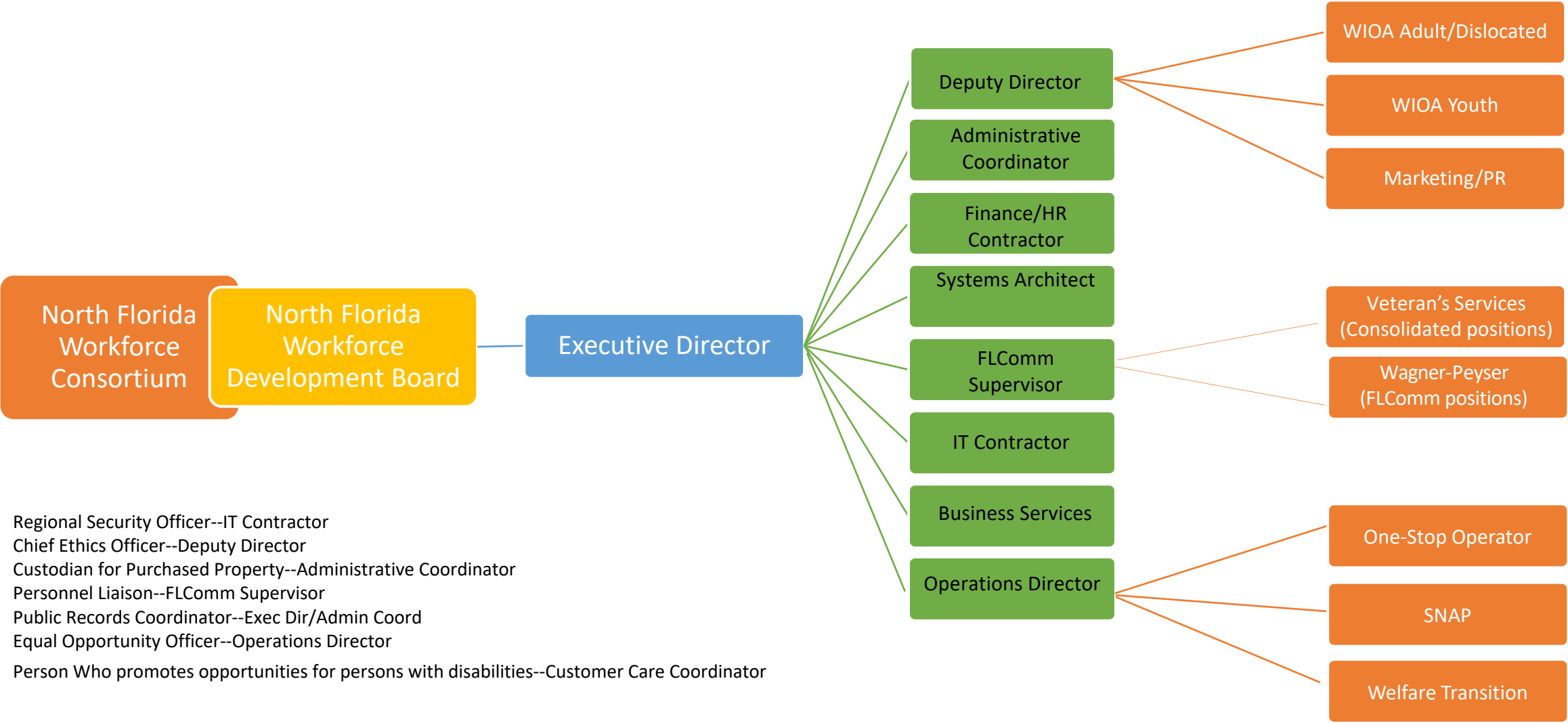
Informational Items


1. Industry and Community Updates

Other Information Provided in Packets

1. ITA 50% Requirement
2. Indicators of Performance
3. Florida Scorecard

Adjournment



Title: Role Delineation Procedure		
Program: Consortium, Board, Administration	Original Issue Date: 01/3/2022	Author/Owner: Executive Director Last Revised Date: Initial Release

PURPOSE

This procedure defines the roles and separations required to carryout the functions of North Florida Workforce Development Board, Inc. In so doing, this procedure will lessen risk and mishaps which could ensue if not for stated clarity.

BACKGROUND

The administration of a Local Workforce Development Board can be complicated. It is necessary to ensure separate functions as required by law but also foster an atmosphere of collaboration and non-duplication. NFWDB understands the importance of the delineation of duties especially when filling more than one mandated role.

PROCEDURES

Local Fiscal Agent

Per the North Florida Workforce Consortium Interlocal Agreement, North Florida Workforce Development Board, Inc. is the entity created to receive and administer funds allocated to Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties. As the Fiscal Agent, the Board names a Treasurer and sets policy to administer the funds received. This includes viewing bank statements, setting the annual budget and any updates, and oversight of the Audit and Financial Monitoring processes.

Contracted HR and Finance

North Florida Workforce Development Board has a contract with CareerSource CLM to provide finance processing labor. Their scope of work includes requesting funds, documenting expenditures, and providing reports. Additionally, CSCLM is the employer of record for NFWDB staff, however all staffing decisions and direction is provided at the local level. NFWDB maintains all responsibility for and directs the expenditure of funds.

One-Stop Operator

As stated in WIOA, the One-Stop Operator must ensure partners of the One-Stop system are represented in and have input into the One-Stop(s). Competitively procured, the RFP includes the Board-approved Scope of Work which is updated prior to the RFP release. The OSO is a sub-recipient upon entering into a contract approved by the Board. The One-Stop Operator works in conjunction with the Operations Director but his contract is managed by the Executive Director and Board, with reports and invoices submitted quarterly.

Monitoring of the OSO rests with the Leadership Team, and will be done quarterly based on the reports submitted. Staff will complete the local monitoring tool and save to the Sharepoint.

Under no circumstance will the OSO engage in the following:

- Convene system stakeholders to assist in the development of the local plan.
- Prepare and submit local plans (as required under WIOA sec. 107).
- Be responsible for oversight of itself.
- Manage or significantly participate in the competitive selection process for One Stop Operators.
- Select or terminate one-stop operators, career service providers, and youth providers.
- Negotiate local performance accountability measures.
- Develop and submit budgets for activities of the LWDB in the local area.

Service Provider

North Florida Workforce Development Board is approved to be the Program Services Provider. Direct services to participants are overseen by members of the Leadership Team—the Operations Director (WP, TANF, SNAP) and the Deputy Director (WIOA, Vets). The Executive Director provides no direction to frontline staff, nor directly oversees frontline programmatic staff. The Executive Director reviews and approves all procedure to ensure compliance with provided guidance and alignment with policy.

And while the Administrative Offices are co-located with the Career Center, there is a physical wall separating the activities and functions. This provides as a reminder of the firewall between the two. NFWDB staff works diligently to maintain the required buffer.

Board Administrative Staff

The Executive Director works under a contract with the Board. The Executive Director is the only staff to the Board and is the only employee who receives instruction from the Board. The Executive Director directs the balance of the work of the organization, directly supervises Leadership staff, Business services staff, and manages contracts.

REFERENCES

- Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128
- Chapter 445, Florida Statutes (F. S.)
- North Florida Workforce Consortium Interlocal Agreement

RESPONSIBLE STAFF

CSNF Executive Director

DOCUMENT HISTORY

Original Issue Date: 01/03/2022

Memorandum of Understanding for Workforce Innovation and Opportunity Act (WIOA) One-Stop Career Center System Partners of the American Job Center Network

This Memorandum of Understanding (MOU) is made pursuant to the Workforce Innovation and Opportunity Act (WIOA) of 2014, and is entered into by the American Job Center Network Partners:

Local Workforce Development Board LWDB): **CareerSource North Florida, LWDB-06**

Chief Local Elected Official (CLEO) Name, Title: **Mr. Ronnie Moore, Commissioner**

Required Partners

Partner Name	Program(s)	Program Authority
CareerSource North Florida	WIOA Adult, Dislocated Worker, and Youth Programs; Employment Service; Trade Adjustment Assistance (TAA) Activities; Temporary Assistance for Needy Families (TANF) program; Jobs for Veterans State Grants (JVSG) - LVER & DVOP	WIOA Title I – Adult, Dislocated Worker, and Youth Programs; Wagner-Peyser Act (29 U.S.C. 49 et seq.) as amended by WIOA title III; Chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.); Part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), under 20 CFR 678.405(b); Chapter 41 of title 38, U.S.C. / WIOA 121(b)(1)(B)(viii).
FLDOE / Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) as amended by WIOA title IV, (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741);
FLDOE / Division of Blind Services	State Blind Services	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) as amended by WIOA title IV, (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741);
Suwannee River Economic Council (SREC) Capital Area Community Action Agency (CACAA)	Referral and Emergency Services Employment and training activities under CSBG programs	Community Services Block Grant (42 USC 9901 et seq.)
National Caucus and Center on Black Aging Inc.	Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)
Hamilton County School District Jefferson County School District Lafayette County School District Madison County School District Suwannee County School District Taylor County School District	Adult Education and Literacy Act (AEFLA) programs	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii)) – Title II

Big Bend Technical College (Taylor County School District) North Florida College RIVEROAK Technical College (Suwannee County School District)	Career and Technical Education programs - post-secondary level	Carl D. Perkins Career and Technical Education Act of 2006 (Perkins V), (20 U.S.C. 2301 et seq.)
none available	Job Corps	WIOA Title I – Job Corps (29 USC 2881-2900, 29 USC 2901)
none available	Housing and Urban Development (HUD) Employment and training	Department of Housing and Urban Development (HUD) / (WIOA 121 (b)(1)(B)(xi))
none available	Farmworker Career Development Program (FCDP) - Migrant and seasonal farmworker programs	WIOA Title I – Migrant and Seasonal Farm Worker Programs (29 USC 2912, 29 USC 2919)
FL Department of Economic Opportunity (DEO)	Unemployment compensation (Reemployment Assistance)	State unemployment compensation laws (in accordance with applicable Federal law)

They are collectively referred to as the “Parties” to this MOU. This MOU will be in effect from July 1, 2023, through June 30, 2026, unless an extension is granted.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource North Florida and the Partners and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements to establish and maintain an effective and successful "One-Stop" delivery system.

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in North Florida. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons in North Florida.

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. The North Florida Workforce Development Board, Inc., dba CareerSource North Florida has been designated by the chief elected official as the administrative entity, grant recipient and fiscal agent.

The parties to this document attest authority to bind their respective party in a contractual agreement and hereby agree to the terms and conditions set forth in this document. The duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720.

All Local Workforce Development Boards (LWDBs) are required to establish and operate local service delivery systems in accordance with WIOA Section 121, with the WIOA State Plan, and with the WIOA Local Plan for their respective local areas. WIOA Section 134(c) lists the services and activities that must be provided through the delivery system. WIOA Section 107(d) gives the LWDBs the responsibility for oversight of the delivery system in each local area and requires the LWDBs to describe the activities and functions of the service delivery system and to prescribe the guidelines for carrying out these responsibilities in the Local WIOA Plan.

One-Stop Centers		
	Address	Full-Service or Satellite
1	705 E. Base Street, Madison FL 32340	Full-Service
2	1558 S Ohio Ave, Live Oak, FL 32064	Satellite

Administrative Structure			
	Entity Name & Contact	Address	Email
Administrative Entity	North Florida Workforce Development Board, Inc., dba CareerSource North Florida Diane Head	705 E. Base Street, Madison FL 32340	Diane.Head@CareerSourceNorthFlorida.com
Fiscal Agent	North Florida Workforce Development Board, Inc., dba CareerSource North Florida	705 E. Base Street, Madison FL 32340	finance@CareerSourceNorthFlorida.com
Chief Local Elected Official	Commissioner Ronnie Moore	Madison County Board of Commissioners 229 SW Pinckney Street Madison, FL 32340 (850) 973-3179 Mailing Address: PO Box 539 Madison, FL 32341	District3@madisoncountyfl.com
One-Stop Operator	Dr. Ron Natale	231 SW Red Maple Way, Lake City FL 32024	rnatale@comcast.net

Partner Responsibilities

- A. WIOA Section 121 (b) lists the minimum responsibilities of all required partners under WIOA. For consistency, all Partners will assume the responsibilities identified below, unless inconsistent with the federal law and regulations that authorize the Partner program.
1. Make career services provided under the Partner's program available to individuals through the area's delivery system in accordance with this MOU.
 2. Required partners operating in the county of the Comprehensive One-Stop will participate in the Infrastructure cost-sharing activities as described in this MOU and use a portion of funds made

available to each partner's program—to the extent not inconsistent with the federal law that authorizes each partner program—to:

- a. Create and maintain the delivery system; and
- b. Provide career services per WIOA Section 134(c)(2).

3. Remain as a party to this MOU throughout the Agreement period in order to participate as a partner per WIOA Section 121(c).
4. Participate in the operation of the system in accordance with the terms of this MOU and with the requirements of authorizing laws per WIOA Section 121(b)(1)(B).
5. Required Partners must provide representation on the area's LWDB per WIOA Section 121 (b)(1). Additional partners may participate on the Area's LWDB with the agreement of the Area's LWDB members and CLEO. However, when a program is administered by more than one entity in the area, it is not necessary that every entity provide representation on the LWDB. One entity may provide representation on the LWDB for the program.

B. In addition to the minimum responsibilities required under WIOA as identified in Section A, Partner responsibilities include:

1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 USC 4215.
2. Compliance with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to parties in their respective roles under this MOU and as consistent with the rules that govern each partner's respective program. Each partner expressly agrees to notify LWDB of any changes to the rules governing its respective program that impact the partner's performance under this MOU. LWDB will communicate the changes to the operators and any other affected partners.
3. Each partner must ensure compliance by its staff members who work in the One-Stop center with CareerSource North Florida policies and procedures. Should a conflict exist between the CareerSource North Florida personnel policies and a partner's personnel policies, the partner's policies will prevail.
4. Use of common practices and procedures; forms and documents; software systems or applications; and other forms of media as agreed to by all parties in the performance of One-Stop center services and activities and functions that support the service delivery system.

Programs, Services, & Activities

- A. WIOA Section 121(b)(1)(B) identifies the programs, services and related activities that must be provided through the delivery system in each local area. WIOA Section 121(c)(2) requires this MOU to include a description of the services that will be provided through the area's service delivery system and to identify the service delivery method(s) each partner will use to deliver the services. This MOU will also identify the career services, training, and employer services that each partner will provide to ensure that all parties' responsibilities are clearly identified herein.
- B. The One-Stop Services hereby incorporated, lists and describes the career, training, and employer services and the array of service delivery methods.

Career Services offered include:

1. WIOA Adult, Dislocated Worker, and Youth
2. Temporary Assistance for Needy Families (TANF)
3. Supplemental Nutrition Assistance Program (SNAP)
4. Employment services authorized under the Wagner-Peyser Act
5. Vocational Rehabilitation
6. Blind Services
7. Senior Community Service Employment Program (SCSEP)
8. Disabled Veterans' Outreach Program (DVOP)
9. Reemployment Services and Eligibility Assessments (RESEA)
10. Trade Adjustment Assistance (TAA) activities
11. Community Services Block Grant (CSBG) activities

Training Services offered include:

1. Adult education and literacy
2. Career and technical education programs at the post-secondary level
3. Department of Housing and Urban Development employment and training activities

Employer Services offered include:

1. Business Services
2. Recruitment assistance for employers
3. Scheduling, screening and testing for employers

Required Partner Services

Partner Name	Program Name	Services Offered (from page 5)			Service Delivery Method (bottom of Table)
		Career	Training	Employer	
CareerSource North Florida	WIOA Adult, Dislocated Worker, and Youth Programs; and Temporary Assistance for Needy Families (TANF) program	1, 3, 2		1, 2, 3	FT FT
DEO through CareerSource North Florida	Employment Service; and Trade Adjustment Assistance (TAA) Activities. Jobs for Veterans State Grants (JVSG) - LVER & DVOP	4 10 8	6	1, 2, 3 .	FT FT FT
National Caucus on Black Aged	Senior Community Service Employment Program (SCSEP)	7			PT
FL Department of Economic Opportunity (DEO)	Unemployment compensation (Reemployment Assistance)				NA
Hamilton County School District Jefferson County School District Lafayette County School District Madison County School District Suwannee County School District Taylor County School District	Adult Education and Literacy Act (AEFLA) programs		1		T, B
Big Bend Technical College, Taylor County School District North Florida College RIVEROAK Technical College, Suwannee County School District	Career and technical education programs - post-secondary level		2		T, A, B

FLDOE / Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	5			C/Off, T, A, B
FLDOE / Division of Blind Services	State Blind Services	6			C/Off, T, A, B
Capital Area Community Action Area (CACAA) Suwannee River Economic Council (SREC)	Employment and training activities under CSBG programs	11 11			T, B

Required Partner Services: The table above identifies the services each required partner will provide and the method(s) of service delivery each partner will use. The services are identified by the corresponding numbers listed for each service in the Services Document. The service delivery methods are identified by the following service delivery codes: FT - On-Site Staff Full Time, PT - On-Site Staff Part Time, C - Contracted Service On-Site Full Time, C/PT - Contracted Service On-Site Part Time, C/Off - Contracted Service Off-Site, T - Access Via Telephone, A - Access Via Automated System, B - Brochure/Handout, P - Posting at One-Stop Center, O – Other and NA - Not Applicable.

Method of Referral

Pursuant to WIOA Section 121(c)(2)(A)(iii), the parties agree that the referral of individuals between the One-Stop partners for the services and activities described will be performed using the following methods:

Referrals will be routinely made between programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by another organization and/or the natural continuum of service is adult education leading to postsecondary Career and Technical education to work readiness and ultimately employment.

Referrals between partners for services and programs can be made in person, by telephone, by email to contact@careersourcenorthflorida.com, or electronically through other connections such as the Crosswalk Referral System (CRS). Some programs will use state or locally created forms. Partners will continue to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical.

Internal cross-referral procedures continue to be developed and reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to customers of the One-Stop system.

Resource Sharing/Infrastructure Funding

A. One-Stop Resource Sharing/Infrastructure Requirements:

1. WIOA 121(c)(2)(A)(ii) requires that the funding arrangements for services and operating costs of the service delivery system must be described in this MOU.
2. The methodologies described herein must be allowable under each partner's respective program and under all applicable federal and state rules—including the Office of Management and Budget (OMB) Circulars applicable to each partner's type of organization. The MOU must identify:
 - a. The shared One-Stop costs.
 - b. The methodologies that will be used to determine each party's proportionate "fair" share of those costs.
 - c. The methodologies that will be used to allocate each party's fair share of costs across the cost categories.
 - d. The method(s) each party will use to fund its fair share of costs, which may include cash contributions, contributions of staff time, equipment, and/or other resources, or in-kind contributions from a third party.

B. One-Stop Operating Costs:

1. The shared operating costs, the projected cost amounts, and each party's method of funding its fair share of those costs is identified in the Infrastructure Funding Agreement, which is an addendum to this MOU and hereby incorporated. The methodologies that will

be used to determine each party's fair share of operating costs and to allocate each party's fair share are as follows:

- a. Identification of Shared Costs.
- b. Shared Costs Budget.
- c. Proportionate Share and Cost Allocation.
- d. Resource Sharing (may include cash contributions, contributions of staff time, equipment and other resources; and
- e. Resource Sharing Agreements.

C. Program Costs/Services:

1. Costs allowable under and allocable to more than one partner program may be considered shared costs that are allocated among the eligible partner programs provided that such action is not prohibited by the partner programs' governing statutes. The manner(s) in which the parties agree to address costs chargeable to more than one partner program must be described in this MOU.
2. All parties expressly agree to use the following methodologies to determine if a particular cost is chargeable to more than one partner program and to address costs found to be chargeable to more than one partner in accordance with the following:
 - a. Methodology to Determine Shared Service Costs:

Costs are allocated to programs based on full time equivalent (FTE) positions in each program as a percentage of total FTE recorded for all programs for positions located in one stop centers. This allocation is performed on a monthly basis with the final allocation for the fiscal year being performed as of June 30.

D. Budget Tracking:

1. All parties expressly understand and agree that the initial costs listed in Attachment A, the Infrastructure Funding Agreement (IFA) will be subject to change as actual costs are incurred and paid throughout the effective period of this MOU. 29 CFR 97.20 requires a comparison of actual costs to budgeted costs. Areas will determine actual costs in accordance with local procedures and will submit the actual expenditures to all partners on a quarterly basis.
2. Updates to the IFA will not require an amendment to this MOU unless such updates reflect an increase in the total budget amount. An amendment for this purpose will be signed by authorized representatives of LWDB, the CEO and all affected partners. LWDB will ensure that all partners receive a copy of the amendment and revised budget once the amendment is fully executed.
3. Any time the IFA is modified, the LWDB must provide all parties with notice of the modification and a copy of the modified IFA. The notice shall include a description of the modification, the effective date of the modification, and the reason(s) for the modification.

4. The Workforce Innovation and Opportunities Act (WIOA) guidelines require funding be reported each quarter during the July - June program year. Quarterly IFA Reporting is completed electronically through the link
https://careersourcenorthflorida.formstack.com/forms/onestop_partner

The Infrastructure Funding Agreement follows the signature pages as an addendum.

Termination/Separation

- A. **MOU Termination:** This MOU will remain in effect until the end date specified unless:
 1. All parties mutually agree to terminate this MOU.
 2. Funding cuts by one or more federal programs are so substantial that operations cannot continue as specified herein and a new MOU must be negotiated.
 3. WIOA regulations or statute is repealed.
 4. Local area designations are changed.
- B. **Partner Separation:** WIOA Section 121(c) mandates the execution of this MOU between the LWDB and partners. However, any single partner may terminate its participation as a party to this MOU upon thirty (30) days written notice to the LWDB. In such an event, the LWDB will provide written notice to all remaining partners and will amend this MOU. The termination of one or more partner's participation as a party will not result in a termination of this MOU unless the number or contribution of the terminating partner(s) is so substantial that it necessitates the negotiation of a new MOU.
- C. **Effect of Termination:** Per WIOA Section 121, any partner that terminates its role as a party to this MOU is no longer eligible to participate as a partner in the system and will not be permitted to serve on the LWDB as a partner representative.
- D. **Partner Disqualification:** An entity identified as a required partner at the time of execution of this MOU that subsequently loses federal funding or the authority to administer the federal program in the Area and therefore no longer qualifies as a required partner under WIOA Section 121(b)(1) must send written notice of the change in status to the LWDB as soon as possible. In such an event, a formal amendment to this MOU will be required. The entity may continue as an additional partner if mutually agreed by the LWDB, CLEO, and the remaining partners.

Amendment

- A. This MOU may be amended upon mutual agreement of the parties that is not inconsistent with federal, state, or local laws, regulations, rules, plans, or policies or for one or more of the following reasons:
 1. The addition or removal of a partner from this MOU.

2. Removal or addition of program responsibilities for any partner that administers more than one federal program.
 3. An extension of the effective ending date.
 4. A change in the One-Stop Operator or Fiscal Agent or a change in the physical location of a One-Stop center.
 5. A change in the services, service delivery methods currently utilized, referral methods, methods to determine fair share, or methods to allocate costs.
- B. All parties agree that amendments for the reasons listed in 1 and 2 of Section A need only be signed by authorized representatives of the LWDB, the CEO, and the affected partner(s). Amendments for the reasons listed in all other paragraphs or for any changes that will affect the responsibilities of all parties, require the signatures of all parties. All amendments will involve the following process:
1. The party seeking an amendment will submit a written request to the LWDB that includes:
 - a. The requesting party's name.
 - b. The reason(s) for the amendment request.
 - c. Each section of this MOU that will require revision.
 - d. The desired date for the amendment to be effective.
 - e. The signature of the requesting party's authorized representative.
 2. If the request is approved, the LWDB will notify the remaining parties of the intent to amend and will provide each remaining party thirty (30) days from the date of the notice (unless another timeframe is specified in the notice) to review the anticipated changes and to submit a response to LWDB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed changes.
 3. In the event that a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to LWDB within the specified timeframe.
 4. LWDB will review the listed questions/concerns and will issue a response within fifteen (15) days of receipt of the list. If LWDB deems it necessary, the listed questions/concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.
 5. The final, approved amendment draft will be signed by authorized representatives of the affected partners, then submitted to LWDB for the final signature.
 6. LWDB will distribute copies of the fully executed amendment to all parties and to CareerSource Florida as the MOU oversight agency upon execution.

- C. This writing constitutes the entire agreement among the parties with respect to each party's role and responsibility in the area's service delivery system. All parties agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.
- D. All parties agree to communicate details of the amendment to their respective staff members whose responsibilities may be impacted by changes and further agree to ensure that their respective staff members are referencing or utilizing the most current version of the MOU in the performance of responsibilities under this MOU.

Amendments that will require the signatures of all parties must be executed no later than ninety (90) days prior to the end of the MOU period and amendments that require only the signatures of the LWDB, the CLEO, and the affected parties must be executed no later than 45 days from the end of the current State Fiscal Year.

Confidentiality

All parties expressly agree to abide by all applicable federal, state, and local laws regarding confidential information. Each party will ensure that the collection and use of any information, systems, or records that contain personally identifiable information will be limited to purposes that support the programs and activities described in this MOU as part of the service delivery system.

Impasse—Dispute Resolution

If an issue arises involving this MOU, parties will make every effort to reach a resolution in a timely and efficient manner. Any part may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the Executive Director of the North Florida Workforce Development Board, Inc. and the Director of the partner agency. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the Department of Economic Opportunity (DEO) and the Commissioner of the Department of Economic Opportunity (DEO) to review concerns and determine resolution. DEO and DOE may remand the issue back to the Executive Director of CareerSource North Florida and to the Director of the partner agency or impose other remedies to resolve the issue.

Limitation of Liability

To the extent permitted by law, each party agrees to be responsible for any liability that directly relates to any and all of its own acts or omissions or the acts or omissions of its employees. In no event will any party be liable for any indirect or consequential damages caused by actions or omissions of another party or by the employees of another party.

General Provisions

The laws and regulations listed in this section are generally applicable to most publicly-funded programs administered by the Florida Department of Economic Opportunity (DEO). The laws and regulations listed herein do not encompass all of the laws and regulations that govern the parties in their respective roles under this MOU. All parties expressly agree to comply with the federal laws and regulations listed below unless the laws and regulations that govern their particular program state otherwise:

- A. **Jobs for Veterans Act.** Each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 2813.
- B. **Americans with Disabilities.** Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to The Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.
- C. **Pro-Children Act.** If any activities call for services to minors, each party agrees to comply with the ProChildren Act of 1994 (45 CFR 98.13) that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of eighteen (18).
- D. **Drug-Free Workplace.** Each party, its officers, employees, members, subrecipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of its officers, employees, members, and subrecipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.
- E. **Ethics Laws.** Each party certifies that by executing this MOU, it has reviewed Florida Statute, Chapter 112, and knows and understands Florida's ethics and conflict of interest laws. Each party further agrees that it will not engage in any action(s) inconsistent with laws.

Partial Invalidity

All questions as to the execution, validity, interpretation, and performance of this MOU shall be governed by the laws of Florida. Should any portion of this MOU be found unenforceable by operation of statute or by administrative or judicial decision, it is the intention of the parties that the remaining portions of this MOU will not be affected as long as performance remains feasible with the absence of the illegal or unenforceable provision(s).

Counterpart

This agreement may be executed in one or more than one counterpart and each executed counterpart will be considered an original, provided that the counterpart is delivered by facsimile, mail courier or electronic mail, all of which together will constitute one and the same agreement.

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribed herein.

Ronnie Moore,
Madison County Board of Commissioners
Chief Local Elected Official

Ronnie L Moore
Signature

6-15-23
Date

Danny Collins, Chair
CareerSource North Florida Board

Danny Collins
Signature

6-15-23
Date

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

Workforce Innovation and Opportunity Act (WIOA) Local
Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Victoria Gaitanis, Acting Director

Florida Department of Education
Division of Vocational Rehabilitation



Signature

12/20/2023

Date

Robert Lee Doyle, III, Director

Florida Department of Education
Florida Division of Blind Services



Signature

1/03/2024

Date

MEMORANDUM OF UNDERSTANDING

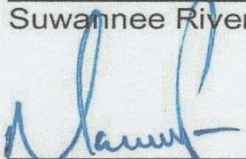
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Matt Pearson, Executive Director
Suwannee River Economic Council



Signature

4/18/23
Date

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

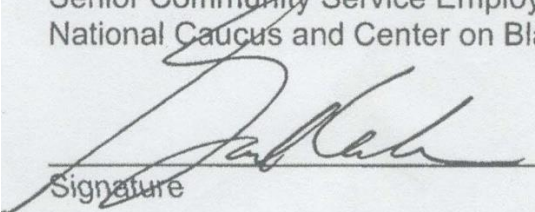
One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Gail Emerich, Program Manager

Senior Community Service Employment Program (SCSEP)/
National Caucus and Center on Black Aging Inc.


Signature

4/10/2023
Date

MEMORANDUM OF UNDERSTANDING

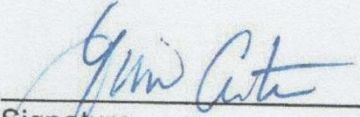
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

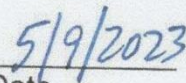
Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Tim Center, Chief Executive Officer
Capital Area Community Action Agency



Signature



Date

MEMORANDUM OF UNDERSTANDING

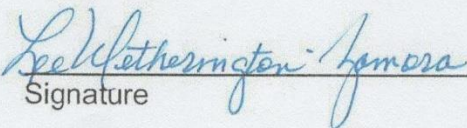
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Dorothy Lee Wetherington-Zamora, Superintendent
Hamilton County School District


Signature

05-18-23
Date

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Eydie Tricquet, Superintendent
Jefferson County School District

Eydie Tricquet
Signature

5/17/23
Date

MEMORANDUM OF UNDERSTANDING

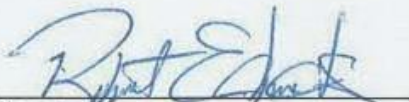
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

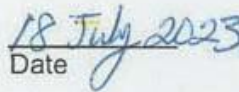
One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Robert Edwards, Superintendent
Lafayette County School District


Signature


Date

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

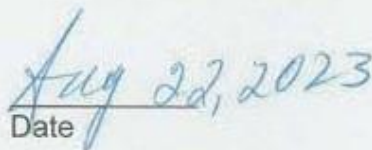
One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Shirley Joseph, Superintendent
Madison County School District


Signature


Date

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.


Ted Roush, Superintendent
Suwannee County School District



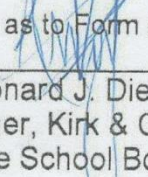
Signature

MAY 23 2023

Date



Chairperson, Suwannee County School Board


"Approved as to Form and Sufficiency
BY _____
Leonard J. Dietzen, III
Rumberger, Kirk & Caldwell, P.A.
Suwannee School Board Attorney"

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Alicia Beshears, Superintendent
Taylor County School District

Alicia Beshears
Signature

4-18-23
Date

APPROVED

APR 18 2023

By Taylor County
School Board

MEMORANDUM OF UNDERSTANDING

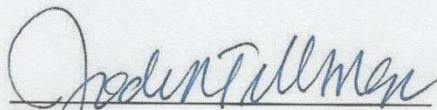
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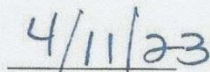
One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

Jodi N. Tillman, Director
Big Bend Technical College


Signature


Date

MEMORANDUM OF UNDERSTANDING

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 06

One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribe herein.

John Grosskopf, President
North Florida College

Signature

Date

May 12, 2023

Addendum to the Memorandum of Understanding Infrastructure Funding Agreement

North Florida Workforce Development Board, Inc. / CareerSource North Florida

I. Purpose

This Infrastructure Funding Agreement (IFA) is entered into by and between the **North Florida Workforce Development Board, Inc.** and **CareerSource North Florida** (CSNF) partners. This IFA provides information on the shared infrastructure cost and/or in-kind arrangements. All partners to this IFA recognize that infrastructure costs are applicable to all required partners, whether they are physically located in the career center or not.

The sharing and allocations of infrastructure costs among CSNF partners are governed by Public Law 113-128, the [Workforce Innovation and Opportunity Act \(WIOA\) Sec. 121\(b\)](#), its implementing regulations and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards at [2 CFR part 200 \(Uniform Guidance\)](#). Infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the American Job Center (AJC), including, but not limited to:

1. Rental of the facilities;
2. Utilities and maintenance;
3. Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
4. Technology to facilitate access to the AJC, including technology used for the center's planning and outreach activities.

IFAs must include the following elements:

1. This IFA is effective from July 1, 2023, or the date last executed by both parties, whichever is later, through June 30, 2026. This IFA may be terminated at any time by either party upon thirty (30) days written notice.
2. FTE will be utilized as the allocation bases to determine overall Partner contributions. This will be done in an effort:
 - a. To remedy the imbalance of non-physically represented Partners, and
 - b. To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the one-stop center(s) and relative benefit received.
3. The FTE allocation for infrastructure and shared services budget will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to its use of the one-stop center and relative benefit received, and that complies with [2 CFR part 200](#) (or any corresponding similar regulation or ruling).
4. Identification of all one-stop partners, Chief Local Elected Official(s), and Local Workforce Development Board (LWDB) participating in the IFA.

Partner	Program	FTE %
Chief Local Elected Official: Commissioner Ronnie Moore	Madison County Board of Commissioners	
Executive Director: Diane Head	WIOA Adult, Dislocated Worker, and Youth Programs; Employment Service; Trade Adjustment Assistance (TAA) Activities. Temporary Assistance for Needy Families (TANF) program; Jobs for Veterans State Grants (JVSG) - LVER & DVOP	89.0%
Department of Education	Division of Blind Services	00.8%
Department of Education	Division of Vocational Rehabilitation	02.0%
Madison County School Board	Adult Education	05.8%
National Caucus and Center on Black Aging Inc. (NCBA)	Senior Community Service Employment Program (SCSEP)	00.8%
North Florida College	Career and Technical Education programs- post-secondary level	00.8%
Suwannee River Economic Council (SREC)	Referral and Emergency Services	00.8%

5. The Partners and CSNF conferred regarding the involvement of each partner at the CSNF Centers. The appropriate allocation bases were discussed, and those bases included in this IFA were agreed upon as the most appropriate. CSNF proposed the initial Partner Contribution Amounts as described above and the Partners concurred with their proposal. Finally, the parties discussed the best mechanisms by which to review and reconcile actual expenses in the future and agreed to the term included in the Cost Reconciliation and Allocation Base Update section above.
6. All Parties will actively participate in local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, then the following Dispute Resolution process must be followed.
 - a. Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the North Florida Workforce Development Board, Inc. Chair (or designee) and all Parties to the MOU regarding the conflict within 10 business days.
 - b. The CSNF Chair (or designee) shall place the dispute on the agenda of a special meeting of CareerSource's Executive Committee. The Executive Committee shall

attempt to mediate and resolve the dispute. Disputes shall be resolved by a 2/3 majority consent of the Executive Committee members present.

- c. The decision of the Executive Committee shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies.
- d. The Executive Committee must provide a written response and dated summary of the proposed resolution to all Parties to the MOU.
- e. The CSNF Chair (or designee) will contact the petitioner and the appropriate Parties to verify that all are in agreement with the proposed resolution.

If Partners in a local area have employed the dispute resolution process and have failed to reach consensus on an issue pertaining to the IFA, then an impasse is declared and the State Funding Mechanism (SFM) is triggered and the IFA will be appealed through the process established by the governor for this purpose.

- 7. This IFA may be amended or modified with review and consent of all parties. Amendments and modifications must be issued in writing to all parties and sent certified U. S. Mail. All parties must be given a minimum of 30 days to comment prior to the inclusion of any amendment or modification. Oral amendments or modifications shall have no effect.

II. Infrastructure Budget

The Infrastructure Budget is comprised of the following sections:

- 1. Total Partner Contribution – By cost category, this section provides total AJC costs by partner programs for each cost category: infrastructure costs, additional costs, shared-direct costs and non-shared direct costs.
- 2. Total Operating Costs Budget: this section provides total AJC costs by cost category, cost pool, cost item, and location.

Infrastructure Budget CAREERSOURCE NORTH FLORIDA: Madison Comprehensive Center		
Cost Category	Cost Detail	Cost
Rental Costs		
Rent		
Rental of Facilities	Annual (6000 sq. ft) with CAM	\$64,967.27
Subtotal: Rental Costs		\$64,967.27
Utilities and Maintenance		
Electric	Annual	\$14,305.4
Gas		\$
Water	Annual	\$1734.93
Internet	Annual	\$5067.73
Telephones	Annual	\$
Facility Maintenance	Annual	\$7,200
Security	Annual	\$12,307.41
Supplies	Annual	\$
Subtotal: Utilities and Maintenance Costs		\$ 40,615.47
Equipment		
Assessment tools/products		
Assistive Technology (Access and Accommodation)		
Copiers	Annual	\$3,315.41
Fax Machines		\$
Computers	Annual	\$
Mobile Devices		
Other tangible equipment utilized to serve career center customers (<i>Specify equipment</i>)		
Subtotal: Equipment Costs		\$ 3,315.41
Technology to Facilitate Access to CAREERSOURCE NORTH FLORIDA		
Technology used for planning and outreach activities (<i>Specify technology</i>)		

Cost of creation/maintenance of the career center that provides direct service access to (Career Center NAME)		
Subtotal: Technology to Facilitate Access Costs		\$0
Supplies to Support the General Operation of the Career Center (Local Option)		
Supplies, as defined in 2 CFR 200.94 . <i>Specify Supplies Not Specific to a Co-located Partner (e.g., Printing; Office Supplies)</i>		\$1531.73
Subtotal: Supplies to Support the General Operation of the Career Center		\$1531.73
Common Identifier Costs (Local Option)		
Signage		
Updating Templates/Materials		
Subtotal: Common Identifier		\$0
Summary of Total Infrastructure Costs to Be Shared by Partners		
Cost Category	Subtotal Cost	
Subtotal: Rental Costs	\$64,967.27	
Subtotal: Utilities and Maintenance Costs	\$ 40,615.47	
Subtotal: Equipment Costs	\$ 3315.41	
Subtotal: Technology to Facilitate Access Costs	\$0	
Subtotal: Supplies to Support the General Operation of the Career Center	\$1,531.73	
Subtotal: Common Identifier Costs	\$0	
Total Infrastructure Costs	\$ 110,429.88	

III. Cost Allocation Methodology

Partner Program	Customers Served (FTE%)	FTE Cost	Phones/Internet Connections Cost	Total
WIOA Title I: Adult	19.4	\$21,423.40	N/A	\$37,349
WIOA Title I: Dislocated Worker	.13.6	\$15,018.46	N/A	\$26,144
WIOA Title I: Youth	.13.6	\$15,018.46	N/A	\$26,144
WIOA Title I: Job Corps	0	\$0	N/A	0
WIOA Title I: YouthBuild	0	\$0	N/A	0
WIOA Title I: Native American Programs	0	\$0	N/A	0
Migrant and Seasonal Farmworkers Program	0	\$0	N/A	0
Wagner-Peyser Act Employment Service Program	4.8	\$5,300.63	N/A	\$9,337
Trade Adjustment Assistance Activities	0	\$0	N/A	0
Jobs for Veterans State Grants Programs	3.9	\$4,306.77	N/A	\$7,470
Senior Community Service Employment Program	3.4	\$3,754.62	N/A	\$963
Unemployment Compensation	4.8	\$5,300.63	N/A	\$406
Reentry Employment Opportunities Program (RESEA)	3.9	\$4,306.77	N/A	\$7,470
The Strengthening Career and Technical Education for the 21st Century Act (Perkins V)	0	\$0	N/A	0
Temporary Assistance for Needy Families Program (TANF)	11.6	\$12,809.87	N/A	\$3,410
Supplemental Nutrition Assistance Program (SNAP)	7.9	\$8,723.96	N/A	\$18,674

Vocational Rehabilitation (VR)	1.9	\$2209	N/A	\$2209
Division of Blind Services (DBS)	.8	\$883	N/A	\$883
Madison County School District	5.8	\$6,405	N/A	\$6,405
National Caucus and Center on Black Aging Inc. (NCBA)	.8	\$883	N/A	\$883
North Florida College	.8	\$883	N/A	\$883
Suwannee River Economic Council (SREC)	.8	\$883	N/A	\$883

* Total may not equal 100% due to rounding

Any cost allocation methodology selected must:

1. Be consistent with the federal laws authorizing each partner's program (including any local administrative cost requirements);
2. Comply with federal cost principles in the Uniform Guidance;
3. Include only costs that are allowable, reasonable, necessary, and allocable to each program partner;
4. Be based on the proportionate use and of benefit to each partner.

The types of costs that are allowed are through cash, non-cash and third-party in-kind contributions.

Cash Contributions can be identified as payments towards rent, utilities, assistive technology equipment, signage, and office supplies. It must be those components that support the general operation of the AJC.

Non-Cash Contributions are expenditures acquired by partners on behalf of the AJC, and goods/services such as janitorial services, printing, or even consulting and contracting service can be contributed by a partner program and used by the AJC.

Third-Party In-Kind Contributions are made by a third party and include space, equipment, technology, non-personnel services, or other areas to support the infrastructure costs associated with AJC operations. There are two types of third-party in-kind contributions: 1) General contributions to AJC operations. This type is not made on the behalf of any individual AJC partner. 2) Contributions made specifically on behalf of an AJC partner program.

The total In-Kind match for each agency is highlighted in the last column, Total, in the Cost Allocation Methodology. Madison County School District and NCBA are partners to the Infrastructure Agreement by virtue of services provided through the Comprehensive One-Stop Center in Madison. Note that all partners have exceeded their annual infrastructure costs requirements based on FTE.

IV. Partners

Partners funding the costs of infrastructure according to the IFA are the same as those identified in the partners section of the MOU (Parties to the MOU).

Local Workforce Development Board: Name, Title, Address, Telephone, Email	
Diane Head, Executive Director	
705 E Base St.	
Madison, FL 32340	
(850) 973-1807	
Diane.Head@CareerSourceNorthFlorida.com	
Chief Local Elected Official(s): List All Chief Local Elected Officials and Name, Title, Address, Telephone, Email	
Ronnie Moore, Commissioner	
Madison County Board of Commissioners	
PO Box 539	
Madison, FL 32341	
(850) 973-3179	
District3@madisoncountyfl.com	
Required WIOA & Career Center North Florida Partner	Director / Executive Contact Information (individual with authority to enter into IFA)
WIOA Adult, Dislocated Worker, and Youth Programs; Employment Service; Trade Adjustment Assistance (TAA) Activities. Temporary Assistance for Needy Families (TANF) program; Jobs for Veterans State Grants (JVSG) - LVER & DVOP	Diane Head, Executive Director 705 E Base St. Madison, FL 32340 (850) 973-1807 Diane.Head@CareerSourceNorthFlorida.com
Division of Vocational Rehabilitation	Brent McNeal, Director Phone: 850-245-3399 325 West Gaines Street Tallahassee, FL 32399-0400

	brent.mcneal@vr.fldoe.org
Division of Blind Services	Robert Lee Doyle, III Phone: (850) 245-300325 West Gaines Street Turlington Building, Suite 1114 Tallahassee, FL 32399-0400 robert.doyle@dbs.fldoe.org
National Caucus and Center on Black Aging Inc. (NCBA) Senior Community Service Employment Programs (SCSEP)	Gail Emerich, Program Manager 6061 Doctor's Park Rd, Milton, FL 32570 (850) 623-3046 gemerich@myncba.com
Madison County School District	Shirley Joseph, Superintendent (850) 973-1500 210 N. Duval St. Madison, FL 32340 Shirley.joseph@mcsbfl.us
North Florida College	John Grosskopf, President Phone: (850) 973-1601 325 NW Turner Davis Dr. Madison, FL 32340 GrosskopfJ@nfc.edu
CSBG Suwannee River Economic Council (SREC)	Matt Pearson, Executive Director Phone: (386) 362-4115 1171 Nobles Ferry Road Live Oak, FL 32064 mattpearson@suwanneeeec.net

V. Term of Agreement

This agreement will remain in effect from **July 1, 2023, to June 30, 2026**, of the program year. Agreements shall be reviewed by the parties as necessary or at least once per year as part of the LWDB's Local Plan update.

VI. Signatures

Diane Head
Printed Name Signature Date
Representing: WIOA Title I, Adult, Dislocated Worker, and Youth Programs

Victoria Gaitanis, Acting Director
Printed Name Signature Date
Representing: Department of Education, Vocational Rehabilitation

Robert Lee Doyle, III
Printed Name Signature Date
Representing: Department of Education, Division of Blind Services

Gail Emerich
Printed Name Signature Date
Representing: National Caucus and Center on Black Aging Inc.

Shirley Joseph
Printed Name Signature Date
Representing: Madison County School District, Adult education

John Grosskopf
Printed Name Signature Date
Representing: North Florida College

Representing: North Florida College
Matt Pearson
Printed Name Signature Date
Representing: CSBG Suwannee River Economic Council (SREC)

Infrastructure Funding Agreement Signatory Page

North Florida Workforce Development Board, Inc. / CareerSource North Florida

We affirm that the Local Workforce Development Board and the Chief Local Elected Official of the local area, in partnership, have developed and now submit this Memorandum of Understanding Signature Page and Infrastructure Funding Agreement in compliance with the provisions of the Workforce Innovation and Opportunity Act and instructions issued by the Governor under the authority of the Act.

6/14/23

Submission Date

Workforce Development Board

Chief Elected Official

Diane Head

Typed or Printed Name

Ronnie Moore

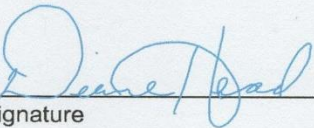
Typed or Printed Name

Executive Director


Typed or Printed Title

Commissioner

Typed or Printed Title



Signature



Signature

6/14/23

Date

6/14/23

Date



Type text here

- K. 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.** The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

CSNF enlisted the business community into the planning process through surveys through Chambers of Commerce, one-on-one engagements, community outreach, Education and Industry Consortium meeting content, and Board meeting content. Additionally, CSNF provided the link to the posted plan and public comment form on the website.

705 E. Base Street | Madison, FL 32340

careersourcenorthflorida.com

p: 866.367.4758



ATTACHMENT L

Posted on 8/14/24

act A | Janitorial Contract B
is | 2024 Extension
Authorization: BREC
Authorization: NEC

EMENT

WIOA PLAN

- 2020 WIOA Plan
- 2022 WIOA Plan Modification (as re-submitted on 11/28/22)
- 2025-28 Draft WIOA Plan
 - Form for Public Comment

ISATION

EXECUTIVE INFORMATION

- 2020-21 Exhibit E, Exec Comp
- 2021-22 Exhibit E, Exec Comp
- 2022-23 Exhibit E, Exec Comp
- 2023-24 Exhibit E, Exec Comp

OTHER REQUIRED POSTINGS

- Interlocal Agreement
- Bylaws
- Subordinate Agreement
- 2024-25 Budget

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Taken down on 9/13/24

act A | Janitorial Contract B
is | 2024 Extension
Authorization: BREC
Authorization: NEC

PROCUREMENT

WIOA PLAN

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- 2022 WIOA Plan Modification (as re-submitted on 11/28/22)
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 - Form for Public Comment

COMPENSATION

EXECUTIVE INFORMATION

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- 2023-24 Exhibit E, Exec Comp

OTHER REQUIRED

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- Bylaws
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- 2024-25 Budget

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8/14/2024

Comment form fields

Comments on CSNF's 2025 WIOA 4 Year Plan*

Name*

Email Address*

Submit

No comments

Forms

Uncategorized

2025 WIOA Plan Public Comments

Build

Submissions

Partial submissions

Charts

Scheduled Exports

All submissions

Create filter

Import data

Sharing

Filtered by: All submissions

Mark as

Export

Delete




Your Form Submissions will appear on this page.

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

- Hamilton
- Lafayette
- Madison
- Suwannee
- Taylor

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

Workforce Development Board



Doug Brown, Chair
9/24/24

Chief Elected Official



Ronnie Moore, Chair
9/24/24